

WHITE PAPER



Report on Status of Civic Issues in Mumbai

April 2022

Table of Contents

| | |
|--|----|
| I. Foreword | 5 |
| II. Acknowledgement..... | 7 |
| III. Summary of Analysis of BMC’s Centralised Complaint Registration System (CCRS)..... | 8 |
| 1. Centralised Complaint Registration System (CCRS) | 8 |
| 1.1. Current Status of BMC’s Complaints Management System | 8 |
| Figure 1 : Overall Complaints Registered in CCRS from 2012 to 2021 | 9 |
| Table 1: Issue Wise Overall Complaints from 2012-2021..... | 9 |
| Figure 2 : Trend of Total Complaints Registered in CCRS from 2012 (Baseline) to 2021 and Time Taken to Resolve | 10 |
| Table 2: Ward wise total complaints and deliberations per capita councillor constituency from 2017-2021 | 11 |
| Table 3 : Top 3 Wards with Highest Number of Per Capita* Civic Complaints from 2012 to 2021 | 12 |
| 1.2 Status of Action Taken Report (ATR) and Time Taken to Resolve Complaints in CCRS | 13 |
| Figure 3 : Overall ATR of Complaints and Closed Complaints from 2017 to 2021 (in %) | 14 |
| Table 4 : Overall Civic Complaints Escalated from Level I to Level IV in 2021 | 14 |
| Table 5 : Complaints Registered that took 50 Days and Above to Resolve and Escalated Complaints in 2021 | 15 |
| 1.3 Performance of Councillors in Wards Committees | 16 |
| Table 6 : Wards Committee Attendance and Total Deliberations from 2012 to 2021 | 16 |
| Table 7 : Issue Wise Wards Committee Deliberation from 2012 to 2021 by Major Political Parties | 16 |
| 1.4 Budget Analysis of Disaster Management Cell Budget in BMC. | 17 |
| Table 8 : Disaster Management Cell Budget (In Crore) (Fund Code: 11, Functionary Code: 21) | 17 |
| Table 9: Disaster Management Cell Human Resource 2020-21 | 17 |
| 1.5 Recommendations..... | 18 |
| Section IV: Ward wise Factsheet | 19 |
| Section V: Centralised Complaint Registration System (CCRS) | 55 |
| A. Key Highlights..... | 55 |
| B. Issue Wise Details of Complaints Registered and Closed in the CCRS | 56 |
| Table 10: Issue wise comparison of Total complaints and Complaints closed in 2020 and 2021..... | 56 |
| Table 11: Issue wise Comparison of Total Complaints and Action taken on Complaints in 2020 and 2021..... | 57 |
| Table 12: Issue-wise Status of Action Taken Report Generated on Complaints in 2021..... | 58 |
| Table 13: Issue-wise Status of Complaints Escalated in 2021 | 59 |
| Table 14: Sub-issue Wise Top Four Civic Complaints by Citizens from 2019 to 2021..... | 60 |
| Figure 4: Comparison of Most Frequent Complaints by Citizens from 2019 to 2021 | 61 |
| Table 15: Analysis of Complaints Attended (Closed) in Comparison with Days Mentioned in BMC’s Citizen Charter | 62 |
| C. Ward Wise Details of Complaints Registered and Closed in the CCRS | 63 |
| Table 16: Ward-wise Comparison of Total Complaints and Complaints Closed in 2020 and 2021 | 63 |
| Table 17: Ward-wise Status Report of Complaints in 2021..... | 64 |
| Table 18: Ward-wise Number and Percentage of Complaints with Councillor Code filled in 2020 and 2021 | 65 |
| Table 19: Ward-wise Comparison of Total Complaints and Action Taken on the Complaints in 2020 and 2021 | 66 |
| Table 20: Ward-wise comparison of Total complaints and Complaints Escalated in 2020 and 2021 | 67 |
| Table 21: Ward-wise Top Civic Complaints from 2019 to 2021 (Roads and Drainage) | 68 |
| Table 22: Ward-wise Top Civic Complaints from 2019 to 2021 (SWM and Water supply) | 69 |

| | |
|--|----|
| Table 23: Ward-wise Top Three Drainage Related Civic Complaints from 2019 to 2021 | 70 |
| Table 24: Ward-wise Top Three Solid Waste Management Related Civic Complaints from 2019 to 2021 | 71 |
| Table 25: Ward-wise Top Four Water Supply Related Ward-wise Civic Complaints from 2019 to 2021..... | 72 |
| Table 26: Ward-wise Top Three Road Related Civic Complaints from 2019 to 2021 | 73 |
| Table 27: Ward-wise Average Number of Days for Closing Complaints in 2021 (1/2) | 74 |
| Table 28: Ward-wise average number of days for closing complaints in 2021 (2/2) | 75 |
| Section VI: Air Quality | 76 |
| A. Key Highlights..... | 76 |
| B. Measuring AQI..... | 76 |
| C. AQI Status in Mumbai | 77 |
| Table 29: Average Month-wise AQI from January 2017 to December 2021 | 77 |
| Table 30: Station wise Number of days with Air Quality level for the year 2021 | 78 |
| Table 31 : AQI of Year-wise Best and Worst Days from 2019 to 2021 | 79 |
| Table 32: Comparison of Pollution Complaints | 80 |
| D. Recommendations | 80 |
| Section VII: Analysis of Municipal Budget Related to Civic Issues | 81 |
| A. Key Highlights..... | 81 |
| B. Overall Budget Analysis..... | 82 |
| Table 33: Overall BMC Budget from 2016-17 to 2022-23 (in crores) | 82 |
| Table 34: Budget Estimates in Revenue Expenditure from 2016-17 to 2022-23 (in crores) | 82 |
| Table 35: Budget Estimates under Capital Expenditure from 2016-17 to 2022-23 (in crores) | 82 |
| C. Budget Analysis of Key Civic Departments | 83 |
| Table 36: Budgetary Allocation of Departments Related to Civic Issues from 2018-19 to 2022-23 (in crores)..... | 83 |
| Table 37: Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources | 84 |
| Table 38 : Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources | 84 |
| Table 39 : Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources | 84 |
| Table 40 : Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources | 85 |
| D. Recommendations | 85 |
| Section VIII: BMC Manpower | 86 |
| Table 41 : Department-Wise BMC Human Resources till December 2021..... | 86 |
| Section IX: Performance of Ward Committees | 88 |
| A. Key Highlights..... | 88 |
| B. Performance of Ward Committees..... | 88 |
| Table 42: Number of Questions Asked by Councillors in Ward Committees | 89 |
| Figure 5: Types of Devices Used by Councillors in 2021..... | 90 |
| Table 43: Types of Devices Used by Councillors from March 2017 to December 2021 | 90 |
| Figure 6: Answers Given by Administration to Point of Order Questions Raised in Ward committee Meetings from 2017 to 2021..... | 91 |

| | |
|---|------------|
| Figure 7: Comparison of the Average Days Taken to Answer Point of Order Questions in the Ward Committees from 2017 to 2021..... | 92 |
| Table 44: Top three wards in maximum proportion of complaints received with ward population and questions raised in 2021..... | 92 |
| Table 45: Top three wards with the maximum number of complaints received and questions raised in 2021..... | 93 |
| Table 46: Top three wards in proportion of questions raised to the Number of Councillors Elected from the Ward in 2021 and total complaints..... | 93 |
| Table 47: Issue-wise Questions Asked by Councillors in Ward committees 2021..... | 94 |
| C. Recommendations..... | 95 |
| Annexure 1: Number of Days for Resolving Complaint According to Citizen’s Charter | 96 |
| Annexure 2: Details of Complaints Escalated in 2021..... | 97 |
| Table 48: Issue-wise Details of Complaints on Level 0 in 2021 | 97 |
| Table 49: Issue-wise Details of Complaints on Level I in 2021 | 98 |
| Table 50: Issue-wise Details of Complaints on Level II in 2021 | 99 |
| Table 51: Issue-wise Details of Complaints on Level III in 2021 | 100 |
| Table 52: Issue-wise Details of Complaints on Level IV in 2021..... | 101 |
| Table 53: Ward-wise Details of Complaints on Level 0 in 2021 | 102 |
| Table 54: Ward-wise Details of Complaints on Level I in 2021 | 103 |
| Table 55: Ward-wise Details of Complaints on Level II in 2021 | 104 |
| Table 56: Ward-wise Details of Complaints on Level III in 2021 | 105 |
| Table 57: Ward-wise Details of Complaints on Level IV in 2021 | 106 |
| Annexure 3: Ward Committee and Ward-wise Number of Meetings, Attendance (%) and No. of Questions Asked from January 2021 to December 2021 | 107 |
| Annexure 4: Party Wise Questions Raised by Councillors in Ward Committees | 108 |
| Table 58: Party-wise Number of Questions Asked by Councillors in 2020 and 2021 | 108 |
| Annexure 5: Details of Devices used in Ward Committees..... | 109 |

I. Foreword

City governments play a very important role in a citizen's life by providing core civic services for their day to day activities. Brihanmumbai Municipal Corporation (BMC) has a legacy of providing core civic services in Mumbai and is one of the local governments with a large domain of these services for citizens' including water supply, drainage, sanitation, roads etc. It is particularly important for city governments to monitor how citizens are affected by the quality of these services and to improvise with the citizens' feedback they receive.

Brihanmumbai Municipal Corporation (BMC) has a strong history with the public grievance redressal management system. To bring the citizens closer to city governance, back in 2003, Praja supported BMC to start the Online Complaints Management System. In 2007, this was integrated into the Centralised Complaint Registration System (CCRS) by BMC. As new technologies emerged, BMC integrated various platforms into CCRS such as voice of citizens, 24x7 MyBMC app, My Pothole Fixit, BMC Whatsapp Chatbot, etc. BMC also enhanced many features of CCRS such as generation of time taken to resolve the complaints, an Action Taken Report (ATR) and Escalation matrix.

With a vision to strengthen BMC's complaint management system for citizens to actively participate in matters of local governance, this year Praja has analysed various trends of citizens' complaints registered in CCRS since 2012. Below are few facts based on the data received through an RTI from BMC: -

- **CCRS and Citizens Complaints**
 - With few ups and downs in the first three years (2012 to 2014), citizens' complaints have been constantly increasing since 2015 (67,835) till 2019 (1,28,145).
 - CCRS began generating time taken to resolve the complaints in 2017, when the average time was 48 days. It decreased to 30 days in 2019, but increased again back to 48 days in 2021.
 - The registered complaints decreased from 1,28,145 in 2019 to 90,250 in 2021, which could be as citizens' began to lose faith in BMC's public grievance redressal management.
- **Issue Specific complaints**
 - Water and SWM related complaints have increased from 7% of total complaints in 2012 to 12% in 2021.
 - Drainage related complaints have always been one of the highest since 2012.
 - Complaints related to toilets and pest control has increased by 230% (148 in 2012 to 489 in 2021) and 149% (3,123 in 2012 to 7,785 in 2021) respectively.
 - This shows complaints related to basic citizen service deliveries have been on an increasing trend.
- **Most Affected Wards and Areas**
 - L (74,078), KW (73,562) and KE (66,660) wards has the highest number of consolidated citizens' complaints from 2012 to 2021.
 - At the same time complaints per capita councillor constituency shows that B (10,298), C (7,656), D (6,444) and A (6,070) wards have the maximum number of consolidated complaints from 2012 to 2021.
 - Similarly, in the issue wise complaints per capita councillor constituency, B, HW and KW wards had some of the maximum number of drainage related complaints; A, B and D wards for roads related; B, C and D wards for SWM related; and ME, C and N wards for water supply related.

In order to effectively provide and improve service delivery, it is important for citizens to be able to participate in the easiest form. To do so, overall citizens' complaints data should be accessible to all stakeholders in an Open Government Data Portal for them to not only track complaints but also view other issues and the affected areas. It is imperative that complaints are resolved in a timely manner and BMC should adhere to its citizen's charter for efficient service delivery and ensure a detailed Action Taken Report (ATR) is generated. Councillor

code should also be generated for all complaints so councillors are aware of issues citizens are facing and hold the administration accountable through effective deliberation. These basic changes will not only bring the accountability in both elected and executive wing, but will also create transparency in matters of local governance.

A Citizens' Feedback and Suggestion Mechanism should be introduced for complainants to express their satisfaction and enable more accountability within the overall system. The city government should then utilise the feedbacks to improve on the services delivered in the city.

To improve efficiency of service delivery through a feedback system, it is important for a democratically empowered city government which currently Mumbai does not have. This is because we have not been able to implement the principle of subsidiarity (a higher authority should have a subsidiary function, performing only those tasks which cannot be performed at a more local level) through the 74th Constitutional Amendment Act in letter and spirit. With these governance reforms and systemic improvements in service deliveries, BMC will be able to fulfil the growing aspirations of their citizens.

NITAI MEHTA
Founder Trustee, Praja Foundation

II. Acknowledgement

Praja has obtained the data used in compiling this white paper through Right to Information Act, 2005. Hence it is very important to acknowledge the RTI Act and everyone involved, especially the officials who have provided us this information diligently.

We would like to appreciate our stakeholders; particularly, our Elected Representatives & government officials, the Civil Society Organisations (CSOs) and the journalists who utilise and publicise our data and, by doing so, ensure that awareness regarding various issues that we discuss is distributed to a wide-ranging population. We would like to take this opportunity to specifically extend our gratitude to all government officials for their continuous cooperation and support.

Praja Foundation appreciates the support given by our supporters and donors, namely Friedrich Naumann Foundation, A.T.E Chandra Foundation, Lal Family Foundation, Madhu Mehta Foundation, Rohini Nilekani Philanthropies, Unichem Laboratories Ltd., Bellwether Capital Pvt Ltd. and numerous other individual supporters. Their support has made it possible for us to conduct our study & publish this white paper.

We would also like to thank our group of Advisors & Trustees and lastly but not the least, we would like to acknowledge the contributions of all members of Praja's team as well as Interns, who worked to make this white paper a reality.



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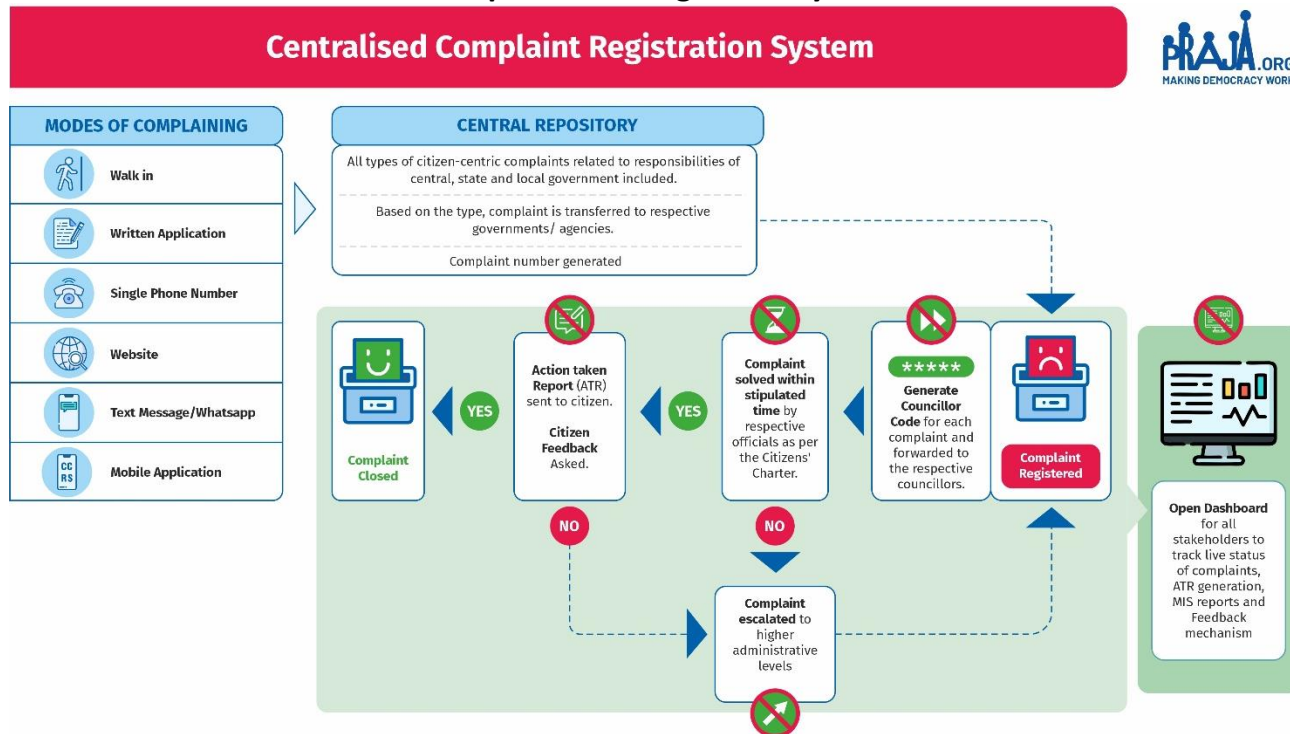
**Madhu Mehta
Foundation**

Note: Due to the COVID-19 pandemic and the subsequent difficulty in receiving complete data from the related BMC departments the paper suffers from the limitation of not including certain data points. Attempt is however made to portray the holistic situation of Mumbai using published data from online sources and to suggest changes in strengthening civic services in the city.

III. Summary of Analysis of BMC’s Centralised Complaint Registration System (CCRS)

1. Centralised Complaint Registration System (CCRS)

1.1. Current Status of BMC’s Complaints Management System



- Lack of an Open Dashboard & Feedback System:** CCRS lacks an effective and real time Open Dashboard, where the citizens can access information on the status of their complaints. This leads to gaps in the transparency of work carried out by the city government. This in turn does not allow elected representatives and administration officials to better monitor and evaluate the corporation’s performance on a real-time basis.
- Councillor Code Not Mandatory:** When a citizen registers a complaint on CCRS, there is a provision to include the councillor code, which is the councillor constituency number from where the complaint is registered. However, this provision is not a mandatory entry when one registers a complaint. In 2021, 73% of complaints did not provide a councillor code. Without a councillor code, elected representatives are not made aware about the complaints being registered from their constituency and thus are unable to hold the administration accountable for timely redressal of complaints.

Figure 1 : Overall Complaints Registered in CCRS from 2012 to 2021¹

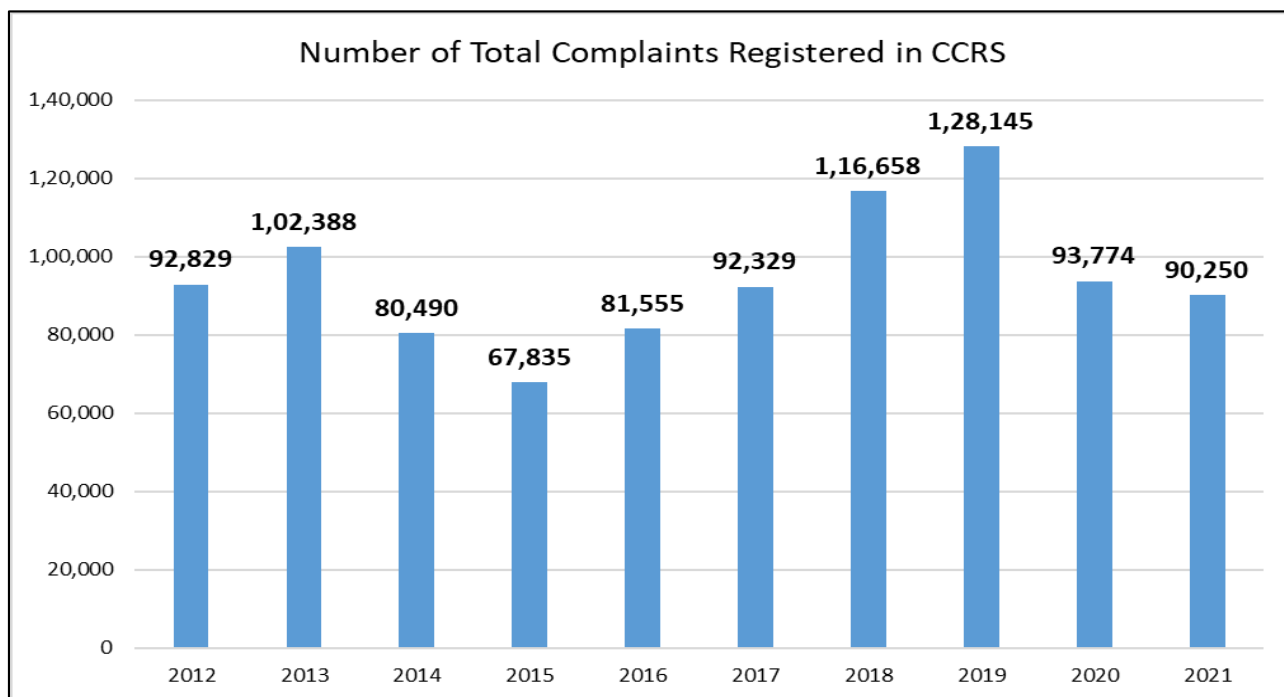


Table 1: Issue Wise Overall Complaints from 2012-2021

| Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------|---------------|-----------------|---------------|---------------|---------------|---------------|-----------------|-----------------|---------------|---------------|
| Buildings | 19,155 | 21,125 | 17,339 | 14,999 | 16,257 | 19,267 | 21,014 | 20,317 | 14,712 | 17,063 |
| Roads | 29,820 | 41,469 | 21,777 | 13,539 | 13,475 | 11,606 | 13,458 | 15,239 | 6,908 | 7,475 |
| Drainage | 16,194 | 12,708 | 9,394 | 9,904 | 12,269 | 15,940 | 20,641 | 24,267 | 15,508 | 14,006 |
| Solid Waste Management | 6,562 | 5,519 | 7,331 | 5,213 | 7,330 | 10,144 | 14,494 | 17,116 | 11,595 | 11,056 |
| License | 6,595 | 6,029 | 6,393 | 7,145 | 8,523 | 10,372 | 14,203 | 14,473 | 10,148 | 10,814 |
| Water Supply | 6,215 | 6,075 | 7,645 | 7,728 | 7,246 | 6,959 | 12,647 | 15,507 | 11,855 | 10,981 |
| Pest control | 3,123 | 3,495 | 5,048 | 4,364 | 6,078 | 5,529 | 6,703 | 7,501 | 10,971 | 7,785 |
| Garden | 1,269 | 1,468 | 1,595 | 1,307 | 1,658 | 1,844 | 2,936 | 3,367 | 4,522 | 3,323 |
| Storm Water Drainage | 939 | 895 | 1,160 | 830 | 1,386 | 1,532 | 1,548 | 2,155 | 1,409 | 1,068 |
| Colony Officer | 1,057 | 1,292 | 1,023 | 881 | 1,954 | 1,245 | 1,437 | 1,196 | 1,045 | 1,305 |
| Nuisance due to vagrants | - | - | - | - | 1,856 | 2,849 | 2,653 | 2,057 | 952 | 1,383 |
| Medical Officer Health (MOH) | 86 | 152 | 155 | 549 | 956 | 1,595 | 1,743 | 1,472 | 889 | 1,087 |
| Shop and Establishment | 608 | 347 | 423 | 401 | 561 | 1,478 | 878 | 778 | 986 | 763 |
| MCGM Related* | 424 | 431 | 504 | 451 | 862 | 889 | 877 | 1,103 | 760 | 647 |
| Estate | 274 | 249 | 216 | 112 | 560 | 407 | 588 | 623 | 645 | 538 |
| Toilet | 148 | 177 | 257 | 159 | 290 | 416 | 494 | 627 | 618 | 489 |
| Pollution | 159 | 117 | 135 | 135 | 220 | 215 | 286 | 269 | 220 | 424 |
| School | 54 | 22 | 25 | 56 | 74 | 42 | 58 | 78 | 31 | 43 |
| Grand Total | 92,682 | 1,01,570 | 80,420 | 67,773 | 81,555 | 92,329 | 1,16,658 | 1,28,145 | 93,774 | 90,250 |

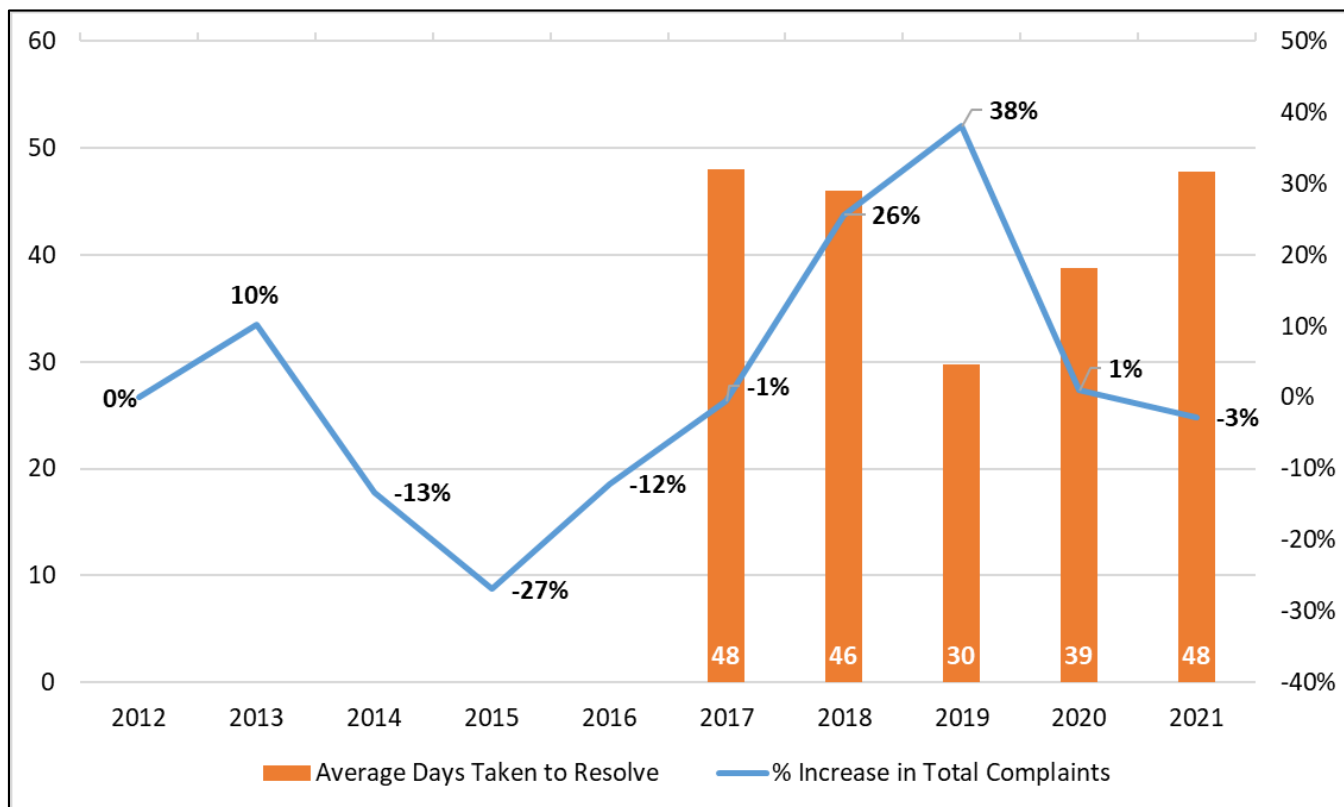
Note (*): These complaints are generated in CCRS system by the above mentioned name

¹ The complaints registered data is obtained through RTI from the Central Complaint Registration System (CCRS) of the BMC

Inferences:

- The year on year analysis of citizens’ complaints shows the number of complaints has been volatile since 2012.
- During COVID 19, maximum complaints were registered on drainage related issues (15,508).
- From 2012 to 2021, Roads, water, drainage, SWM complaints have been some of the highest complaints registered in CCRS.

Figure 2 : Trend of Total Complaints Registered in CCRS from 2012 (Baseline) to 2021 and Time Taken to Resolve



Inferences:

- With 2012 as a baseline year, the complaints registered had increased by 38% from 2012 to 2019 and then decreased by 3% from 2019 to 2021.
- However, the average number of days, has been high as it took an average of 48 days to solve each complaint in 2017 and in 2021 it still took the same time.

Table 2: Ward wise total complaints and deliberations per capita councillor constituency from 2017-2021

| Ward | Avg. No. of Councillor | Total Complaints | Per Capita Complaints | Avg. no. of Days | Total Deliberation | Per Capita Deliberation |
|--------------|------------------------|------------------|-----------------------|------------------|--------------------|-------------------------|
| A | 4 | 21,244 | 6,070 | 49 | 84 | 24 |
| B | 3 | 25,745 | 10,298 | 42 | 92 | 37 |
| C | 4 | 26,797 | 7,656 | 37 | 142 | 41 |
| D | 7 | 41,886 | 6,444 | 32 | 253 | 39 |
| E | 8 | 33,889 | 4,519 | 19 | 189 | 25 |
| F/N | 10 | 32,639 | 3,264 | 19 | 323 | 32 |
| F/S | 7 | 20,464 | 2,923 | 30 | 211 | 30 |
| G/N | 11 | 46,986 | 4,271 | 60 | 273 | 25 |
| G/S | 8 | 25,562 | 3,195 | 35 | 758 | 95 |
| H/E | 11 | 30,759 | 2,929 | 27 | 435 | 41 |
| H/W | 6 | 35,995 | 5,999 | 27 | 298 | 50 |
| K/E | 15 | 66,660 | 4,474 | 36 | 524 | 35 |
| K/W | 13 | 73,562 | 5,659 | 42 | 719 | 55 |
| L | 16 | 74,078 | 4,779 | 68 | 685 | 44 |
| M/E | 14 | 40,839 | 2,917 | 54 | 450 | 32 |
| M/W | 8 | 33,683 | 4,491 | 40 | 384 | 51 |
| N | 12 | 45,777 | 3,981 | 29 | 414 | 36 |
| P/N | 17 | 58,805 | 3,459 | 58 | 734 | 43 |
| P/S | 9 | 37,219 | 4,379 | 45 | 253 | 30 |
| R/C | 10 | 44,819 | 4,482 | 51 | 518 | 52 |
| R/N | 8 | 20,707 | 2,761 | 47 | 361 | 48 |
| R/S | 12 | 45,521 | 3,762 | 41 | 686 | 57 |
| S | 14 | 39,837 | 2,951 | 56 | 363 | 27 |
| T | 6 | 21,683 | 3,614 | 52 | 186 | 31 |
| Total | 227 | 9,45,156 | 4,164 | 41 | 9,335 | 34 |

Note: Cells highlighted in Red have are the top wards (in Complaints) with the maximum number in that category.

Inferences:

- Although the wards L, P/N, G/N, S and M/E did not receive maximum complaints from 2017 to 2021, these wards took the longest time to resolve complaints. From 2017 to 2021, wards P/N and G/N took an average of 61 and 60 respectively to resolve civic complaints.
- KW Ward had the highest number of overall complaints from 2017 to 2021, however, 80% of these complaints did not fill the councillor code.
- From 2017 to 2021, citizens from N ward registered 28,527 civic complaints, however in the same period the ward councillors raised only 3% of overall deliberations on these civic issues.
- From 2017 to 2021, E and FN wards took an average of 19 days to solve one civic complaint. Although it is still far away from the 3 days' average as mentioned in the citizen charter, these ward were the top wards that took the least number of days to resolve any civic complaint.
- Similarly, 28% of E ward complaints included the councillor code and, thus better utilisation of the councillor code could ensure better improvement in complaints being resolved in time.

Table 3 : Top 3 Wards with Highest Number of Per Capita* Civic Complaints from 2012 to 2021

| Main Issue | Sub issue | 1st | 2nd | 3rd |
|-------------------------------|--|-------------|-------------|--------------|
| Drainage | Drainage Chokes and Blockages | B (2,184) | H/W (5,077) | K/W (10,554) |
| | Overflowing drains of manholes | B (1,513) | D (3,515) | C (1,406) |
| | Replacement of Missing/ Damaged Manhole | B (280) | H/W (617) | K/W (1,264) |
| Road | Bad Patches/ Potholes on the Roads | B (3,069) | A (3,846) | D (5,671) |
| | Municipal Land - Road/ Footpath/ SWD | B (950) | A (861) | C (838) |
| | Resurfacing of Road | D (964) | B (334) | A (389) |
| Solid Waste Management | Garbage not lifted from house/ gully/road/ authorised collection point/ municipal market | C (2,675) | B (1,172) | D (2,509) |
| | Removal of Debris | C (554) | D (950) | B (309) |
| | Lifting of Tree Cutting | H/W (828) | D (525) | R/C (800) |
| Water Supply | Shortage of Water Supply | M/E (5,167) | C (981) | B (539) |
| | Leaks in Water Lines | N (2,471) | M/W (1,495) | K/E (2,778) |
| | Contaminated Water Supply | C (785) | B (446) | E (768) |

*Per Capita Councillor Constituency

Inferences:

- As number of councillors in a ward is according to the ratio of the population to represent in that ward, the above table is sub issue wise complaints per capita councillor constituency.
- From 2012 to 2021, some of the highest number of blocked drainage complaints were registered ward B (2184), H/W (5077) and K/W (10554) however, in these 10 years, councillors of these wards raised only 5, 25 and 37 questions only.
- Similarly, in the last 10 years, B (3069), A (3,846), D (5671)) wards had one of the highest number of complaints on potholes, while M/E (5167), C (981) and B (539) had the highest shortage of water issue.
- K/E ward councillors asked only 19 questions related to water in wards committees in the last 10 years, while the water complaints received for the same period was 6,035.
- C (2675), B (1172) and D (2509) wards faced the maximum issues related to garbage not collected.

1.2 Status of Action Taken Report (ATR) and Time Taken to Resolve Complaints in CCRS

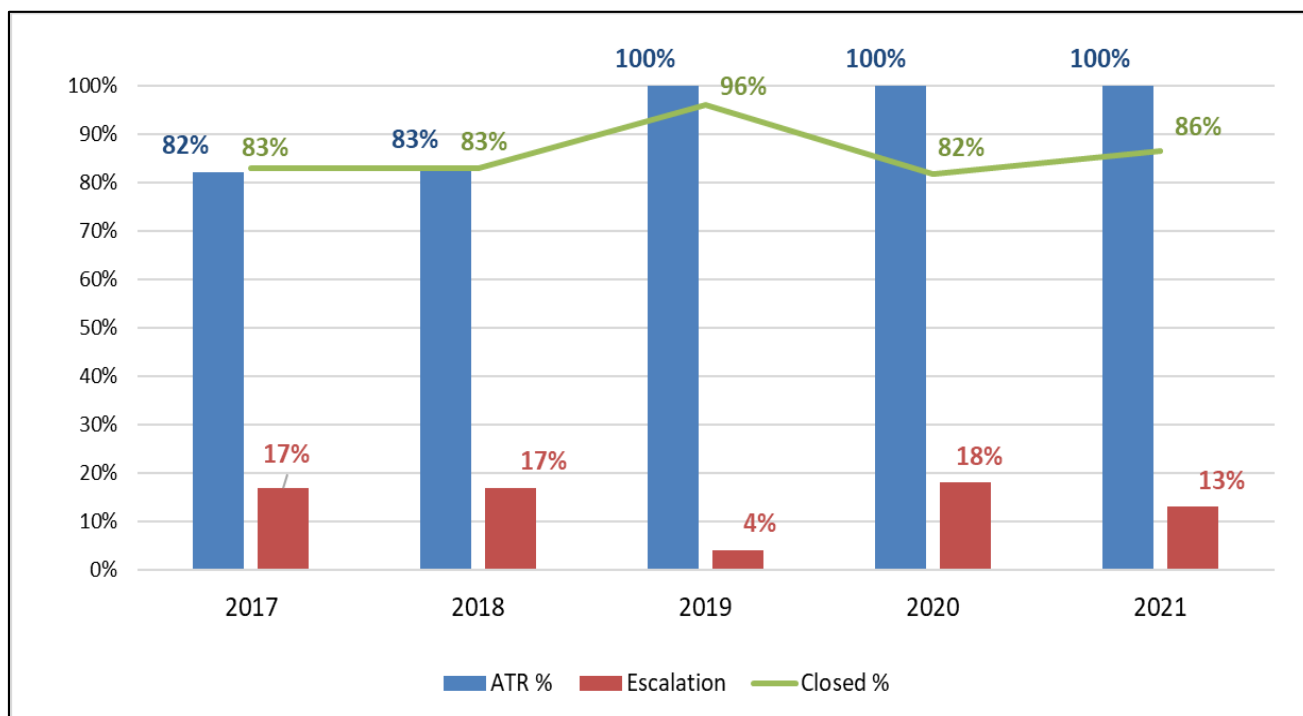
Action Taken Report: The process of generating an Action Taken Report in CCRS was initiated in 2017. After a complaint is filed in CCRS, they generate an Action Taken Report (ATR). The ATR is a complaint redressal form that is generated by the CCRS telephone operator with primary details of the complaint including nature of complaint, location, etc. After this the complaint along with the ATR is forwarded to the concerned department to resolve the issue. The ATR is to be filled by the official who attends to the complaint and visits the complaint site. The ATR is required to be filled in detail with information of the type of action taken to resolve the complaint before they can close the complaint in the system.

Escalation Matrix: The CCRS mechanism includes an escalation process for unresolved complaints. These complaints are escalated to different levels under the 'escalation matrix' which has been adopted by the BMC. The escalation matrix is a computerised mechanism by which complaints which are not resolved within a stipulated time (7 days) are automatically shown as being placed before a higher authority within the BMC. The escalation matrix was developed to address the problem of complaints remaining stuck at the lower level of the civic administration, with no way to enforce accountability.

| Level I | Level II | Level III | Level IV |
|--------------------|----------|-----------------------------------|------------------------|
| AMC/Chief Engineer | DMC | Additional Municipal Commissioner | Municipal Commissioner |

Through this system, the higher administration is mandated to take note of and address complaints if they are not solved within a stipulated time. If a complaint is solved at the level at which it is filed, it is treated as being solved at Level 0.

Figure 3 : Overall ATR of Complaints and Closed Complaints from 2017 to 2021 (in %)



(For more information refer to page 57, table: 11)

Table 4 : Overall Civic Complaints Escalated from Level I to Level IV in 2021

| Total Complaints Received | Level I (AMC/Chief Engineer) | | Level IV (Add. MC) | | | | Total Unresolved Escalated Complaints after Level IV |
|---------------------------|--------------------------------|------------------------------|--------------------------------|------------------------------|-------------------|-------------------------|--|
| | Number of Complaints Escalated | In (%) of Overall Complaints | Number of Complaints Escalated | In (%) of Overall Complaints | Closed Complaints | Average Days to Resolve | |
| 90,250 | 11,848 | 13% | 10,417 | 12% | 193 | 43 | 10,224 |

(For more information refer to page 60, table: 13)

Inferences:

- The ATR generation for complaints have improved from 82% in 2017 to a 100% in 2021.
- However, there could be an information gap in the percentage of ATR generated and complaints closed. In 2017, when ATR was 82%, closed complaints were 83% and in 2021 the ATR generated was 100% while closed complaints were 86%.
- In 2021, 13% (11,848) of complaints escalated, of most of them (10,417) were escalated to the Municipal Commissioner (Level IV). This could mean that almost all complaints escalated is not attended or resolved within the escalation matrix of CCRS.
- Furthermore, out of the 10,417 complaints escalated to the Commissioner, only 2% (193) were resolved while 98% (10,224) of complaints were still pending.

Table 5 : Complaints Registered that took 50 Days and Above to Resolve and Escalated Complaints in 2021

| Issue | Total Complaints | No. of Complaints with 50 Days and Above | Complaints Escalated |
|---|------------------|--|----------------------|
| Roads | 7,475 | 2,973 | 3 |
| Buildings | 17,063 | 5,792 | 17 |
| Drainage | 14,006 | 3,894 | 4 |
| Water Supply | 10,981 | 2,184 | - |
| Solid Waste Management (SWM) | 11,056 | 2,498 | - |
| License | 10,814 | 2,985 | 2 |
| Pest control | 7,785 | 686 | - |
| Garden | 3,323 | 354 | - |
| Colony Officer | 1,305 | 162 | 5 |
| Storm Water Drainage | 1,068 | 544 | - |
| Shop and Establishment | 763 | 81 | - |
| Medical Officer Health (MOH) | 1,087 | 425 | 5 |
| MCGM Related | 647 | 297 | - |
| Estate | 538 | 227 | 1 |
| Toilet | 489 | 157 | - |
| Pollution | 424 | 144 | - |
| School | 43 | 11 | - |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 1,383 | 583 | - |
| Grand Total | 90,250 | 23,997 | 37 |

Inferences:

- In 2021, out of the total 90,250 complaints registered in CCRS, 23,997 complaints took more than 50 days to resolve. However, only 37 complaints were escalated.
- While the escalation matrix is an automated mechanism, then there seems to exist some gaps and challenges within the system as not all complaints are being escalated within a specific time.

1.3 Performance of Councillors in Wards Committees

Table 6 : Wards Committee Attendance and Total Deliberations from 2012 to 2021

| Year | 2012* | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------|-------|------|------|-------|-------|------|-------|------|------|-------|
| Attendance | 82% | 79% | 71% | 73% | 72% | 82% | 79% | 73% | 76% | 75% |
| Questions Raised | 679 | 989 | 972 | 1,098 | 1,152 | 856 | 1,046 | 952 | 512 | 1,126 |

Note (*): Data for 2012 is from March 2012 to Dec 2012.

Table 7 : Issue Wise Wards Committee Deliberation from 2012 to 2021 by Major Political Parties

| Political Party Name | Water Supply | SWM | Drainage | Roads | Naming & Renaming of Road & Chowk | Water Supply (%) | SWM (%) | Drainage (%) | Road (%) | Naming & Renaming of Road & Chowk (%) |
|-----------------------------------|--------------|------------|------------|--------------|-----------------------------------|------------------|-----------|--------------|------------|---------------------------------------|
| Bharatiya Janata Party | 134 | 205 | 79 | 438 | 444 | 6% | 9% | 3% | 19% | 19% |
| Independent | 28 | 31 | 10 | 46 | 42 | 9% | 10% | 3% | 15% | 14% |
| Indian National Congress | 114 | 177 | 94 | 279 | 309 | 6% | 9% | 5% | 15% | 16% |
| Maharashtra Navnirman Sena | 25 | 53 | 19 | 110 | 70 | 4% | 9% | 3% | 19% | 12% |
| Nationalist Congress Party | 21 | 28 | 9 | 74 | 105 | 5% | 6% | 2% | 17% | 24% |
| Samajwadi Party | 23 | 35 | 17 | 71 | 20 | 7% | 11% | 5% | 22% | 6% |
| Shiv Sena | 223 | 290 | 163 | 620 | 522 | 6% | 8% | 5% | 18% | 15% |
| Other Party | 2 | 4 | 3 | 7 | 16 | 3% | 7% | 5% | 12% | 27% |
| Total | 570 | 823 | 394 | 1,645 | 1,528 | 6% | 9% | 4% | 18% | 16% |

Inferences:

- Councillor attendance in wards committee has decreased from 82% in 2012 to 75% in 2021. There is a need for councillors to attend maximum wards committee meetings to ensure the increasing civic issue in Mumbai are timely address.
- In the last 10 years, all major political parties raised more questions (16%) on naming and renaming of roads and chowks, while very few questions were raised on water (6%), SWM (9%) and Drainage (4%).

1.4 Budget Analysis of Disaster Management Cell Budget in BMC.

Table 8 : Disaster Management Cell Budget (In Crore) (Fund Code: 11, Functionary Code: 21)

| Disaster Management | Budget Estimate | | | Revised Estimate | | | Reduction (in %) | | | Actuals | | | Percentage Utilised | | |
|---------------------|-----------------|----|-------|------------------|-----|-------|------------------|------|-------|---------|-----|-------|---------------------|----|-------|
| | RE | CE | Total | RE | CE | Total | RE | CE | Total | RE | CE* | Total | RE | CE | Total |
| 2015-16 | 22 | 12 | 34 | 22 | 7 | 29 | 0% | -37% | -13% | 9 | - | 9 | 42% | 0% | 31% |
| 2016-17 | 22 | 13 | 35 | 22 | 1 | 23 | 0% | -91% | -34% | 10 | - | 10 | 46% | 0% | 43% |
| 2017-18 | 18 | 12 | 30 | 18 | 6 | 24 | 0% | -51% | -20% | 13 | - | 13 | 72% | 0% | 54% |
| 2018-19 | 18 | 12 | 30 | 18 | 9 | 27 | 0% | -24% | -10% | 13 | - | 13 | 74% | 0% | 50% |
| 2019-20 | 21 | 12 | 33 | 21 | 2 | 23 | 0% | -81% | -30% | 17 | - | 17 | 84% | 0% | 76% |
| 2020-21 | 20 | 31 | 50 | 20 | 0.3 | 20 | 0% | -99% | -60% | 19 | - | 19 | 96% | 0% | 94% |
| 2021-22 | 21 | 18 | 39 | 21 | 11 | 32 | 0% | -39% | -18% | - | - | - | - | - | - |
| 2022-23 | 24 | 4 | 27 | - | - | - | - | - | - | - | - | - | - | - | - |

Note: CE-Capital Expenditure; RE- Revenue Expenditure

* Actuals for CE not included

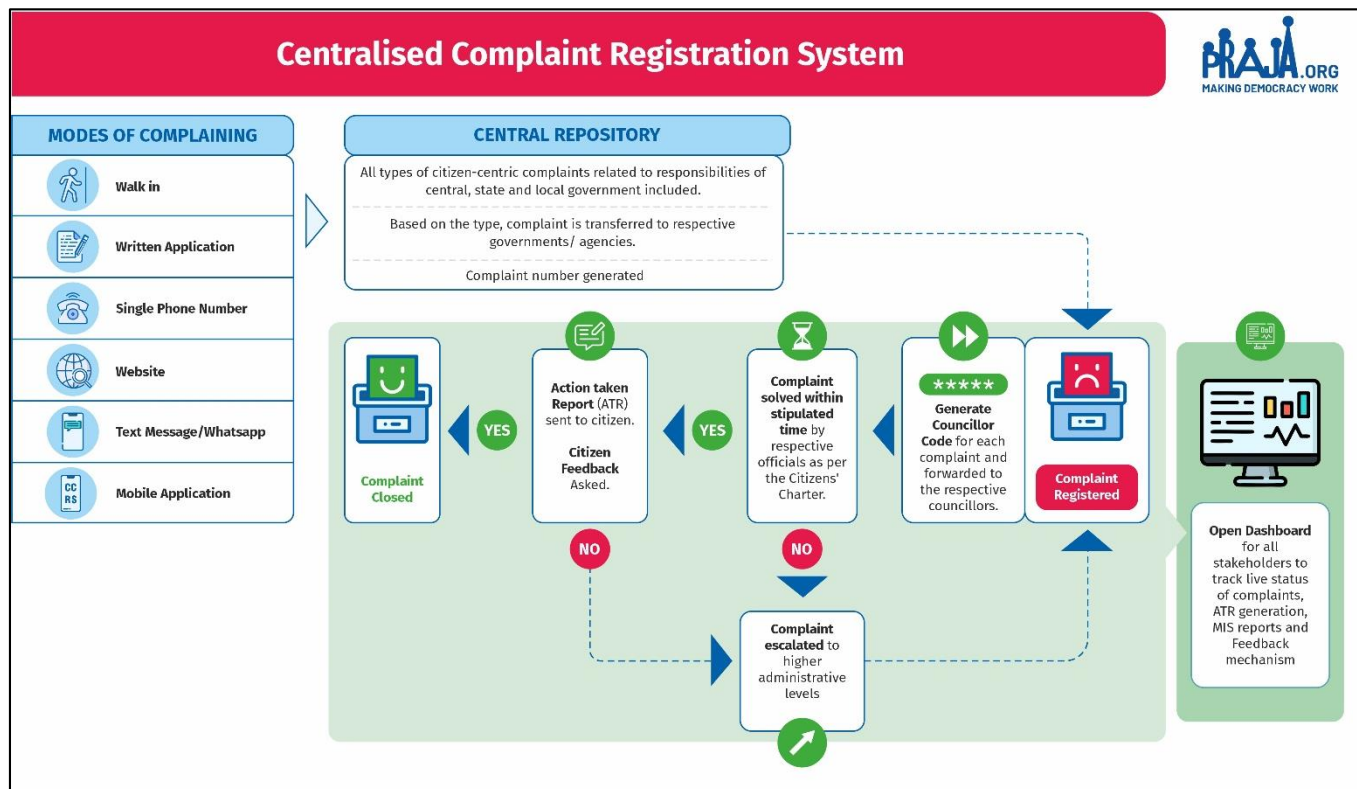
Table 9: Disaster Management Cell Human Resource 2020-21

| Department | Non-Schedule | | | Schedule | | | Grand Total | | |
|--------------------------------|--------------|-----------|------------|------------|-----------|------------|-------------|-----------|------------|
| | Sanctioned | Available | Vacant (%) | Sanctioned | Available | Vacant (%) | Sanctioned | Available | Vacant (%) |
| Disaster Management Cell (DMC) | 178 | 10 | 94% | 103 | 71 | 31% | 281 | 81 | 71% |

Inferences:

- The overall Disaster Management Cell budget estimates has decreased from 30 crores in 2017-18 to 27 crores in 2022-23. However, the revenue expenditure of the budget estimates has increased from 18 crores in 2017-18 to 24 crores in 2022-23.
- In 2020-21, the utilisation of the revenue expenditure budget was 96%, however, the overall human resource of DMC has a 71% vacancy.
- The human resource under the scheduled category has a 31% vacancy, while the non-scheduled staff has a vacancy of 94%.

1.5 Recommendations



- Central Repository:** The concept of a centralised complaints management systems is based on the process where all types of complaints, registered from different modes is collated in one place, which is a central repository. This allows for all forms of complaints to be collected, maintained, monitored and tracked in a centralised format. It can enable for better efficiency and accountability in BMCs CCRS.
- Open Dashboard:** For a government to take a step towards Open Government Data Portal to enable transparency, there should be, an openly available dashboard regarding complaints set up by the city government. This will increase citizen awareness, enable feedback, and allow elected representatives and administration officials to better monitor and evaluate the corporation's performance on a real-time basis.
- Councillor code:** Proper implementation of mandatory entry of councillor code for every complaint must be done for better accountability in the system. Recently, entering the name of the administrative ward in the online form has been made compulsory, however instead of using the address entered by the complainant of the ward, councillor code should be automatically detected in the CCRS.
- Citizen Feedback:** The complaint management system must incorporate a feedback and suggestion mechanism whereby complainants can express their satisfaction. This will also enable more accountability within the system so that the concerned officers can better perform their functions. Also, the Action Taken Report (a report generated by CCRS with details about the action taken to address a complaint) mechanism must be detailed for effective tracking and monitoring by citizens and then administration officials.
- Citizen Participation Forum:** A platform that allows citizens to express their needs and wants. The platform can be regularly monitored by all stakeholders to ensure citizen centric approach when planning for service delivery and infrastructure provisions in cities. Adding this aspect will bring the citizen journey to completion.

Section IV: Ward wise Factsheet

1. A Ward

Population: 1,85,014, Area: Colaba

Average No. of Councillors since 2012: 4

Summary: The total complaints in 'A' ward decreased from 2,511 in 2012 to 1,764 in 2021. While the time taken to resolve these complaints have decreased from 86 days in 2017 to 46 days in 2021, it is still high as compared to the average days prescribe in the citizens' charter (3 days). Moreover, the deliberations by the councillors have been constantly poor at 1% from 2012 to 2021. In 2021, 'A' ward had some of the highest complaint of water drainage, SWM and road, however 0% of questions were raised by their councillors in the wards committee to resolve these issues. To resolve drainage issues in 2021, 'A' ward took an average of 53 days.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,511 | 2,646 | 1,960 | 1,418 | 1,972 | 1,840 | 2,474 | 2,896 | 1,763 | 1,764 |
| Average Days to Close a Complaint | - | - | - | - | - | 86 | 59 | 19 | 44 | 46 |
| Wards Committee Deliberations (%) | 1% | 1% | 1% | 1% | 1% | 0% | 1% | 1% | 0% | 1% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|
| 1 st Issues Complaints | Roads (1,119) | Roads (1,602) | Roads (569) | Roads (453) | Roads (463) | Drainage (373) | Drainage (469) | Drainage (622) | Drainage (344) | Drainage (387) |
| Average Days to Close a Complaint | - | - | - | - | - | 159 | 74 | 17 | 39 | 53 |
| Deliberation in Wards Committees | 25% | 50% | 17% | 0% | 18% | 0% | 0% | 20% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (428) | Drainage (323) | Drainage (371) | Drainage (241) | Drainage (320) | Roads (294) | License (438) | License (453) | SWM (258) | License (247) |
| Average Days to Close a Complaint | - | - | - | - | - | 67 | 49 | 16 | 40 | 38 |
| | 0% | 0% | 13% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (298) | SWM (189) | SWM (302) | License (197) | SWM (256) | License (293) | Roads (346) | Roads (416) | License (249) | SWM (216) |
| Average Days to Close a Complaint | - | - | - | - | - | 72 | 64 | 20 | 41 | 33 |
| | 0% | 0% | 0% | 8% | 0% | 0% | 8% | 10% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (231) | License (182) | License (178) | SWM (124) | License (243) | SWM (228) | SWM (265) | SWM (361) | Pest control (188) | Roads (196) |
| Average Days to Close a Complaint | - | - | - | - | - | 72 | 48 | 21 | 66 | 92 |
| | 25% | 0% | 0% | 0% | 0% | 0% | 0% | 10% | 0% | 0% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| Sub Issues | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,000 | 1,501 | 415 | 200 | 174 | 100 | 125 | 223 | 46 | 62 |
| Average Days to Close a Complaint | - | - | - | - | - | 33 | 15 | 5 | 36 | 74 |
| Deliberations (%) | 25% | 50% | 17% | 8% | 18% | 0% | 8% | 10% | 50% | 0% |
| Drainage Chokes and Blockages | 300 | 235 | 243 | 136 | 159 | 183 | 243 | 308 | 194 | 203 |
| Average Days to Close a Complaint | - | - | - | - | - | 152 | 67 | 18 | 44 | 47 |
| Deliberations (%) | 0% | 0% | 17% | 0% | 0% | 0% | 0% | 20% | 0% | 0% |
| Hawkers | 197 | 112 | 109 | 148 | 166 | 247 | 372 | 386 | 180 | 197 |
| Average Days to Close a Complaint | - | - | - | - | - | 75 | 37 | 15 | 30 | 36 |
| Deliberations (%) | 0% | 0% | 0% | 8% | 0% | 0% | 0% | 0% | 0% | 0% |
| Overflowing drains of manholes | 103 | 71 | 80 | 75 | 110 | 140 | 134 | 188 | 109 | 107 |
| Average Days to Close a Complaint | - | - | - | - | - | 161 | 84 | 15 | 36 | 64 |
| Deliberations (%) | 0% | 0% | 17% | 0% | 0% | 0% | 0% | 20% | 0% | 0% |

2. B Ward

Population: 127,290, Area: Sandhurst Road

Average No. of Councillors since 2012: 3

Summary: The total complaints in 'B' ward increased from 2,537 in 2012 to 2,901 in 2021 and the average time taken to resolve these complaints too increased from 34 days in 2017 to 40 days in 2021. Some of the highest complaints registered in 'B' ward were related to drainage, SWM and license, however 0% deliberations were raised by the ward councillors in 2021. 'B' ward registered major complaints on hawkers in 2021, however 0% deliberations were raised on these issues.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,537 | 2,571 | 1,761 | 1,326 | 1,916 | 2,341 | 3,972 | 3,959 | 2,461 | 2,901 |
| Average Days to Close a Complaint | - | - | - | - | - | 34 | 64 | 31 | 37 | 40 |
| Wards Committee Deliberations (%) | 2% | 1% | 2% | 1% | 2% | 0% | 0% | 1% | 1% | 1% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|--------------------|----------------|
| 1 st Issues Complaints | Roads (1,151) | Roads (1,229) | Roads (498) | Drainage (294) | Drainage (315) | License (416) | License (734) | License (806) | Drainage (420) | Drainage (523) |
| Average Days to Close a Complaint | - | - | - | - | - | 52 | 79 | 35 | 24 | 13 |
| Deliberation in Wards Committees | 27% | 0% | 13% | 14% | 6% | 0% | 0% | 20% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (363) | Drainage (280) | Drainage (225) | Roads (270) | License (300) | Drainage (379) | Drainage (710) | Drainage (751) | License (379) | License (469) |
| Average Days to Close a Complaint | - | - | - | - | - | 24 | 30 | 15 | 60 | 49 |
| Deliberation in Wards Committees | 18% | 0% | 0% | 7% | 6% | 0% | 0% | 0% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (274) | License (231) | License (219) | License (184) | Roads (265) | Roads (235) | Roads (427) | SWM (391) | SWM (332) | SWM (314) |
| Average Days to Close a Complaint | - | - | - | - | - | 48 | 68 | 12 | 22 | 16 |
| Deliberation in Wards Committees | 0% | 11% | 0% | 0% | 0% | 0% | 20% | 20% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (195) | SWM (156) | SWM (202) | SWM (124) | SWM (182) | SWM (205) | SWM (312) | Water Supply (353) | Pest control (166) | Roads (190) |
| Average Days to Close a Complaint | - | - | - | - | - | 2 | 9 | 5 | - | 39 |
| Deliberation in Wards Committees | 0% | 11% | 0% | 0% | 11% | 0% | 0% | 20% | 0% | 11% |

Top 4 Sub Issues from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,079 | 1,151 | 326 | 101 | 80 | 50 | 101 | 87 | 38 | 56 |
| Average Days to Close a Complaint | - | - | - | - | - | 18 | 7 | 15 | 37 | 25 |
| Deliberations (%) | 27% | 0% | 13% | 7% | 0% | 0% | 20% | 0% | 25% | 11% |
| Hawkers | 152 | 154 | 121 | 98 | 189 | 324 | 432 | 666 | 293 | 362 |
| Average Days to Close a Complaint | - | - | - | - | - | 49 | 66 | 31 | 58 | 50 |
| Deliberations (%) | 0% | 11% | 0% | 0% | 6% | 0% | 0% | 20% | 0% | 0% |
| Drainage Chokes and Blockages | 199 | 184 | 104 | 163 | 172 | 171 | 372 | 341 | 215 | 263 |
| Average Days to Close a Complaint | - | - | - | - | - | 21 | 24 | 13 | 23 | 11 |
| Deliberations (%) | 18% | 0% | 0% | 14% | 6% | 0% | 0% | 0% | 0% | 0% |
| Overflowing drains of manholes | 137 | 72 | 84 | 111 | 108 | 169 | 203 | 318 | 150 | 161 |
| Average Days to Close a Complaint | - | - | - | - | - | 27 | 44 | 13 | 26 | 13 |
| Deliberations (%) | 18% | 0% | 0% | 14% | 6% | 0% | 0% | 0% | 0% | 0% |

3. C Ward

Population: 166,161, Area: Marine Line

Average No. of Councillors since 2012: 4

Summary: The total complaints in 'C' ward had decreased from 3,275 in 2012 to 2,632 in 2021. The complaints that were the highest in this ward were related to roads, SWM, drainage. However, the overall average time taken to resolve these complaints increased from 29 days in 2017 to 51 days in 2021. Moreover, in 2021, when the average time taken to resolve a road related issue was 149 days' issues were the highest, elected representative raised 0 questions on this issue. Similarly, 0% questions were raised on the high SWM complaints in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,275 | 2,483 | 1,908 | 1,525 | 1,899 | 2,895 | 3,696 | 3,596 | 2,888 | 2,632 |
| Average Days to Close a Complaint | - | - | - | - | - | 29 | 37 | 36 | 31 | 51 |
| Wards Committee Deliberations (%) | 3% | 2% | 2% | 2% | 2% | 0% | 0% | 1% | 2% | 1% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|--------------------|--------------------|----------------|
| 1 st Issues Complaints | Roads (1,081) | Roads (1,002) | Roads (539) | License (247) | Drainage (287) | Drainage (521) | SWM (730) | SWM (687) | SWM (602) | Drainage (473) |
| Average Days to Close a Complaint | - | - | - | - | - | 30 | 19 | 10 | 13 | 8 |
| Deliberation in Wards Committees | 17% | 27% | 11% | 0% | 0% | 0% | 25% | 25% | 0% | 0% |
| 2 nd Issues Complaints | Drainage (625) | Drainage (357) | SWM (306) | SWM (219) | Roads (280) | SWM (498) | Drainage (552) | Drainage (630) | Drainage (482) | SWM (461) |
| Average Days to Close a Complaint | - | - | - | - | - | 3 | 15 | 19 | 17 | 14 |
| Deliberation in Wards Committees | 9% | 9% | 11% | 4% | 29% | 0% | 0% | 0% | 0% | 0% |
| 3 rd Issues Complaints | SWM (394) | SWM (235) | Drainage (284) | Roads (201) | SWM (270) | License (368) | License (517) | License (455) | License (358) | License (348) |
| Average Days to Close a Complaint | - | - | - | - | - | 50 | 97 | 48 | 50 | 46 |
| Deliberation in Wards Committees | 4% | 9% | 0% | 25% | 10% | 0% | 0% | 0% | 11% | 56% |
| 4 th Issues Complaints | License (364) | License (172) | License (207) | Drainage (198) | License (168) | Roads (298) | Water Supply (342) | Water Supply (445) | Water Supply (321) | Roads (222) |
| Average Days to Close a Complaint | - | - | - | - | - | 41 | 5 | 6 | 14 | 149 |
| Deliberation in Wards Committees | 4% | 0% | 6% | 4% | 5% | 25% | 0% | 0% | 11% | 0% |

Top 4 Sub Issues from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|------|------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 974 | 918 | 333 | 72 | 130 | 70 | 73 | 136 | 34 | 35 |
| Average Days to Close a Complaint | - | - | - | - | - | 30 | 14 | 12 | 41 | 129 |
| Deliberations (%) | 17% | 27% | 11% | 29% | 29% | 25% | 0% | 13% | 22% | 0% |
| Garbage not lifted from House/ Gully | 255 | 145 | 178 | 106 | 140 | 299 | 463 | 440 | 356 | 293 |
| Average Days to Close a Complaint | - | - | - | - | - | 2 | 21 | 11 | 13 | 13 |
| Deliberations (%) | 4% | 9% | 11% | 4% | 10% | 0% | 25% | 25% | 0% | 0% |
| Drainage Chokes and Blockages | 360 | 187 | 145 | 102 | 141 | 313 | 355 | 310 | 285 | 252 |
| Average Days to Close a Complaint | - | - | - | - | - | 26 | 14 | 20 | 20 | 8 |
| Deliberations (%) | 9% | 9% | 0% | 4% | 0% | 0% | 0% | 0% | 0% | 0% |
| Hawkers | 262 | 81 | 81 | 134 | 82 | 188 | 366 | 295 | 234 | 202 |
| Average Days to Close a Complaint | - | - | - | - | - | 36 | 83 | 40 | 44 | 46 |
| Deliberations (%) | 4% | 0% | 6% | 0% | 5% | 0% | 0% | 0% | 11% | 56% |

4. D Ward

Population: 346,866, Area: Grant Road

Average No. of Councillors since 2012: 7

Summary: In 'D' ward, the total complaints registered decreased from 5,197 in 2012 to 3,191 in 2021. However, the average time taken to resolve these complaints have increased from 36 days in 2017 to 42 days in 2021. Furthermore, the overall proportion of deliberations by 'D' ward councillors in wards committee to decreased from 4% in 2012 to 2% in 2021. The major issues in 'D' ward were related to drainage, SWM and pest control. While the average time taken to resolve a drainage and a SWM complaints was 48 and 43 days respectively in 2021, the deliberations raised were only 4% and 9% respectively.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 5,197 | 4,983 | 3,395 | 3,282 | 4,081 | 4,053 | 4,815 | 5,159 | 3,730 | 3,191 |
| Average Days to Close a Complaint | - | - | - | - | - | 36 | 20 | 25 | 50 | 42 |
| Wards Committee Deliberations (%) | 4% | 4% | 5% | 3% | 3% | 2% | 2% | 2% | 3% | 2% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|----------------|--------------------|----------------|--------------------|----------------|------------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,807) | Roads (2,487) | Roads (1,013) | Drainage (663) | Drainage (995) | Drainage (989) | Drainage (1,296) | Drainage (1,514) | Drainage (816) | Drainage (642) |
| Average Days to Close a Complaint | - | - | - | - | - | 49 | 13 | 22 | 85 | 48 |
| Deliberation in Wards Committees | 12% | 14% | 14% | 3% | 3% | 8% | 0% | 5% | 0% | 4% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (1,190) | SWM (628) | SWM (643) | Roads (544) | Roads (647) | SWM (524) | SWM (675) | SWM (605) | SWM (548) | SWM (404) |
| Average Days to Close a Complaint | - | - | - | - | - | 30 | 43 | 30 | 49 | 43 |
| Deliberation in Wards Committees | 0% | 8% | 16% | 14% | 20% | 15% | 11% | 5% | 14% | 9% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (627) | Drainage (499) | Drainage (411) | SWM (450) | SWM (478) | Roads (512) | License (538) | Roads (552) | Pest control (515) | Pest control (307) |
| Average Days to Close a Complaint | - | - | - | - | - | 26 | 19 | 27 | 21 | 15 |
| Deliberation in Wards Committees | 12% | 3% | 0% | 7% | 3% | 8% | 0% | 26% | 0% | 4% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | Water Supply (301) | License (326) | Pest control (335) | License (432) | Pest control (455) | License (416) | Roads (536) | Water Supply (499) | Water Supply (303) | Roads (294) |
| Average Days to Close a Complaint | - | - | - | - | - | 41 | 14 | 11 | 12 | 46 |
| Deliberation in Wards Committees | 12% | 3% | 5% | 3% | 7% | 8% | 16% | 5% | 7% | 26% |

Top 4 Sub Issues from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,557 | 2,254 | 701 | 222 | 274 | 172 | 168 | 178 | 75 | 70 |
| Average Days to Close a Complaint | - | - | - | - | - | 23 | 10 | 12 | 47 | 46 |
| Deliberations (%) | 12% | 14% | 14% | 21% | 20% | 8% | 16% | 26% | 36% | 26% |
| Drainage Chokes and Blockages | 594 | 317 | 204 | 388 | 574 | 416 | 618 | 667 | 422 | 318 |
| Average Days to Close a Complaint | - | - | - | - | - | 43 | 10 | 20 | 89 | 44 |
| Deliberations (%) | 0% | 3% | 0% | 3% | 3% | 8% | 0% | 5% | 0% | 4% |
| Overflowing drains of manholes | 519 | 135 | 154 | 223 | 337 | 483 | 520 | 651 | 282 | 211 |
| Average Days to Close a Complaint | - | - | - | - | - | 48 | 12 | 21 | 73 | 52 |
| Deliberations (%) | 0% | 3% | 0% | 3% | 3% | 8% | 0% | 5% | 0% | 4% |
| Garbage not lifted from House/ Gully | 342 | 349 | 310 | 183 | 214 | 231 | 277 | 252 | 209 | 142 |
| Average Days to Close a Complaint | - | - | - | - | - | 25 | 41 | 30 | 62 | 48 |
| Deliberations (%) | 12% | 8% | 16% | 7% | 3% | 15% | 11% | 5% | 14% | 9% |

5. E Ward

Population: 393,286, Area: Byculla

Average No. of Councillors since 2012: 8

Summary: The total complaints in 'E' ward increased from 3,236 in 2012 to 3,438 in 2021 and the average time taken to resolve these complaints decreased from 20 days in 2017 to 17 days in 2021. However, councillor deliberations in wards committees have not been improving as 2% deliberation were raised in 2012 and 2021. Some of the highest complaints registered in 'E' ward were related to water, SWM and drainage, however 0% deliberations were raised by the ward councillors in 2021. 'E' ward registered major complaints on hawkers in 2021, however 14% deliberations were raised on these issues.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,236 | 3,299 | 2,688 | 2,414 | 2,992 | 3,183 | 4,337 | 4,642 | 3,660 | 3,438 |
| Average Days to Close a Complaint | - | - | - | - | - | 20 | 21 | 23 | 12 | 17 |
| Wards Committee Deliberations (%) | 2% | 3% | 3% | 2% | 1% | 2% | 2% | 2% | 2% | 2% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 st Issues Complaints | Roads (1,171) | Roads (1,619) | Roads (775) | Drainage (512) | SWM (551) | SWM (474) | SWM (830) | SWM (840) | SWM (560) | SWM (479) |
| Average Days to Close a Complaint | - | - | - | - | - | 6 | 15 | 18 | 12 | 13 |
| Deliberation in Wards Committees | 7% | 11% | 4% | 0% | 18% | 6% | 4% | 11% | 9% | 0% |
| 2 nd Issues Complaints | Drainage (640) | Drainage (496) | Drainage (345) | Roads (449) | Pest control (364) | Drainage (439) | License (590) | Drainage (595) | Drainage (530) | License (462) |
| Average Days to Close a Complaint | - | - | - | - | - | 16 | 20 | 12 | 9 | 15 |
| Deliberation in Wards Committees | 0% | 4% | 4% | 5% | 9% | 0% | 0% | 0% | 0% | 14% |
| 3 rd Issues Complaints | Pest control (225) | Pest control (226) | Pest control (308) | Pest control (264) | Roads (329) | License (382) | Drainage (465) | Water Supply (588) | Pest control (483) | Water Supply (417) |
| Average Days to Close a Complaint | - | - | - | - | - | 23 | 9 | 29 | 5 | 21 |
| Deliberation in Wards Committees | 0% | 0% | 12% | 5% | 9% | 13% | 8% | 6% | 0% | 0% |
| 4 th Issues Complaints | Water Supply (213) | Water Supply (169) | SWM (298) | License (214) | Drainage (295) | Pest control (277) | Water Supply (355) | License (564) | Water Supply (470) | Drainage (372) |
| Average Days to Close a Complaint | - | - | - | - | - | 7 | 25 | 16 | 6 | 10 |
| Deliberation in Wards Committees | 14% | 0% | 12% | 15% | 0% | 0% | 12% | 6% | 0% | 0% |

Top 4 Sub Issues from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,042 | 1,467 | 564 | 227 | 123 | 68 | 93 | 146 | 68 | 67 |
| Average Days to Close a Complaint | - | - | - | - | - | 20 | 10 | 16 | 36 | 20 |
| Deliberations (%) | 7% | 11% | 4% | 5% | 9% | 25% | 28% | 11% | 0% | 0% |
| Drainage Chokes and Blockages | 391 | 333 | 198 | 337 | 169 | 233 | 246 | 285 | 327 | 190 |
| Average Days to Close a Complaint | - | - | - | - | - | 14 | 7 | 12 | 8 | 9 |
| Deliberations (%) | 0% | 4% | 4% | 0% | 0% | 0% | 8% | 0% | 0% | 0% |
| Hawkers | 99 | 54 | 53 | 99 | 181 | 292 | 455 | 435 | 291 | 345 |
| Average Days to Close a Complaint | - | - | - | - | - | 20 | 19 | 15 | 7 | 10 |
| Deliberations (%) | 7% | 7% | 0% | 15% | 0% | 13% | 0% | 6% | 0% | 14% |
| Garbage not lifted from House/ Gully | 98 | 65 | 172 | 109 | 152 | 155 | 274 | 391 | 266 | 225 |
| Average Days to Close a Complaint | - | - | - | - | - | 3 | 13 | 15 | 14 | 14 |
| Deliberations (%) | 0% | 4% | 12% | 5% | 18% | 6% | 4% | 11% | 9% | 0% |

6. F/N Ward

Population: 529,034, Area: Matunga

Average No. of Councillors since 2012: 10

Summary: The total complaints in 'FN' ward increased from 2,546 in 2012 to 3,094 in 2021 and the average time taken to resolve these complaints increased from 16 days in 2017 to 32 days in 2021. However, councillor deliberations in wards committees have not been improving it decreased from 4% in 2012 to 3% in 2021. The highest complaints registered in 'FN' were on SWM, water and license, however 6%, 3% and 0% of deliberations were raised by the ward councillors respectively in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,546 | 3,088 | 2,558 | 2,318 | 2,765 | 2,944 | 4,425 | 5,304 | 3,597 | 3,094 |
| Average Days to Close a Complaint | - | - | - | - | - | 16 | 18 | 15 | 18 | 32 |
| Wards Committee Deliberations (%) | 4% | 3% | 4% | 4% | 5% | 2% | 3% | 3% | 2% | 3% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|-------------------|-----------------------|-----------------------|-----------------------|
| 1 st Issues Complaints | Roads (1,153) | Roads (1,675) | Roads (694) | Roads (438) | Roads (614) | Roads (544) | License (691) | SWM (871) | SWM (755) | SWM (562) |
| Average Days to Close a Complaint | - | - | - | - | - | 23 | 18 | 10 | 20 | 50 |
| Deliberation in Wards Committees | 19% | 12% | 10% | 5% | 15% | 0% | 20% | 7% | 8% | 6% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (418) | Drainage (425) | SWM (402) | License (402) | License (430) | License (531) | Roads (623) | License (846) | Pest control (528) | Pest control (433) |
| Average Days to Close a Complaint | - | - | - | - | - | 15 | 24 | 17 | 8 | 6 |
| Deliberation in Wards Committees | 0% | 4% | 17% | 10% | 8% | 5% | 14% | 14% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (222) | License (209) | Drainage (372) | Drainage (395) | Pest control (293) | SWM (397) | SWM (531) | Drainage (674) | License (498) | Water Supply (383) |
| Average Days to Close a Complaint | - | - | - | - | - | 5 | 10 | 11 | 33 | 13 |
| Deliberation in Wards Committees | 30% | 0% | 10% | 2% | 2% | 5% | 0% | 3% | 8% | 3% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | License (161) | SWM (148) | License (237) | SWM (225) | Drainage (245) | Drainage (278) | Drainage (530) | Water Supply (669) | Water Supply (399) | License (354) |
| Average Days to Close a Complaint | - | - | - | - | - | 18 | 18 | 9 | 10 | 51 |
| Deliberation in Wards Committees | 0% | 12% | 5% | 10% | 5% | 16% | 0% | 14% | 0% | 0% |

Top 4 Sub Issues from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,024 | 1,502 | 433 | 170 | 200 | 139 | 270 | 265 | 121 | 105 |
| Average Days to Close a Complaint | - | - | - | - | - | 16 | 13 | 9 | 24 | 46 |
| Deliberations (%) | 19% | 16% | 10% | 7% | 17% | 0% | 14% | 10% | 8% | 6% |
| Hawkers | 73 | 82 | 86 | 278 | 282 | 443 | 554 | 675 | 315 | 227 |
| Average Days to Close a Complaint | - | - | - | - | - | 16 | 19 | 18 | 28 | 42 |
| Deliberations (%) | 0% | 0% | 5% | 10% | 8% | 5% | 20% | 14% | 8% | 0% |
| Drainage Chokes and Blockages | 231 | 246 | 188 | 209 | 137 | 133 | 284 | 304 | 175 | 181 |
| Average Days to Close a Complaint | - | - | - | - | - | 17 | 14 | 10 | 6 | 14 |
| Deliberations (%) | 0% | 4% | 10% | 2% | 5% | 16% | 0% | 3% | 0% | 3% |
| Garbage not lifted from House/ Gully | 79 | 46 | 173 | 52 | 51 | 140 | 193 | 381 | 381 | 288 |
| Average Days to Close a Complaint | - | - | - | - | - | 5 | 9 | 11 | 20 | 56 |
| Deliberations (%) | 30% | 12% | 17% | 10% | 2% | 5% | 0% | 7% | 8% | 6% |

7. F/S Ward

Population: 360,972, Area: Parel

Average No. of Councillors since 2012: 7

Summary: The total complaints in 'FS' ward has decreased from 2,426 in 2012 to 2,270 in 2021. The complaints that were the highest in this ward were related to roads, SWM, drainage. The overall average time taken to resolve these complaints decreased from 46 days in 2017 to 22 days. Moreover, in 2021, when the SWM was one of the highest issue, elected representative raised 0 questions on this issue. Similarly, the rising license issues in the ward have not been prioritised in the deliberations.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,426 | 1,980 | 1,561 | 1,305 | 1,628 | 1,624 | 2,369 | 2,857 | 2,444 | 2,270 |
| Average Days to Close a Complaint | - | - | - | - | - | 46 | 36 | 18 | 35 | 22 |
| Wards Committee Deliberations (%) | 3% | 2% | 2% | 2% | 2% | 3% | 2% | 2% | 2% | 2% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|--------------------|----------------|----------------|----------------|--------------------|----------------|--------------------|----------------|
| 1 st Issues Complaints | Roads (1,354) | Roads (1,043) | Roads (525) | Roads (276) | Roads (322) | License (289) | License (461) | Drainage (645) | License (387) | License (403) |
| Average Days to Close a Complaint | - | - | - | - | - | 45 | 30 | 10 | 40 | 26 |
| Deliberation in Wards Committees | 15% | 13% | 9% | 10% | 14% | 3% | 8% | 14% | 9% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (349) | Drainage (253) | SWM (188) | Drainage (264) | License (255) | Drainage (235) | Drainage (360) | SWM (409) | Drainage (382) | Drainage (389) |
| Average Days to Close a Complaint | - | - | - | - | - | 51 | 15 | 15 | 21 | 10 |
| Deliberation in Wards Committees | 10% | 6% | 14% | 10% | 0% | 7% | 0% | 9% | 9% | 13% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (157) | License (144) | Drainage (159) | License (142) | Drainage (191) | SWM (213) | SWM (268) | License (385) | SWM (349) | SWM (249) |
| Average Days to Close a Complaint | - | - | - | - | - | 9 | 22 | 22 | 47 | 33 |
| Deliberation in Wards Committees | 30% | 0% | 5% | 5% | 9% | 10% | 12% | 5% | 9% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | License (145) | SWM (111) | Pest control (150) | SWM (113) | SWM (139) | Roads (167) | Water Supply (257) | Roads (306) | Pest control (262) | Roads (210) |
| Average Days to Close a Complaint | - | - | - | - | - | 38 | 28 | 24 | 29 | 19 |
| Deliberation in Wards Committees | 0% | 6% | 5% | 10% | 5% | 21% | 4% | 18% | 0% | 13% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,252 | 980 | 419 | 108 | 140 | 49 | 85 | 153 | 43 | 54 |
| Average Days to Close a Complaint | - | - | - | - | - | 29 | 12 | 10 | 16 | 13 |
| Deliberations (%) | 15% | 13% | 9% | 10% | 14% | 21% | 19% | 18% | 0% | 13% |
| Hawkers | 71 | 74 | 74 | 98 | 135 | 234 | 340 | 257 | 293 | 262 |
| Average Days to Close a Complaint | - | - | - | - | - | 42 | 24 | 17 | 41 | 25 |
| Deliberations (%) | 0% | 0% | 0% | 5% | 0% | 3% | 8% | 5% | 9% | 0% |
| Drainage Chokes and Blockages | 189 | 170 | 87 | 146 | 110 | 117 | 187 | 269 | 174 | 207 |
| Average Days to Close a Complaint | - | - | - | - | - | 41 | 10 | 9 | 23 | 9 |
| Deliberations (%) | 10% | 6% | 5% | 10% | 9% | 7% | 0% | 14% | 9% | 13% |
| Overflowing drains of manholes | 116 | 52 | 47 | 98 | 59 | 72 | 89 | 260 | 132 | 98 |
| Average Days to Close a Complaint | - | - | - | - | - | 68 | 14 | 8 | 19 | 9 |
| Deliberations (%) | 10% | 6% | 5% | 10% | 9% | 7% | 0% | 14% | 9% | 13% |

8. G/N Ward

Population: 599,039, Area: Dadar

Average No. of Councillors since 2012: 11

Summary: Total complaints in 'GN' ward have decreased from 5,477 in 2012 to 4,859 in 2021. Despite that the average time to taken to resolve overall complaints has increased from 62 days in 2017 to 110 days in 2021. The deliberations too have decreased from 4% in 2012 to 2% 2021. Moreover, the highest registered complaints have been on water, drainage and SWM. The average time taken to solve a drainage complaints was as high as 178 days in 2021, however the councillor raised 0 questions on this issue in the wards committee.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 5,477 | 4,441 | 3,007 | 3,094 | 4,416 | 4,840 | 6,241 | 5,954 | 4,657 | 4,859 |
| Average Days to Close a Complaint | - | - | - | - | - | 62 | 33 | 55 | 40 | 110 |
| Wards Committee Deliberations (%) | 4% | 5% | 3% | 5% | 3% | 1% | 1% | 3% | 3% | 2% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|------------------|----------------|----------------|--------------------|----------------|----------------|----------------|----------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,706) | Roads (2003) | Roads (674) | License (609) | License (638) | Drainage (640) | Drainage (834) | Drainage (969) | Drainage (564) | Water Supply (538) |
| Average Days to Close a Complaint | - | - | - | - | - | 130 | 4 | 49 | 74 | 11 |
| Deliberation in Wards Committees | 33% | 21% | 20% | 15% | 12% | 17% | 8% | 18% | 0% | 11% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (1,115) | Drainage (455) | Drainage (392) | Roads (335) | Roads (499) | License (599) | License (833) | License (672) | Pest control (549) | Drainage (518) |
| Average Days to Close a Complaint | - | - | - | - | - | 35 | 19 | 57 | 15 | 178 |
| Deliberation in Wards Committees | 0% | 2% | 10% | 15% | 9% | 0% | 0% | 7% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (752) | License (424) | License (345) | Drainage (335) | Drainage (471) | Roads (528) | Roads (665) | SWM (661) | License (459) | License (432) |
| Average Days to Close a Complaint | - | - | - | - | - | 61 | 36 | 43 | 45 | 88 |
| Deliberation in Wards Committees | 8% | 17% | 13% | 2% | 0% | 0% | 0% | 11% | 23% | 6% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | License (424) | SWM (271) | SWM (314) | Water Supply (282) | SWM (310) | SWM (506) | SWM (542) | Roads (616) | Water Supply (402) | SWM (364) |
| Average Days to Close a Complaint | - | - | - | - | - | 35 | 58 | 62 | 10 | 132 |
| Deliberation in Wards Committees | 8% | 8% | 0% | 2% | 9% | 0% | 33% | 14% | 15% | 0% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,427 | 1,746 | 442 | 124 | 177 | 102 | 141 | 256 | 109 | 73 |
| Average Days to Close a Complaint | - | - | - | - | - | 54 | 23 | 11 | 85 | 172 |
| Deliberations (%) | 33% | 21% | 20% | 16% | 9% | 0% | 0% | 14% | 15% | 17% |
| Hawkers | 192 | 211 | 173 | 458 | 437 | 361 | 569 | 479 | 300 | 297 |
| Average Days to Close a Complaint | - | - | - | - | - | 11 | 11 | 59 | 20 | 79 |
| Deliberations (%) | 8% | 17% | 13% | 15% | 12% | 0% | 0% | 7% | 23% | 6% |
| Drainage Chokes and Blockages | 768 | 289 | 193 | 198 | 244 | 315 | 413 | 437 | 298 | 234 |
| Average Days to Close a Complaint | - | - | - | - | - | 117 | 3 | 47 | 72 | 182 |
| Deliberations (%) | 0% | 2% | 10% | 2% | 0% | 17% | 8% | 18% | 0% | 0% |
| Overflowing drains of manholes | 214 | 93 | 132 | 110 | 147 | 208 | 183 | 338 | 169 | 141 |
| Average Days to Close a Complaint | - | - | - | - | - | 137 | 6 | 40 | 73 | 174 |
| Deliberations (%) | 0% | 2% | 10% | 2% | 0% | 17% | 8% | 18% | 0% | 0% |

9. G/S Ward

Population: 377,749, Area: Elphinston

Average No. of Councillors since 2012: 8

Summary: Total complaints in 'GS' ward have decreased from 3,053 in 2012 to 2,264 in 2021. Despite the time taken to solve these overall complaints had reduced from 42 days in 2017 to 21 days in 2021. However, the deliberations in wards committees had increased only by 1% from 2012 to 2021. Moreover, over the years some of the major issues faced by 'GS' ward were related to license, drainage, SWM and pest control in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,053 | 2,612 | 1,674 | 1,495 | 1,983 | 2,471 | 3,160 | 4,192 | 2,658 | 2,264 |
| Average Days to Close a Complaint | - | - | - | - | - | 42 | 34 | 33 | 42 | 21 |
| Wards Committee Deliberations (%) | 8% | 6% | 6% | 7% | 6% | 13% | 9% | 8% | 13% | 9% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (827) | Roads (1,061) | Roads (330) | Drainage (341) | Roads (383) | SWM (320) | Drainage (547) | Drainage (608) | Pest control (445) | License (380) |
| Average Days to Close a Complaint | - | - | - | - | - | 5 | 20 | 27 | 12 | 18 |
| Deliberation in Wards Committees | 10% | 7% | 16% | 8% | 16% | 7% | 8% | 4% | 0% | 3% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (627) | Drainage (555) | Drainage (230) | Roads (259) | Drainage (252) | Drainage (319) | SWM (399) | License (517) | Drainage (361) | Drainage (304) |
| Average Days to Close a Complaint | - | - | - | - | - | 79 | 41 | 24 | 59 | 24 |
| Deliberation in Wards Committees | 6% | 7% | 4% | 18% | 6% | 9% | 7% | 0% | 4% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (271) | License (183) | SWM (219) | License (167) | License (274) | License (315) | License (414) | SWM (401) | License (345) | SWM (268) |
| Average Days to Close a Complaint | - | - | - | - | - | 47 | 31 | 31 | 36 | 13 |
| Deliberation in Wards Committees | 6% | 2% | 23% | 5% | 5% | 2% | 3% | 15% | 1% | 5% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (243) | SWM (159) | License (181) | SWM (117) | SWM (186) | Roads (266) | Roads (321) | Roads (362) | SWM (291) | Pest control (251) |
| Average Days to Close a Complaint | - | - | - | - | - | 45 | 16 | 39 | 35 | 11 |
| Deliberation in Wards Committees | 4% | 7% | 5% | 10% | 11% | 27% | 35% | 35% | 12% | 2% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 741 | 922 | 203 | 90 | 183 | 66 | 94 | 143 | 75 | 63 |
| Average Days to Close a Complaint | - | - | - | - | - | 30 | 13 | 11 | 101 | 51 |
| Deliberations (%) | 10% | 7% | 16% | 19% | 17% | 27% | 35% | 35% | 38% | 33% |
| Drainage Chokes and Blockages | 423 | 437 | 122 | 229 | 146 | 182 | 300 | 270 | 185 | 152 |
| Average Days to Close a Complaint | - | - | - | - | - | 68 | 14 | 27 | 57 | 23 |
| Deliberations (%) | 6% | 7% | 4% | 8% | 6% | 9% | 8% | 4% | 4% | 7% |
| Hawkers | 107 | 90 | 91 | 78 | 106 | 178 | 260 | 325 | 240 | 266 |
| Average Days to Close a Complaint | - | - | - | - | - | 49 | 29 | 19 | 34 | 19 |
| Deliberations (%) | 6% | 2% | 5% | 5% | 5% | 2% | 3% | 0% | 1% | 3% |
| Overflowing drains of manholes | 159 | 87 | 71 | 90 | 80 | 91 | 145 | 242 | 111 | 74 |
| Average Days to Close a Complaint | - | - | - | - | - | 88 | 24 | 19 | 59 | 18 |
| Deliberations (%) | 6% | 7% | 4% | 8% | 6% | 9% | 8% | 4% | 4% | 7% |

10. H/E Ward

Population: 557,239, Area: Khar

Average No. of Councillors since 2012: 11

Summary: The total complaints in 'HE' Ward had increased from 2,812 in 2012 to 2,851 in 2021. Despite the increase, the time taken to solve these overall complaints had reduced from 47 days in 2017 to 24 days in 2019. Even during COVID, the time taken by 'HE' Ward to address citizens issues decreased further to 19 days in 2021. However, the deliberations in wards committees had increased only by 1% from 2012 to 2021. Moreover, over the years some of the major issues faced by 'HE' ward were related to drainage, water, roads and SWM. In 2020, most of the complaints were related to drainage and water supply, however, the deliberation raised on these issues were only 6% for both.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,812 | 3,383 | 2,323 | 2,245 | 2,774 | 2,937 | 3,518 | 4,397 | 3,519 | 2,851 |
| Average Days to Close a Complaint | - | - | - | - | - | 47 | 24 | 24 | 23 | 19 |
| Wards Committee Deliberations (%) | 3% | 7% | 6% | 5% | 6% | 4% | 3% | 4% | 4% | 4% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|----------------|--------------------|----------------|----------------|----------------|----------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (761) | Roads (1,479) | Roads (661) | Drainage (459) | Drainage (603) | Drainage (662) | Drainage (856) | Drainage (985) | Drainage (742) | Drainage (540) |
| Average Days to Close a Complaint | - | - | - | - | - | 32 | 14 | 15 | 21 | 14 |
| Deliberation in Wards Committees | 6% | 10% | 11% | 5% | 12% | 13% | 9% | 0% | 6% | 2% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (600) | Drainage (599) | Drainage (323) | Roads (420) | Roads (495) | Roads (401) | Roads (471) | Roads (612) | Water Supply (451) | Water Supply (443) |
| Average Days to Close a Complaint | - | - | - | - | - | 71 | 23 | 20 | 12 | 14 |
| Deliberation in Wards Committees | 0% | 4% | 2% | 7% | 16% | 11% | 9% | 19% | 6% | 17% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (185) | License (173) | SWM (255) | License (254) | License (301) | SWM (307) | SWM (429) | Water Supply (544) | Pest control (431) | SWM (321) |
| Average Days to Close a Complaint | - | - | - | - | - | 9 | 21 | 19 | 8 | 13 |
| Deliberation in Wards Committees | 0% | 3% | 7% | 14% | 7% | 5% | 6% | 8% | 0% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | Water Supply (145) | SWM (111) | Pest control (141) | SWM (197) | SWM (228) | License (274) | Water (348) | SWM (540) | License (426) | License (303) |
| Average Days to Close a Complaint | - | - | - | - | - | 51 | 33 | 13 | 18 | 17 |
| Deliberation in Wards Committees | 6% | 4% | 0% | 0% | 7% | 5% | 3% | 8% | 11% | 12% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|------|------|------|------|------|------|------|------|
| Drainage Chokes and Blockages | 503 | 445 | 191 | 345 | 458 | 477 | 611 | 674 | 555 | 367 |
| Average Days to Close a Complaint | - | - | - | - | - | 24 | 9 | 11 | 15 | 10 |
| Deliberations (%) | 0% | 4% | 2% | 5% | 12% | 13% | 9% | 0% | 6% | 2% |
| Bad Patches/ Potholes on the Roads | 653 | 1,336 | 523 | 215 | 225 | 153 | 216 | 349 | 72 | 57 |
| Average Days to Close a Complaint | - | - | - | - | - | 49 | 18 | 10 | 28 | 27 |
| Deliberations (%) | 6% | 10% | 11% | 7% | 16% | 11% | 9% | 19% | 33% | 12% |
| Hawkers | 96 | 64 | 57 | 103 | 111 | 142 | 155 | 198 | 314 | 196 |
| Average Days to Close a Complaint | - | - | - | - | - | 46 | 18 | 13 | 15 | 16 |
| Deliberations (%) | 0% | 3% | 9% | 14% | 7% | 5% | 6% | 0% | 11% | 12% |
| Overflowing drains of manholes | 60 | 108 | 77 | 75 | 89 | 128 | 134 | 162 | 114 | 96 |
| Average Days to Close a Complaint | - | - | - | - | - | 54 | 29 | 19 | 35 | 23 |
| Deliberations (%) | 0% | 4% | 2% | 5% | 12% | 13% | 9% | 0% | 6% | 2% |

11. H/W Ward

Population: 307,581, Area: Bandra

Average No. of Councillors since 2012: 6

Summary: The total complaints in 'HW' ward has increased from 2,930 in 2012 to 3,623 in 2021. The complaints that were the highest in this ward were related to water, SWM, drainage. However, the overall average time taken to resolve these complaints remained almost the same from 38 days in 2017 to 2021. Moreover, in 2021, when the drainage issues were the highest, elected representative raised 0 questions on this issue. Similarly, the rising pest issues in the city have not been prioritised in the deliberations as well when the time taken to resolve the mosquito nuisance increased, the deliberations still remained 0.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,930 | 4,014 | 3,172 | 2,715 | 3,093 | 3,430 | 4,763 | 4,774 | 3,481 | 3,623 |
| Average Days to Close a Complaint | - | - | - | - | - | 38 | 23 | 13 | 30 | 38 |
| Wards Committee Deliberations (%) | 2% | 2% | 3% | 3% | 4% | 4% | 3% | 3% | 3% | 4% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (786) | Roads (1,733) | Roads (1,056) | Roads (621) | Drainage (664) | Drainage (736) | Drainage (1,027) | Drainage (1,102) | Drainage (752) | Drainage (622) |
| Average Days to Close a Complaint | - | - | - | - | - | 19 | 8 | 8 | 17 | 28 |
| Deliberation in Wards Committees | 0% | 17% | 0% | 6% | 2% | 5% | 7% | 3% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (762) | Drainage (655) | Drainage (434) | Drainage (512) | Roads (480) | SWM (501) | SWM (661) | SWM (659) | Pest control (451) | Water Supply (558) |
| Average Days to Close a Complaint | - | - | - | - | - | 6 | 9 | 6 | 8 | 19 |
| Deliberation in Wards Committees | 7% | 0% | 4% | 0% | 7% | 5% | 7% | 10% | 0% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (193) | Pest control (206) | SWM (298) | SWM (289) | SWM (381) | Roads (404) | Roads (577) | Water Supply (533) | Water Supply (384) | SWM (467) |
| Average Days to Close a Complaint | - | - | - | - | - | 36 | 14 | 7 | 12 | 25 |
| Deliberation in Wards Committees | 7% | 0% | 12% | 9% | 7% | 8% | 11% | 10% | 6% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | Water Supply (134) | SWM (166) | Water Supply (283) | Pest control (235) | Pest control (304) | License (305) | Water Supply (479) | Roads (515) | SWM (380) | Pest control (362) |
| Average Days to Close a Complaint | - | - | - | - | - | 43 | 14 | 14 | 30 | 14 |
| Deliberation in Wards Committees | 7% | 21% | 8% | 0% | 0% | 8% | 0% | 7% | 0% | 0% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|------|------|------|------|------|------|------|------|
| Drainage Chokes and Blockages | 632 | 468 | 206 | 351 | 480 | 487 | 671 | 784 | 563 | 435 |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 6 | 5 | 12 | 16 |
| Deliberations (%) | 7% | 0% | 4% | 0% | 2% | 5% | 7% | 3% | 0% | 0% |
| Bad Patches/ Potholes on the Roads | 645 | 1,622 | 874 | 427 | 226 | 127 | 235 | 213 | 60 | 87 |
| Average Days to Close a Complaint | - | - | - | - | - | 34 | 12 | 10 | 40 | 59 |
| Deliberations (%) | 0% | 17% | 0% | 9% | 7% | 8% | 11% | 7% | 6% | 16% |
| Mosquito Nuisance | 61 | 102 | 163 | 144 | 165 | 138 | 179 | 163 | 251 | 227 |
| Average Days to Close a Complaint | - | - | - | - | - | 27 | 10 | 5 | 7 | 13 |
| Deliberations (%) | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Hawkers | 107 | 52 | 70 | 109 | 104 | 151 | 216 | 240 | 155 | 170 |
| Average Days to Close a Complaint | - | - | - | - | - | 59 | 14 | 16 | 36 | 39 |
| Deliberations (%) | 7% | 8% | 23% | 12% | 2% | 8% | 29% | 17% | 25% | 12% |

12. K/E Ward

Population: 823,885, Area: Andheri E

Average No. of Councillors since 2012: 15

Summary: 'KE' Ward has one of the highest registered total complaints from 2012 to 2021. However, despite the rising issues the ward councillor did not prioritised them in their deliberations as only 5% of deliberations have been raised from 2012 and 2021. In 2021, drainage was one of the highest registered complaints which took 75 days to resolve, however, no questions were raised on this issue (0%). Moreover, to resolve a water leakage problem this ward took an average of 22 days, while only 8% deliberations were raised on this issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 6,423 | 6,844 | 5,060 | 4,323 | 5,901 | 6,725 | 8,146 | 9,724 | 6,847 | 6,667 |
| Average Days to Close a Complaint | - | - | - | - | - | 43 | 50 | 18 | 39 | 35 |
| Wards Committee Deliberations (%) | 5% | 5% | 6% | 8% | 4% | 2% | 7% | 8% | 4% | 5% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|----------------|----------------|--------------------|--------------------|------------------|----------------------|----------------------|----------------------|----------------------|
| 1 st Issues Complaints | Roads (2,089) | Roads (2,649) | Roads (1,090) | Roads (933) | Roads (1,135) | Drainage (1,057) | Drainage (1,353) | Drainage (1,730) | Water Supply (1,223) | Water Supply (1,135) |
| Average Days to Close a Complaint | - | - | - | - | - | 36 | 66 | 16 | 15 | 16 |
| Deliberation in Wards Committees | 14% | 20% | 3% | 18% | 14% | 5% | 4% | 1% | 4% | 8% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (1,133) | Drainage (850) | Drainage (759) | Drainage (604) | Drainage (903) | Roads (1,018) | Roads (1,253) | Roads (1,671) | Drainage (1,103) | Drainage (993) |
| Average Days to Close a Complaint | - | - | - | - | - | 43 | 51 | 22 | 42 | 75 |
| Deliberation in Wards Committees | 0% | 0% | 8% | 2% | 0% | 5% | 16% | 25% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (470) | License (483) | License (452) | Water Supply (546) | License (664) | License (838) | Water Supply (1,266) | Water Supply (1,536) | SWM (774) | SWM (718) |
| Average Days to Close a Complaint | - | - | - | - | - | 21 | 19 | 14 | 33 | 12 |
| Deliberation in Wards Committees | 3% | 8% | 6% | 2% | 0% | 0% | 1% | 6% | 0% | 8% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | Water Supply (404) | SWM (431) | SWM (411) | License (486) | Water Supply (474) | SWM (588) | License (990) | SWM (1,019) | Pest control (759) | License (906) |
| Average Days to Close a Complaint | - | - | - | - | - | 26 | 30 | 7 | 67 | 34 |
| Deliberation in Wards Committees | 3% | 20% | 14% | 8% | 7% | 11% | 9% | 4% | 0% | 10% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,841 | 2,371 | 706 | 531 | 611 | 424 | 641 | 916 | 261 | 149 |
| Average Days to Close a Complaint | - | - | - | - | - | 33 | 17 | 9 | 40 | 62 |
| Deliberations (%) | 14% | 20% | 3% | 18% | 11% | 5% | 16% | 25% | 26% | 29% |
| Drainage Chokes and Blockages | 764 | 485 | 360 | 335 | 553 | 576 | 762 | 986 | 690 | 555 |
| Average Days to Close a Complaint | - | - | - | - | - | 26 | 45 | 12 | 31 | 56 |
| Deliberations (%) | 0% | 0% | 8% | 2% | 0% | 5% | 4% | 1% | 0% | 0% |
| Hawkers | 209 | 196 | 172 | 193 | 273 | 395 | 655 | 691 | 436 | 589 |
| Average Days to Close a Complaint | - | - | - | - | - | 20 | 22 | 14 | 22 | 23 |
| Deliberations (%) | 3% | 8% | 6% | 8% | 0% | 0% | 9% | 12% | 17% | 10% |
| Leaks in Water Lines | 136 | 146 | 85 | 173 | 103 | 99 | 535 | 655 | 424 | 422 |
| Average Days to Close a Complaint | - | - | - | - | - | 20 | 20 | 13 | 18 | 22 |
| Deliberations (%) | 3% | 0% | 3% | 2% | 7% | 0% | 1% | 6% | 4% | 8% |

13. K/W Ward

Population: 748,688, Area: Andheri W

Average No. of Councillors since 2012: 13

Summary: Total complaints in 'KW' ward has decreased from 6,977 in 2012 to 6,845 in 2021, while the average number of days also decreased from 50 days in 2017 to 47 days 2021. In 2021, drainage was one of the highest registered complaints which took 39 days to resolve, however, only 6% of overall questions were raised on this issue. 'KW' ward faced major issues on drainage chokes and blockages but the councillor deliberations have been 6% in 2021 and an average of 24 days to resolve an issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
| Total Complaints | 6,977 | 8,412 | 4,957 | 4,328 | 6,374 | 8,349 | 9,465 | 10,399 | 7,456 | 6,845 |
| Average Days to Close a Complaint | - | - | - | - | - | 50 | 52 | 28 | 36 | 47 |
| Wards Committee Deliberations (%) | 8% | 6% | 5% | 8% | 7% | 8% | 10% | 7% | 5% | 9% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|------------------|------------------|--------------------|--------------------|--------------------|------------------|----------------------|----------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (2,215) | Roads (2,309) | Roads (1,305) | Roads (1,053) | Drainage (1,477) | Drainage (1,732) | Drainage (2,072) | Drainage (2,357) | Drainage (1,424) | Drainage (1,320) |
| Average Days to Close a Complaint | - | - | - | - | - | 32 | 30 | 20 | 28 | 39 |
| Deliberation in Wards Committees | 18% | 14% | 13% | 21% | 5% | 7% | 5% | 4% | 4% | 6% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (1,500) | Drainage (1,317) | Drainage (659) | Drainage (829) | Roads (1,144) | Roads (1,363) | Roads (1,131) | SWM (1,680) | SWM (983) | Water Supply (950) |
| Average Days to Close a Complaint | - | - | - | - | - | 51 | 46 | 13 | 47 | 22 |
| Deliberation in Wards Committees | 6% | 5% | 9% | 2% | 17% | 12% | 21% | 14% | 4% | 6% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (336) | SWM (517) | Water Supply (439) | Water Supply (527) | License (657) | SWM (691) | Water Supply (1,157) | Roads (1,163) | Water Supply (900) | SWM (918) |
| Average Days to Close a Complaint | - | - | - | - | - | 18 | 30 | 27 | 19 | 27 |
| Deliberation in Wards Committees | 6% | 13% | 9% | 7% | 6% | 9% | 10% | 22% | 12% | 11% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | License (459) | License (387) | SWM (420) | License (386) | Water Supply (541) | License (750) | Pest control (967) | Water Supply (1,321) | Garden (825) | License (625) |
| Average Days to Close a Complaint | - | - | - | - | - | 31 | 80 | 27 | 4 | 30 |
| Deliberation in Wards Committees | 2% | 6% | 4% | 7% | 8% | 13% | 1% | 13% | 4% | 5% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|-------|-------|-------|-------|-------|------|
| Drainage Chokes and Blockages | 1,163 | 936 | 334 | 562 | 1,112 | 1,216 | 1,508 | 1,673 | 1,094 | 956 |
| Average Days to Close a Complaint | - | - | - | - | - | 19 | 18 | 12 | 17 | 24 |
| Deliberations (%) | 6% | 5% | 9% | 2% | 5% | 7% | 5% | 4% | 4% | 6% |
| Bad Patches/ Potholes on the Roads | 1,905 | 2,025 | 955 | 631 | 567 | 718 | 470 | 461 | 142 | 125 |
| Average Days to Close a Complaint | - | - | - | - | - | 39 | 25 | 7 | 13 | 33 |
| Deliberations (%) | 20% | 14% | 15% | 21% | 17% | 22% | 21% | 22% | 24% | 24% |
| Hawkers | 226 | 178 | 175 | 183 | 326 | 544 | 470 | 563 | 374 | 514 |
| Average Days to Close a Complaint | - | - | - | - | - | 32 | 12 | 14 | 34 | 28 |
| Deliberations (%) | 2% | 6% | 9% | 7% | 6% | 13% | 6% | 4% | 12% | 5% |
| Mosquito Nuisance | 109 | 137 | 217 | 161 | 235 | 310 | 443 | 312 | 304 | 340 |
| Average Days to Close a Complaint | - | - | - | - | - | 98 | 86 | 27 | 16 | 34 |
| Deliberations (%) | 2% | 0% | 0% | 0% | 0% | 1% | 1% | 0% | 0% | 2% |

14. L Ward

Population: 902,225, Area: Kurla

Average No. of Councillors since 2012: 16

Summary: 'L' ward registered one of the highest total complaints from 2012 to 2021. The average time taken to resolve these complaints have increased from 13 days in 2017 to 49 days in 2021. Despite this the overall 'L' ward councillor deliberation in wards committees have not focused on the rising complaints. In 2021 the complaints related to license were the highest, and the average days to resolve them also was as high as 55 days. However, 0% questions were raised to addressed this issue. A similar case can be seen for the drainage complaint registered in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 7,304 | 9,136 | 8,085 | 7,799 | 7,498 | 7,282 | 7,242 | 7,560 | 5,862 | 6,310 |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 141 | 46 | 42 | 49 |
| Wards Committee Deliberations (%) | 8% | 10% | 10% | 6% | 8% | 6% | 9% | 7% | 4% | 4% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,259) | Roads (2,360) | Drainage (992) | Drainage (866) | Drainage (1,184) | Drainage (1,457) | Drainage (1,620) | Drainage (1,649) | Drainage (953) | License (1,085) |
| Average Days to Close a Complaint | - | - | - | - | - | 9 | 102 | 32 | 35 | 55 |
| Deliberation in Wards Committees | 26% | 14% | 3% | 2% | 7% | 0% | 2% | 8% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (1,241) | Drainage (1,147) | Roads (950) | Roads (844) | Roads (854) | Water Supply (706) | Water Supply (947) | Water Supply (952) | Water Supply (729) | Drainage (798) |
| Average Days to Close a Complaint | - | - | - | - | - | - | 155 | 36 | 45 | 39 |
| Deliberation in Wards Committees | 4% | 2% | 24% | 20% | 26% | 11% | 12% | 18% | 5% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | Water Supply (492) | Water Supply (473) | Water Supply (605) | Water Supply (771) | Water Supply (620) | Garden (635) | License (601) | Roads (861) | License (644) | Water Supply (687) |
| Average Days to Close a Complaint | - | - | - | - | - | - | 156 | 40 | 54 | 63 |
| Deliberation in Wards Committees | 2% | 3% | 8% | 9% | 8% | 4% | 6% | 23% | 5% | 21% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | License (385) | License (393) | Garden (479) | License (495) | License (522) | Roads (607) | SWM (596) | SWM (827) | Pest control (574) | SWM (608) |
| Average Days to Close a Complaint | - | - | - | - | - | 15 | 149 | 43 | 47 | 15 |
| Deliberation in Wards Committees | 6% | 6% | 4% | 9% | 3% | 18% | 11% | 8% | 0% | 12% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|------|------|-------|------|------|------|
| Drainage Chokes and Blockages | 782 | 680 | 431 | 359 | 498 | 751 | 1,007 | 940 | 542 | 376 |
| Average Days to Close a Complaint | - | - | - | - | - | 7 | 67 | 23 | 31 | 34 |
| Deliberations (%) | 4% | 2% | 2% | 2% | 7% | 0% | 2% | 8% | 0% | 5% |
| Bad Patches/ Potholes on the Roads | 1,019 | 2,138 | 660 | 436 | 326 | 175 | 181 | 404 | 77 | 133 |
| Average Days to Close a Complaint | - | - | - | - | - | 15 | 15 | 11 | 32 | 43 |
| Deliberations (%) | 26% | 14% | 24% | 20% | 26% | 18% | 23% | 23% | 9% | 14% |
| Overflowing drains of manholes | 291 | 293 | 350 | 362 | 433 | 447 | 348 | 404 | 258 | 222 |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 163 | 45 | 40 | 39 |
| Deliberations (%) | 4% | 2% | 2% | 2% | 7% | 0% | 2% | 8% | 0% | 5% |
| Hawkers | 150 | 179 | 192 | 219 | 195 | 225 | 325 | 406 | 468 | 978 |
| Average Days to Close a Complaint | - | - | - | - | - | - | 146 | 79 | 52 | 57 |
| Deliberations (%) | 6% | 6% | 2% | 9% | 3% | 5% | 6% | 8% | 5% | 0% |

15. M/E Ward

Population: 807,720, Area: Chembur E

Average No. of Councillors since 2012: 14

Summary: The complaints in 'ME' ward has decreased from 4,260 in 2012 to 3,807 in 2021, however the average time taken to resolve these complaints have been as high as 72 days. Despite this the councillor deliberation is only 6% of the overall questions raised. In 2021, when SWM was one of the highest registered civic complaints, it took an average of 149 days to resolve only 8% of councillors deliberations in wards committees were related to this issue. Furthermore, in 2021, water supply issues were also highest, but 0% deliberation were raised on these issues. It took 'ME' ward an average of 64 days to resolve a shortage of water issue in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 4,260 | 5,615 | 4,869 | 3,338 | 3,468 | 3,391 | 4,232 | 4,334 | 3,525 | 3,807 |
| Average Days to Close a Complaint | - | - | - | - | - | 77 | 55 | 28 | 42 | 72 |
| Wards Committee Deliberations (%) | 3% | 5% | 5% | 5% | 4% | 5% | 3% | 6% | 8% | 6% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------------|----------------------|----------------------|---------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Water Supply (1,077) | Roads (1,815) | Water Supply (1,780) | Water Supply (1381) | Water Supply (1,061) | Water Supply (544) | Water Supply (826) | Drainage (774) | Drainage (552) | Drainage (639) |
| Average Days to Close a Complaint | - | - | - | - | - | 159 | 111 | 16 | 40 | 53 |
| Deliberation in Wards Committees | 22% | 15% | 15% | 15% | 7% | 5% | 10% | 8% | 3% | 5% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Roads (890) | Water Supply (1,322) | Roads (679) | Roads (505) | Roads (374) | Drainage (484) | Drainage (691) | Water Supply (653) | Water Supply (496) | SWM (616) |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 15 | 44 | 64 | 149 |
| Deliberation in Wards Committees | 9% | 9% | 17% | 20% | 14% | 2% | 0% | 4% | 8% | 8% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | Drainage (496) | Drainage (392) | Drainage (410) | Drainage (261) | Drainage (325) | Roads (336) | Roads (466) | SWM (597) | Pest control (415) | Water Supply (401) |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 12 | 149 | 33 | 55 |
| Deliberation in Wards Committees | 9% | 0% | 2% | 3% | 19% | 15% | 26% | 15% | 3% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (250) | License (232) | SWM (237) | Pest control (148) | Pest control (226) | SWM (332) | SWM (463) | Roads (462) | SWM (367) | License (375) |
| Average Days to Close a Complaint | - | - | - | - | - | 11 | 43 | 13 | 24 | 88 |
| Deliberation in Wards Committees | 9% | 0% | 8% | 0% | 2% | 12% | 10% | 19% | 18% | 6% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|------|------|------|------|------|------|------|------|
| Shortage of water supply | 731 | 908 | 974 | 898 | 668 | 217 | 271 | 218 | 186 | 96 |
| Average Days to Close a Complaint | - | - | - | - | - | 144 | 107 | 43 | 75 | 64 |
| Deliberations (%) | 22% | 9% | 15% | 15% | 7% | 5% | 10% | 4% | 8% | 6% |
| Bad Patches/ Potholes on the Roads | 774 | 1,654 | 453 | 358 | 181 | 115 | 182 | 188 | 76 | 82 |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 5 | 5 | 10 | 31 |
| Deliberations (%) | 9% | 15% | 17% | 22% | 14% | 15% | 26% | 19% | 25% | 19% |
| Drainage Chokes and Blockages | 292 | 224 | 209 | 126 | 157 | 285 | 352 | 421 | 279 | 300 |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 14 | 14 | 39 | 52 |
| Deliberations (%) | 9% | 0% | 2% | 3% | 19% | 2% | 0% | 8% | 3% | 3% |
| Leaks in Water Lines | 160 | 227 | 248 | 154 | 117 | 85 | 281 | 261 | 158 | 164 |
| Average Days to Close a Complaint | - | - | - | - | - | 163 | 98 | 46 | 56 | 51 |
| Deliberations (%) | 22% | 9% | 15% | 15% | 7% | 5% | 10% | 4% | 8% | 6% |

16. M/W Ward

Population: 411,893, Area: Chembur W

Average No. of Councillors since 2012: 8

Summary: 'MW' Ward registered total complaints increased from 3,139 in 2012 to 4,086 in 2021. However, despite the rising issues the ward councillor did not prioritised them in their deliberations as only 3% of deliberations have been raised from 2012 and 2021. 'MW' has faced maximum issues related to drainage, water supply and SWM in the past 10 years. In 2021, drainage was one of the highest registered complaints which took 60 days to resolve, however, only 7% of overall questions were raised on this issue. In 2021, an SWM complaint took an average of 54 days to resolve, however, 0% deliberations were raised by the councillors. Moreover, to resolve a drain chocks and blocked problem this ward took an average of 51 days, while only 6% deliberations were raised on this issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,139 | 3,618 | 2,886 | 1,966 | 2,709 | 3,123 | 4,331 | 4,387 | 3,438 | 4,086 |
| Average Days to Close a Complaint | - | - | - | - | - | 42 | 35 | 37 | 38 | 49 |
| Wards Committee Deliberations (%) | 3% | 3% | 3% | 4% | 4% | 5% | 6% | 6% | 3% | 3% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| 1 st Issues Complaints | Drainage (760) | Roads (1,148) | Roads (608) | Water Supply (399) | Drainage (514) | Drainage (923) | Drainage (1,164) | Drainage (1,103) | Drainage (744) | Drainage (673) |
| Average Days to Close a Complaint | - | - | - | - | - | 21 | 16 | 29 | 30 | 60 |
| Deliberation in Wards Committees | 10% | 10% | 0% | 0% | 18% | 3% | 8% | 3% | 6% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Roads (741) | Drainage (593) | Drainage (491) | Drainage (358) | Water Supply (372) | Roads (396) | Water Supply (482) | Roads (576) | Pest control (458) | SWM (458) |
| Average Days to Close a Complaint | - | - | - | - | - | 27 | 71 | 51 | 8 | 54 |
| Deliberation in Wards Committees | 0% | 3% | 14% | 2% | 6% | 30% | 6% | 20% | 6% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | Water Supply (664) | Water Supply (582) | Water Supply (448) | Roads (279) | Roads (356) | SWM (306) | License (477) | SWM (507) | SWM (438) | License (454) |
| Average Days to Close a Complaint | - | - | - | - | - | 32 | 26 | 22 | 43 | 28 |
| Deliberation in Wards Committees | 0% | 7% | 7% | 9% | 22% | 10% | 5% | 10% | 6% | 10% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (200) | License (273) | License (267) | License (171) | SWM (288) | Water Supply (291) | SWM (459) | Water Supply (489) | Water Supply (334) | Roads (381) |
| Average Days to Close a Complaint | - | - | - | - | - | 35 | 33 | 23 | 45 | 111 |
| Deliberation in Wards Committees | 20% | 3% | 7% | 2% | 18% | 0% | 6% | 7% | 0% | 14% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|------|------|------|------|------|------|------|------|
| Drainage Chokes and Blockages | 539 | 395 | 221 | 155 | 216 | 541 | 743 | 650 | 425 | 331 |
| Average Days to Close a Complaint | - | - | - | - | - | 14 | 11 | 19 | 29 | 51 |
| Deliberations (%) | 10% | 3% | 13% | 2% | 18% | 3% | 8% | 3% | 6% | 6% |
| Bad Patches/ Potholes on the Roads | 626 | 1,018 | 443 | 117 | 153 | 183 | 190 | 257 | 97 | 93 |
| Average Days to Close a Complaint | - | - | - | - | - | 18 | 18 | 10 | 28 | 70 |
| Deliberations (%) | 0% | 10% | 0% | 13% | 22% | 30% | 16% | 20% | 18% | 14% |
| Overflowing drains of manholes | 90 | 86 | 136 | 91 | 141 | 243 | 227 | 188 | 165 | 180 |
| Average Days to Close a Complaint | - | - | - | - | - | 28 | 23 | 40 | 31 | 69 |
| Deliberations (%) | 10% | 3% | 13% | 2% | 18% | 3% | 8% | 3% | 6% | 6% |
| Hawkers | 33 | 90 | 127 | 77 | 85 | 100 | 240 | 269 | 175 | 308 |
| Average Days to Close a Complaint | - | - | - | - | - | 36 | 34 | 22 | 44 | 29 |
| Deliberations (%) | 5% | 3% | 10% | 2% | 8% | 3% | 5% | 11% | 0% | 11% |

17. N Ward

Population: 622,853, Area: Ghatkopar

Average No. of Councillors since 2012: 12

Summary: The total complaints in 'N' ward increased from 3,011 in 2012 to 4,045 in 2021. While the average time taken to resolve these complaints have increased from 33 days in 2017 to 47 days in 2021. However, despite the rising issues in the ward councillor did not prioritise them in their deliberations as deliberations dropped from 8% in 2012 to 1% in 2021. In 2021, water supply and SWM was one of the highest registered complaints which took 18 and 45 days respectively to resolve, however, no questions were raised on this issue (0%). Moreover, to resolve a water leakage problem this ward took an average of 18 days, while only 0% deliberations were raised on this issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,011 | 4,013 | 3,701 | 2,966 | 3,559 | 6,088 | 6,570 | 6,843 | 4,981 | 4,045 |
| Average Days to Close a Complaint | - | - | - | - | - | 33 | 17 | 17 | 42 | 47 |
| Wards Committee Deliberations (%) | 8% | 5% | 7% | 5% | 5% | 3% | 3% | 4% | 1% | 1% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|------------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (811) | Roads (1,505) | Roads (1,320) | Roads (627) | Roads (684) | Drainage (999) | License (1,198) | Drainage (1,314) | Drainage (789) | Drainage (567) |
| Average Days to Close a Complaint | - | - | - | - | - | 16 | 7 | 14 | 53 | 50 |
| Deliberation in Wards Committees | 12% | 19% | 15% | 15% | 5% | 3% | 10% | 0% | 0% | 13% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (687) | Drainage (624) | Water Supply (406) | Drainage (386) | License (437) | License (817) | Drainage (1,161) | License (891) | Water Supply (660) | License (551) |
| Average Days to Close a Complaint | - | - | - | - | - | 10 | 11 | 6 | 28 | 18 |
| Deliberation in Wards Committees | 7% | 7% | 3% | 0% | 2% | 7% | 3% | 10% | 20% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (309) | Water Supply (379) | License (374) | Water Supply (385) | Drainage (376) | SWM (551) | SWM (890) | Water Supply (856) | Pest control (633) | Water Supply (543) |
| Average Days to Close a Complaint | - | - | - | - | - | 2 | 5 | 12 | 13 | 18 |
| Deliberation in Wards Committees | 12% | 9% | 7% | 3% | 9% | 7% | 16% | 8% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | Water Supply (307) | License (367) | Drainage (368) | License (382) | Water Supply (365) | Roads (540) | Roads (795) | Roads (832) | License (587) | SWM (468) |
| Average Days to Close a Complaint | - | - | - | - | - | 25 | 19 | 17 | 43 | 45 |
| Deliberation in Wards Committees | 9% | 4% | 1% | 3% | 9% | 14% | 16% | 38% | 0% | 0% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|-------|------|------|------|------|------|------|------|
| Drainage Chokes and Blockages | 514 | 448 | 170 | 179 | 201 | 647 | 784 | 779 | 499 | 310 |
| Average Days to Close a Complaint | - | - | - | - | - | 13 | 9 | 11 | 44 | 47 |
| Deliberations (%) | 7% | 7% | 1% | 0% | 9% | 3% | 3% | 0% | 0% | 6% |
| Bad Patches/ Potholes on the Roads | 642 | 1,280 | 1,045 | 306 | 238 | 151 | 256 | 323 | 97 | 89 |
| Average Days to Close a Complaint | - | - | - | - | - | 24 | 21 | 11 | 75 | 59 |
| Deliberations (%) | 12% | 19% | 15% | 18% | 5% | 14% | 16% | 38% | 20% | 13% |
| Hawkers | 95 | 143 | 153 | 153 | 198 | 512 | 830 | 669 | 297 | 309 |
| Average Days to Close a Complaint | - | - | - | - | - | 11 | 5 | 3 | 17 | 58 |
| Deliberations (%) | 5% | 4% | 7% | 3% | 2% | 7% | 10% | 10% | 0% | 0% |
| Leaks in Water Lines | 223 | 270 | 227 | 207 | 191 | 158 | 309 | 397 | 251 | 238 |
| Average Days to Close a Complaint | - | - | - | - | - | 16 | 8 | 11 | 26 | 18 |
| Deliberations (%) | 9% | 9% | 3% | 3% | 9% | 3% | 3% | 8% | 20% | 0% |

18. P/N Ward

Population: 941,366, Area: Malad

Average No. of Councillors since 2012: 17

Summary: In 2021, 'PN' ward registered 6,177 complaints and took the maximum average number of days to resolve (67). Furthermore, some of the largest issues were relate to drainage and water in 2021, however only 2% and 3% question were raised on these issues respectively. This could have lead to the average number of days to resolve a drainage issue to be as high as 37 days, while to solve a water issue it took 42 days in 2021. 'PN' ward took 76 days on average to solve an SWM complaint in 2021. Moreover, mosquitoes' nuisance was one of the highest sub issues only 1% of deliberations were raised on this issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 5,738 | 6,120 | 5,061 | 4,702 | 4,955 | 5,374 | 6,586 | 8,019 | 6,073 | 6,177 |
| Average Days to Close a Complaint | - | - | - | - | - | 53 | 85 | 41 | 57 | 67 |
| Wards Committee Deliberations (%) | 7% | 5% | 6% | 5% | 4% | 10% | 11% | 11% | 12% | 10% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|--------------------|--------------------|--------------------|----------------|--------------------|----------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,746) | Roads (2,475) | Roads (1,354) | Roads (1,134) | Roads (801) | Roads (837) | Water Supply (890) | Drainage (1,230) | Drainage (943) | Drainage (952) |
| Average Days to Close a Complaint | - | - | - | - | - | 39 | 42 | 47 | 49 | 37 |
| Deliberation in Wards Committees | 15% | 15% | 23% | 27% | 19% | 18% | 4% | 2% | 2% | 2% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (621) | Drainage (591) | License (527) | License (539) | Drainage (585) | Drainage (683) | SWM (880) | SWM (1,106) | Water Supply (893) | Water Supply (747) |
| Average Days to Close a Complaint | - | - | - | - | - | 47 | 116 | 23 | 49 | 42 |
| Deliberation in Wards Committees | 2% | 0% | 5% | 13% | 0% | 4% | 13% | 9% | 5% | 3% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (536) | License (316) | Water Supply (439) | Drainage (496) | License (536) | License (562) | Drainage (871) | Water Supply (1,069) | Pest control (649) | License (670) |
| Average Days to Close a Complaint | - | - | - | - | - | 54 | 131 | 31 | 41 | 70 |
| Deliberation in Wards Committees | 4% | 6% | 12% | 5% | 9% | 5% | 3% | 3% | 0% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (289) | SWM (269) | Drainage (417) | Water Supply (447) | Water Supply (509) | SWM (557) | Roads (855) | Roads (974) | SWM (622) | SWM (636) |
| Average Days to Close a Complaint | - | - | - | - | - | 27 | 80 | 44 | 64 | 76 |
| Deliberation in Wards Committees | 2% | 2% | 5% | 5% | 15% | 11% | 24% | 23% | 6% | 7% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|-------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,562 | 2,261 | 1,032 | 813 | 409 | 388 | 345 | 509 | 168 | 167 |
| Average Days to Close a Complaint | - | - | - | - | - | 33 | 30 | 16 | 90 | 68 |
| Deliberations (%) | 15% | 15% | 23% | 27% | 19% | 18% | 24% | 23% | 27% | 24% |
| Drainage Chokes and Blockages | 396 | 331 | 183 | 224 | 322 | 344 | 418 | 679 | 562 | 530 |
| Average Days to Close a Complaint | - | - | - | - | - | 39 | 102 | 38 | 39 | 23 |
| Deliberations (%) | 2% | 0% | 3% | 5% | 0% | 4% | 3% | 2% | 2% | 3% |
| Hawkers | 260 | 179 | 304 | 239 | 243 | 378 | 544 | 664 | 414 | 430 |
| Average Days to Close a Complaint | - | - | - | - | - | 47 | 62 | 28 | 40 | 56 |
| Deliberations (%) | 4% | 6% | 5% | 13% | 9% | 5% | 14% | 10% | 13% | 7% |
| Mosquito Nuisance | 80 | 112 | 173 | 151 | 184 | 206 | 191 | 241 | 294 | 303 |
| Average Days to Close a Complaint | - | - | - | - | - | 38 | 32 | 20 | 45 | 12 |
| Deliberations (%) | 0% | 0% | 0% | 0% | 0% | 1% | 0% | 3% | 0% | 1% |

19. P/S Ward

Population: 463,507, Area: Goregaon

Average No. of Councillors since 2012: 9

Summary: Total complaints in 'P/S' ward has decreased from 3,652 in 2012 to 3,133 in 2021, However, the average time taken to resolve these complaints increased from 49 days in 2017 to 64 days in 2021. Some of the top complaints registered were on drainage, SWM and water supply. More so in 2021, the ward took 103 days on average to solve a SWM related complaint, while the deliberations on SWM were at 0%. Similarly, to resolve a water complaint it took 56 days on average, however, the councillors raised 0 questions on this issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,652 | 3,995 | 3,511 | 3,095 | 3,450 | 3,227 | 4,855 | 5,133 | 3,168 | 3,133 |
| Average Days to Close a Complaint | - | - | - | - | - | 49 | 41 | 36 | 50 | 64 |
| Wards Committee Deliberations (%) | 1% | 2% | 3% | 2% | 2% | 4% | 3% | 4% | 4% | 3% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|----------------|--------------------|----------------|----------------|----------------|----------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,266) | Roads (1,631) | Roads (1,223) | Roads (851) | Roads (691) | License (521) | SWM (845) | Drainage (910) | Drainage (552) | Drainage (501) |
| Average Days to Close a Complaint | - | - | - | - | - | 37 | 17 | 23 | 35 | 61 |
| Deliberation in Wards Committees | 20% | 5% | 13% | 12% | 9% | 12% | 9% | 3% | 0% | 0% |
| 2 nd Issues Complaints | Drainage (555) | Drainage (501) | License (415) | Drainage (380) | Drainage (411) | Drainage (440) | Drainage (792) | SWM (842) | SWM (428) | SWM (498) |
| Average Days to Close a Complaint | - | - | - | - | - | 38 | 43 | 43 | 69 | 103 |
| Deliberation in Wards Committees | 0% | 5% | 3% | 0% | 0% | 3% | 0% | 15% | 5% | 0% |
| 3 rd Issues Complaints | License (332) | License (278) | Drainage (344) | License (363) | License (385) | SWM (439) | License (569) | Roads (820) | Water Supply (382) | Water Supply (345) |
| Average Days to Close a Complaint | - | - | - | - | - | 9 | 44 | 31 | 45 | 56 |
| Deliberation in Wards Committees | 0% | 0% | 3% | 12% | 0% | 18% | 0% | 24% | 0% | 0% |
| 4 th Issues Complaints | SWM (283) | SWM (243) | SWM (295) | Water Supply (224) | SWM (327) | Roads (392) | Roads (527) | License (583) | Pest control (380) | License (296) |
| Average Days to Close a Complaint | - | - | - | - | - | 53 | 60 | 25 | 22 | 55 |
| Deliberation in Wards Committees | 0% | 0% | 19% | 20% | 9% | 6% | 19% | 6% | 0% | 4% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,115 | 1,464 | 949 | 525 | 325 | 154 | 188 | 505 | 93 | 103 |
| Average Days to Close a Complaint | - | - | - | - | - | 38 | 19 | 15 | 69 | 97 |
| Deliberations (%) | 20% | 9% | 13% | 12% | 9% | 6% | 19% | 24% | 25% | 13% |
| Drainage Chokes and Blockages | 336 | 250 | 137 | 183 | 233 | 262 | 434 | 607 | 366 | 325 |
| Average Days to Close a Complaint | - | - | - | - | - | 26 | 25 | 16 | 25 | 43 |
| Deliberations (%) | 0% | 5% | 3% | 0% | 0% | 3% | 0% | 3% | 0% | 0% |
| Hawkers | 165 | 93 | 189 | 187 | 223 | 440 | 389 | 427 | 218 | 195 |
| Average Days to Close a Complaint | - | - | - | - | - | 39 | 40 | 15 | 34 | 36 |
| Deliberations (%) | 0% | 0% | 3% | 12% | 0% | 12% | 0% | 6% | 10% | 3% |
| Garbage not lifted from House/ Gully | 78 | 72 | 86 | 45 | 84 | 134 | 339 | 315 | 123 | 119 |
| Average Days to Close a Complaint | - | - | - | - | - | 8 | 15 | 22 | 88 | 70 |
| Deliberations (%) | 0% | 0% | 19% | 4% | 9% | 18% | 9% | 15% | 5% | 0% |

20. R/C Ward

Population: 562,162, Area: Borivali

Average No. of Councillors since 2012: 10

Summary: The total complaints in 'RC' ward increased from 4,203 in 2012 to 4,641 in 2021. Despite the increase, the time taken to solve these overall complaints had reduced from 89 days in 2017 to 47 days in 2021. The major complaints registered in 'RC' ward was SWM, drainage and water supply in 2021. However, the issue wise deliberations for these issues were 10%, 5% and 12% respectively. 'RC' ward faced major issues on Hawkers but the councillor deliberations have been 2% in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 4,203 | 4,534 | 3,674 | 3,088 | 4,092 | 4,368 | 5,315 | 6,398 | 4,506 | 4,641 |
| Average Days to Close a Complaint | - | - | - | - | - | 89 | 59 | 44 | 30 | 47 |
| Wards Committee Deliberations (%) | 3% | 5% | 4% | 4% | 7% | 6% | 5% | 5% | 6% | 8% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|--------------------|--------------------|----------------|----------------|----------------|------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,285) | Roads (2,115) | Roads (1,378) | Roads (828) | Roads (694) | Drainage (742) | Drainage (983) | Drainage (1,309) | Drainage (788) | SWM (712) |
| Average Days to Close a Complaint | - | - | - | - | - | 89 | 37 | 20 | 14 | 26 |
| Deliberation in Wards Committees | 14% | 13% | 23% | 24% | 16% | 2% | 11% | 4% | 13% | 10% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (763) | Drainage (633) | Drainage (377) | Drainage (398) | Drainage (597) | SWM (672) | License (796) | SWM (997) | Water Supply (760) | Drainage (704) |
| Average Days to Close a Complaint | - | - | - | - | - | 22 | 40 | 33 | 45 | 37 |
| Deliberation in Wards Committees | 5% | 6% | 0% | 2% | 4% | 9% | 11% | 24% | 3% | 5% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (346) | SWM (265) | SWM (348) | License (326) | License (512) | Roads (556) | SWM (788) | License (882) | SWM (640) | Water Supply (684) |
| Average Days to Close a Complaint | - | - | - | - | - | 156 | 48 | 24 | 38 | 104 |
| Deliberation in Wards Committees | 9% | 4% | 12% | 13% | 9% | 22% | 9% | 4% | 10% | 12% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (338) | License (257) | Water Supply (261) | Water Supply (326) | SWM (477) | License (533) | Roads (630) | Roads (736) | License (531) | License (600) |
| Average Days to Close a Complaint | - | - | - | - | - | 99 | 65 | 42 | 26 | 18 |
| Deliberation in Wards Committees | 5% | 4% | 14% | 7% | 15% | 5% | 18% | 18% | 10% | 2% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|-------|-------|-------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,082 | 1,911 | 1,092 | 535 | 261 | 169 | 205 | 255 | 138 | 138 |
| Average Days to Close a Complaint | - | - | - | - | - | 79 | 41 | 17 | 25 | 75 |
| Deliberations (%) | 14% | 13% | 23% | 24% | 17% | 22% | 18% | 18% | 13% | 17% |
| Drainage Chokes and Blockages | 615 | 463 | 203 | 265 | 404 | 544 | 677 | 915 | 567 | 509 |
| Average Days to Close a Complaint | - | - | - | - | - | 62 | 21 | 12 | 11 | 28 |
| Deliberations (%) | 5% | 6% | 0% | 2% | 4% | 2% | 11% | 4% | 13% | 5% |
| Hawkers | 178 | 132 | 130 | 182 | 249 | 331 | 588 | 580 | 413 | 525 |
| Average Days to Close a Complaint | - | - | - | - | - | 114 | 45 | 22 | 14 | 14 |
| Deliberations (%) | 9% | 4% | 5% | 13% | 9% | 5% | 11% | 4% | 10% | 2% |
| Garbage not lifted from House/ Gully | 120 | 75 | 124 | 66 | 103 | 225 | 271 | 290 | 186 | 174 |
| Average Days to Close a Complaint | - | - | - | - | - | - | 20 | 51 | 28 | 44 |
| Deliberations (%) | 5% | 4% | 12% | 7% | 15% | 9% | 9% | 24% | 10% | 10% |

21. R/N Ward

Population: 431,368, Area: Dahisar

Average No. of Councillors since 2012: 8

Summary: Total complaints in 'RN' ward has decreased from 2,371 in 2012 to 2,017 in 2021, while the average number of days also decreased from 62 days in 2017 to 44 days 2021. However, the time taken is still high as compared to the average days prescribe in the citizen's charter. The major issues in 'RN' ward have been drainage, SWM and water however, the deliberations raised on these issues in 2021 have been 0%, 7% and 8%. In 2021, 'RN' ward took an average of 33 days to solve a drainage issue, despite that only 0% deliberations were raised to resolve this issue.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,371 | 2,791 | 1,770 | 1,339 | 1,542 | 1,792 | 2,171 | 2,729 | 2,185 | 2,017 |
| Average Days to Close a Complaint | - | - | - | - | - | 62 | 67 | 39 | 42 | 44 |
| Wards Committee Deliberations (%) | 3% | 2% | 1% | 3% | 3% | 5% | 5% | 5% | 5% | 8% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|-------------------|--------------------|--------------------|--------------------|----------------|----------------|----------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (931) | Roads (1,498) | Roads (621) | Roads (307) | Roads (266) | Drainage (242) | Drainage (330) | Drainage (453) | Water Supply (338) | Drainage (320) |
| Average Days to Close a Complaint | - | - | - | - | - | 35 | 22 | 27 | 15 | 33 |
| Deliberation in Wards Committees | 5% | 9% | 7% | 7% | 9% | 0% | 0% | 2% | 4% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (251) | Drainage (228) | License (175) | Drainage (228) | Drainage (203) | Roads (225) | License (267) | SWM (345) | Drainage (333) | SWM (290) |
| Average Days to Close a Complaint | - | - | - | - | - | 75 | 83 | 26 | 4 | 23 |
| Deliberation in Wards Committees | 5% | 4% | 0% | 7% | 0% | 23% | 8% | 7% | 0% | 7% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (134) | License (201) | Water Supply (135) | License (143) | License (176) | License (196) | Roads (247) | License (308) | SWM (294) | Water Supply (261) |
| Average Days to Close a Complaint | - | - | - | - | - | 101 | 64 | 33 | 47 | 24 |
| Deliberation in Wards Committees | 5% | 4% | 7% | 11% | 3% | 9% | 23% | 5% | 4% | 8% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (85) | Water Supply (74) | Drainage (125) | Water Supply (127) | Pest control (106) | SWM (142) | SWM (247) | Roads (307) | License (236) | License (237) |
| Average Days to Close a Complaint | - | - | - | - | - | 23 | 85 | 45 | 94 | 22 |
| Deliberation in Wards Committees | 10% | 9% | 0% | 7% | 0% | 6% | 10% | 27% | 8% | 1% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 867 | 1,430 | 493 | 188 | 119 | 81 | 77 | 111 | 43 | 37 |
| Average Days to Close a Complaint | - | - | - | - | - | 60 | 41 | 22 | 53 | 70 |
| Deliberations (%) | 5% | 9% | 7% | 7% | 12% | 23% | 23% | 27% | 38% | 12% |
| Drainage Chokes and Blockages | 185 | 150 | 51 | 156 | 129 | 131 | 223 | 306 | 237 | 234 |
| Average Days to Close a Complaint | - | - | - | - | - | 19 | 16 | 13 | 3 | 23 |
| Deliberations (%) | 5% | 4% | 0% | 7% | 0% | 0% | 0% | 2% | 0% | 0% |
| Hawkers | 49 | 54 | 74 | 70 | 81 | 93 | 147 | 175 | 152 | 182 |
| Average Days to Close a Complaint | - | - | - | - | - | 115 | 74 | 18 | 81 | 20 |
| Deliberations (%) | 5% | 4% | 0% | 11% | 3% | 9% | 8% | 5% | 8% | 2% |
| Mosquito Nuisance | 26 | 26 | 67 | 40 | 50 | 47 | 51 | 91 | 106 | 108 |
| Average Days to Close a Complaint | - | - | - | - | - | 147 | 147 | 22 | 34 | 29 |
| Deliberations (%) | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 8% | 1% |

22. R/S Ward

Population: 691,229, Area: Kandivali

Average No. of Councillors since 2012: 12

Summary: Total complaints in 'RS' ward has decreased from 4,533 in 2012 to 4,064 in 2021, while the average time taken to resolve these complaints have increased from 42 days in 2017 to 43 days in 2021. Despite this, the overall wards committee deliberation has decreased from 7% in 2017 to 5% in 2021. The major complaints registered in 'RS' ward was drainage, water and Licence in 2021. However, the issue wise deliberations for these issues were 0%, 5% and 5% respectively. 'RS' ward faced major issues on blocked drainage but the councillor deliberations have been 0% in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 4,533 | 4,261 | 4,841 | 3,290 | 3,855 | 4,079 | 6,249 | 6,008 | 4,341 | 4,064 |
| Average Days to Close a Complaint | - | - | - | - | - | 42 | 50 | 21 | 55 | 43 |
| Wards Committee Deliberations (%) | 6% | 8% | 9% | 8% | 12% | 7% | 6% | 5% | 5% | 5% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|----------------|----------------|--------------------|----------------|----------------|--------------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,332) | Roads (1,258) | Roads (1,564) | Roads (792) | Roads (857) | Roads (615) | Water Supply (774) | Drainage (927) | Drainage (692) | Drainage (671) |
| Average Days to Close a Complaint | - | - | - | - | - | 33 | 49 | 16 | 28 | 25 |
| Deliberation in Wards Committees | 18% | 12% | 12% | 24% | 23% | 7% | 3% | 8% | 11% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (495) | Drainage (394) | Drainage (431) | Drainage (427) | Drainage (540) | Drainage (547) | SWM (721) | SWM (922) | Water Supply (633) | Water Supply (622) |
| Average Days to Close a Complaint | - | - | - | - | - | 29 | 11 | 5 | 29 | 18 |
| Deliberation in Wards Committees | 5% | 5% | 8% | 6% | 7% | 3% | 5% | 4% | 4% | 5% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | Garden (356) | Garden (374) | SWM (377) | SWM (323) | License (378) | License (539) | License (673) | Water Supply (857) | License (581) | License (524) |
| Average Days to Close a Complaint | - | - | - | - | - | 73 | 62 | 30 | 53 | 48 |
| Deliberation in Wards Committees | 0% | 2% | 17% | 9% | 7% | 5% | 3% | 2% | 7% | 5% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | License (274) | SWM (281) | Garden (370) | Water Supply (290) | SWM (336) | SWM (478) | Drainage (627) | License (681) | SWM (546) | SWM (460) |
| Average Days to Close a Complaint | - | - | - | - | - | 3 | 33 | 20 | 106 | 26 |
| Deliberation in Wards Committees | 7% | 15% | 4% | 3% | 10% | 7% | 3% | 10% | 0% | 14% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|-------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,091 | 1,033 | 1,084 | 409 | 371 | 264 | 191 | 259 | 85 | 78 |
| Average Days to Close a Complaint | - | - | - | - | - | 30 | 9 | 7 | 45 | 36 |
| Deliberations (%) | 18% | 12% | 12% | 24% | 24% | 7% | 18% | 13% | 14% | 9% |
| Drainage Chokes and Blockages | 343 | 242 | 205 | 240 | 323 | 289 | 398 | 584 | 483 | 458 |
| Average Days to Close a Complaint | - | - | - | - | - | 22 | 27 | 13 | 21 | 18 |
| Deliberations (%) | 5% | 5% | 8% | 6% | 7% | 3% | 3% | 8% | 11% | 0% |
| Hawkers | 108 | 81 | 134 | 144 | 154 | 323 | 428 | 500 | 413 | 369 |
| Average Days to Close a Complaint | - | - | - | - | - | 88 | 72 | 21 | 58 | 40 |
| Deliberations (%) | 7% | 6% | 10% | 8% | 7% | 5% | 3% | 10% | 7% | 7% |
| Shortage of water supply | 64 | 57 | 148 | 91 | 97 | 131 | 347 | 282 | 228 | 218 |
| Average Days to Close a Complaint | - | - | - | - | - | 48 | 42 | 26 | 38 | 15 |
| Deliberations (%) | 2% | 2% | 8% | 3% | 1% | 5% | 3% | 2% | 4% | 5% |

23. S Ward

Population: 743,783, Area: Bhandup

Average No. of Councillors since 2012: 14

Summary: The total complaints in 'S' ward increased from 3,025 in 2012 to 3,820 in 2021. Despite the increase, the time taken to solve these overall complaints had reduced from 93 days in 2017 to 78 days in 2021. Some of the highest complaints registered in 'S' ward was related to water supply, drainage, and pest control, however 0% deliberations for drainage and Pest control were raised by the ward councillors in 2021. 'S' ward registered major complaints on overflowing and chocked drainage in 2021, however 0% deliberations were raised on these issues.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 3,025 | 4,014 | 3,340 | 2,936 | 3,040 | 3,923 | 5,115 | 6,144 | 4,480 | 3,820 |
| Average Days to Close a Complaint | - | - | - | - | - | 93 | 41 | 35 | 48 | 78 |
| Wards Committee Deliberations (%) | 6% | 4% | 2% | 4% | 4% | 3% | 3% | 3% | 5% | 6% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|--------------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1,332) | Roads (2,005) | Roads (1,203) | Roads (624) | Roads (464) | Drainage (631) | Drainage (820) | Water Supply (988) | Water Supply (847) | Water Supply (521) |
| Average Days to Close a Complaint | - | - | - | - | - | 78 | 30 | 15 | 46 | 136 |
| Deliberation in Wards Committees | 13% | 13% | 18% | 20% | 15% | 3% | 0% | 4% | 8% | 9% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (314) | Drainage (291) | Water Supply (359) | Water Supply (435) | Drainage (318) | SWM (482) | SWM (762) | Drainage (934) | Pest control (705) | Drainage (510) |
| Average Days to Close a Complaint | - | - | - | - | - | 41 | 38 | 30 | 13 | 50 |
| Deliberation in Wards Committees | 5% | 3% | 5% | 5% | 5% | 14% | 6% | 12% | 0% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | SWM (237) | Water Supply (275) | Drainage (317) | Drainage (321) | Water Supply (290) | Roads (446) | Roads (671) | Roads (857) | Drainage (600) | Pest control (508) |
| Average Days to Close a Complaint | - | - | - | - | - | 91 | 34 | 32 | 80 | 35 |
| Deliberation in Wards Committees | 5% | 3% | 0% | 5% | 2% | 17% | 6% | 12% | 4% | 0% |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (183) | Pest control (261) | SWM (290) | SWM (284) | Water Supply (342) | Water Supply (590) | SWM (737) | SWM (474) | SWM (390) | SWM (183) |
| Average Days to Close a Complaint | - | - | - | - | - | 11 | 38 | 23 | 56 | 79 |
| Deliberation in Wards Committees | 5% | 3% | 14% | 12% | 2% | 3% | 6% | 4% | 17% | 6% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|-------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 1,197 | 1,856 | 985 | 352 | 221 | 150 | 254 | 529 | 97 | 89 |
| Average Days to Close a Complaint | - | - | - | - | - | 53 | 20 | 16 | 93 | 59 |
| Deliberations (%) | 13% | 12% | 18% | 20% | 15% | 17% | 6% | 12% | 8% | 14% |
| Drainage Chokes and Blockages | 201 | 158 | 162 | 136 | 157 | 370 | 454 | 553 | 326 | 241 |
| Average Days to Close a Complaint | - | - | - | - | - | 62 | 21 | 23 | 69 | 41 |
| Deliberations (%) | 5% | 5% | 0% | 5% | 5% | 3% | 0% | 12% | 4% | 0% |
| Leaks in Water Lines | 112 | 146 | 185 | 244 | 113 | 139 | 301 | 431 | 238 | 201 |
| Average Days to Close a Complaint | - | - | - | - | - | 21 | 18 | 14 | 42 | 140 |
| Deliberations (%) | 8% | 2% | 5% | 5% | 2% | 3% | 10% | 4% | 8% | 9% |
| Mosquito Nuisance | 59 | 71 | 162 | 133 | 108 | 162 | 146 | 257 | 376 | 256 |
| Average Days to Close a Complaint | - | - | - | - | - | 21 | 11 | 13 | 13 | 40 |
| Deliberations (%) | 0% | 2% | 9% | 0% | 2% | 0% | 0% | 4% | 0% | 0% |

24. T Ward

Population: 341,463, Area: Mulund

Average No. of Councillors since 2012: 6

Summary: Total complaints in 'T' ward has decreased from 2,046 in 2012 to 1,751 in 2021, while the average time taken to resolve these complaints have increased from 50 days in 2017 to 73 days in 2021. The major complaints registered in 'T' ward was drainage, pest control, road and license in 2021. However, the issue wise deliberations for these issues were 0%, 0%, 22% and 6% respectively. 'T' ward faced major issues on blocked drainage but the councillor deliberations have been 0% in 2021.

Overall Complaints Registered from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total Complaints | 2,046 | 2,717 | 2,658 | 1,466 | 1,593 | 2,050 | 2,611 | 2,737 | 2,054 | 1,751 |
| Average Days to Close a Complaint | - | - | - | - | - | 50 | 21 | 38 | 77 | 73 |
| Wards Committee Deliberations (%) | 3% | 3% | 2% | 2% | 3% | 1% | 2% | 1% | 2% | 2% |

Top 4 Major Complaints Registered from 2012 to 2021

| Types of Complaints | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------------|----------------|--------------------|--------------------|--------------------|--------------------|----------------|--------------------|----------------|--------------------|--------------------|
| 1 st Issues Complaints | Roads (1007) | Roads (1768) | Roads (1148) | Roads (496) | Roads (378) | Drainage (432) | Drainage (511) | Drainage (482) | Pest control (337) | Drainage (283) |
| Average Days to Close a Complaint | - | - | - | - | - | 62 | 6 | 30 | 21 | 80 |
| Deliberation in Wards Committees | 16% | 19% | 22% | 15% | 11% | 8% | 6% | 13% | 0% | 0% |
| | | | | | | | | | | |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 2 nd Issues Complaints | Drainage (261) | Drainage (250) | License (244) | License (171) | License (204) | Roads (361) | Roads (443) | License (475) | License (314) | Pest control (215) |
| Average Days to Close a Complaint | - | - | - | - | - | 106 | 15 | 49 | 60 | 12 |
| Deliberation in Wards Committees | 0% | 0% | 6% | 15% | 5% | 33% | 17% | 0% | 0% | 0% |
| | | | | | | | | | | |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 3 rd Issues Complaints | License (156) | License (124) | Water Supply (166) | Water Supply (143) | Drainage (198) | SWM (220) | SWM (307) | Roads (452) | Drainage (306) | Roads (205) |
| Average Days to Close a Complaint | - | - | - | - | - | 5 | 18 | 45 | 148 | 76 |
| Deliberation in Wards Committees | 0% | 0% | 6% | 0% | 5% | 8% | 0% | 13% | 0% | 22% |
| | | | | | | | | | | |
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 4 th Issues Complaints | SWM (90) | Water Supply (102) | Drainage (158) | Drainage (136) | Pest control (186) | License (204) | Water Supply (279) | SWM (311) | SWM (222) | License (194) |
| Average Days to Close a Complaint | - | - | - | - | - | 41 | 14 | 30 | 153 | 67 |
| Deliberation in Wards Committees | 11% | 0% | 0% | 5% | 3% | 0% | 0% | 13% | 10% | 6% |

Top 4 Sub Issue Wise Complaints from 2012 to 2021

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|------|-------|------|------|------|------|------|------|------|------|
| Bad Patches/ Potholes on the Roads | 909 | 1,621 | 903 | 272 | 127 | 96 | 137 | 225 | 60 | 67 |
| Average Days to Close a Complaint | - | - | - | - | - | 50 | 12 | 12 | 167 | 59 |
| Deliberations (%) | 16% | 19% | 22% | 15% | 11% | 33% | 17% | 13% | 0% | 21% |
| Drainage Chokes and Blockages | 204 | 191 | 65 | 67 | 104 | 273 | 343 | 335 | 186 | 137 |
| Average Days to Close a Complaint | - | - | - | - | - | 42 | 5 | 20 | 136 | 76 |
| Deliberations (%) | 0% | 0% | 0% | 5% | 5% | 8% | 6% | 13% | 0% | 0% |
| Hawkers | 41 | 66 | 139 | 82 | 59 | 131 | 155 | 354 | 264 | 137 |
| Average Days to Close a Complaint | - | - | - | - | - | 46 | 85 | 40 | 45 | 61 |
| Deliberations (%) | 5% | 4% | 6% | 15% | 5% | 0% | 6% | 0% | 0% | 6% |
| Mosquito Nuisance | 22 | 44 | 64 | 74 | 90 | 109 | 138 | 156 | 151 | 134 |
| Average Days to Close a Complaint | - | - | - | - | - | 18 | 11 | 15 | 22 | 13 |
| Deliberations (%) | 0% | 4% | 11% | 0% | 3% | 0% | 0% | 0% | 0% | 0% |

Section V: Centralised Complaint Registration System (CCRS)

A. Key Highlights

For governments to function effectively collaboration and contact with citizens is essential, the most basic of which is a uniform complaint redressal mechanism where people can register complaints with the local body regarding civic issues in their locality and the local government is accountable to solve the same in a timely and structured manner.

Overall Complaints:

- Overall, BMC's CCRS **in 2021 received 90,250 complaints** - highest complaints were related to buildings (17,063), followed by drainage (14,006) and solid waste management (11,056).
- The total number of complaints has decreased by 4% from 2020 to 2021 and the **number of complaints closed has seen a rise from 82% in 2020 to 86% in 2021.**
- In 2021, 86% of complaints were solved at Level 0. Whereas, the 13% (11,848) of complaints that were escalated, (88%) **most of them (10,417) were escalated to the Municipal Commissioner.**
- In 2021, **councillor code was not filled in 73% of the total complaints.**
- Action Taken Report is a clear contradiction of percentage of complaints closed. It states that the **action was taken for 99.99% of total complaints however, the ratio of complaints closed is 86%** in 2021. At the same time CCRS data shows that **action is still pending for 14% of the total complaints.**

Ward-wise Complaints:

- The highest numbers of complaints were in **K/W (6,845), K/E (6,667) and L (6,310)** wards in 2021.
- There has been a **rise of 86% percentage of complaints closed in all the wards.**
- **Complaints escalation ratio** to Level I and above has **decreased from 18% in 2020 to 13% in 2021.**
- **41% of total complaints in G/N ward was escalated to Level I and above.**
- **G/N, S and T wards took maximum days for solving complaints- 110, 78 and 73** days respectively.

Issue-wise Complaints:

- The citizen's charter prescribes for almost all **major complaints to be solved in one day.** However, on an average, BMC took **42 days to solve complaints** of drainage, water supply and solid waste management in 2021.
- Basic civic issues complaints such as, **toilets took an average of 56 days to resolve a complaint, followed by SWM – 40 days, drainage – 44 days and water supply – 36 days.**
- G/N ward took the maximum days to resolve almost all issues; with an average of **11 days to resolve a complaint related to water supply and 196 days for sanitation issues (Toilet).**

B. Issue Wise Details of Complaints Registered and Closed in the CCRS²

The Complaint Management System of BMC provides for a complaint number (1916), MyBMC 24X7 mobile app, an online portal on the BMC website, or a written complaint to the complaint officer in the ward, where complaints can be registered. The complaint is referred to the respective department for taking necessary action and if not solved within the stipulated time is escalated to the next level of administration. This is based on the 'escalation matrix' which has been adopted by the BMC to address the problem of complaints remaining stuck at the lower level of the civic administration, with no way to enforce accountability. Through this system, the higher administration is mandated to take note of and address complaints if they are not solved within a stipulated time. Once the complaint is solved, the complainant is notified of the same.

Table 10: Issue wise comparison of Total complaints and Complaints closed in 2020 and 2021

| Complaint Type | Total complaints received | | Closed Complaints | | | | Average days to resolve a complaint | |
|---|---------------------------|---------------|-------------------|------------|---------------|------------|-------------------------------------|-----------|
| | 2020 | 2021 | 2020 | | 2021 | | 2020 | 2021 |
| | | | In no. | In (%) | In no. | In (%) | | |
| Roads | 6,908 | 7,475 | 4,659 | 67% | 6,100 | 82% | 52 | 72 |
| Buildings | 14,712 | 17,063 | 8,261 | 56% | 11,429 | 67% | 54 | 75 |
| Drainage | 15,508 | 14,006 | 12,919 | 83% | 12,662 | 90% | 36 | 44 |
| Water Supply | 11,855 | 10,981 | 11,299 | 95% | 10,774 | 98% | 29 | 36 |
| Solid Waste Management (SWM) | 11,595 | 11,056 | 10,485 | 90% | 10,262 | 93% | 43 | 40 |
| License | 10,148 | 10,814 | 8,868 | 87% | 9,933 | 92% | 41 | 43 |
| Pest control | 10,971 | 7,785 | 10,554 | 96% | 7,651 | 98% | 26 | 21 |
| Garden | 4,522 | 3,323 | 4,393 | 97% | 3,172 | 95% | 22 | 24 |
| Colony Officer | 1,045 | 1,305 | 539 | 52% | 601 | 46% | 65 | 49 |
| Storm Water Drainage | 1,409 | 1,068 | 993 | 70% | 902 | 84% | 62 | 77 |
| Shop and Establishment | 986 | 763 | 941 | 95% | 738 | 97% | 40 | 24 |
| Medical Officer Health (MOH) | 889 | 1,087 | 538 | 61% | 929 | 85% | 63 | 76 |
| MCGM Related | 760 | 647 | 433 | 57% | 514 | 79% | 61 | 82 |
| Estate | 645 | 538 | 434 | 67% | 385 | 72% | 67 | 84 |
| Toilet | 618 | 489 | 526 | 85% | 442 | 90% | 50 | 56 |
| Pollution | 220 | 424 | 119 | 54% | 365 | 86% | 64 | 53 |
| School | 31 | 43 | 15 | 48% | 17 | 40% | 70 | 109 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 952 | 1,383 | 587 | 62% | 1,054 | 76% | 70 | 87 |
| Grand Total | 93,774 | 90,250 | 76,563 | 82% | 77,930 | 86% | 39 | 48 |

Inference:

- The highest number of registered complaints were related to buildings (17,063), followed by drainage (14,006) and Solid Waste Management (11,056) in 2021.
- The total number of complaints has decreased by 4% from 2020 to 2021 and the number of complaints closed has seen rise from 82% in 2020 to 86% in 2021.
- The average number of days to resolve a complaint has seen an increase from 39 days in 2020 to 48 days in 2021, showing deteriorated performance of the complaint management system.

² The complaints registered data is obtained through RTI from the Central Complaint Registration System (CCRS) of the BMC

- For pest control, the average days to resolve a complaint fell from 26 in 2020 to 21 in 2021. The number complaints also fell from 10,971 to 7,785 (reduced by 3186).
- Contrastingly, for buildings, the average days to resolve a complaint rose from 54 in 2020 to 75 in 2021. The number of complaints faced a rise of 2865, from 14,712 complaints in 2020 to 17,063 complaints in 2021.

Table 11: Issue wise Comparison of Total Complaints and Action taken on Complaints in 2020 and 2021

| Complaint Type | Total complaints received | | Action Taken Report* | | | |
|---|---------------------------|---------------|----------------------|---------------|---------------|---------------|
| | | | 2020 | | 2021 | |
| | 2020 | 2021 | In no. | In (%) | In no. | In (%) |
| Roads | 6,908 | 7,475 | 6,905 | 99.96% | 7,472 | 99.96% |
| Buildings | 14,712 | 17,063 | 14,712 | 100.00% | 17,062 | 99.99% |
| Drainage | 15,508 | 14,006 | 15,508 | 100.00% | 14,006 | 100.00% |
| Water Supply | 11,855 | 10,981 | 11,855 | 100.00% | 10,981 | 100.00% |
| Solid Waste Management (SWM) | 11,595 | 11,056 | 11,595 | 100.00% | 11,056 | 100.00% |
| License | 10,148 | 10,814 | 10,148 | 100.00% | 10,814 | 100.00% |
| Pest control | 10,971 | 7,785 | 10,969 | 99.98% | 7,785 | 100.00% |
| Garden | 4,522 | 3,323 | 4,521 | 99.98% | 3,323 | 100.00% |
| Colony Officer | 1,045 | 1,305 | 1,045 | 100.00% | 1,305 | 100.00% |
| Storm Water Drainage | 1,409 | 1,068 | 1,409 | 100.00% | 1,068 | 100.00% |
| Shop and Establishment | 986 | 763 | 986 | 100.00% | 762 | 99.87% |
| Medical Officer Health (MOH) | 889 | 1,087 | 889 | 100.00% | 1,086 | 99.91% |
| MCGM Related | 760 | 647 | 760 | 100.00% | 647 | 100.00% |
| Estate | 645 | 538 | 645 | 100.00% | 538 | 100.00% |
| Toilet | 618 | 489 | 618 | 100.00% | 489 | 100.00% |
| Pollution | 220 | 424 | 220 | 100.00% | 424 | 100.00% |
| School | 31 | 43 | 31 | 100.00% | 43 | 100.00% |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 952 | 1,383 | 950 | 99.79% | 1,383 | 100.00% |
| Grand Total | 93,774 | 90,250 | 93,766 | 99.99% | 90,244 | 99.99% |

*differs from 'Complaints Closed'

Inference:

- In 2021, most of the complaints had 100% Action Taken Reports (ATR) generated.
- Roads, buildings, shop and establishment and medical officer health were the types of complaints in which the percentage of action taken on complaints was 99%.

Table 12: Issue-wise Status of Action Taken Report Generated on Complaints in 2021

| Complaint Type | Total complaints received | Action Taken Report | | Forwarded to Department | | False Complaint | | Action Taken/ Service Provided | | Action Not Initiated | |
|---|---------------------------|---------------------|-------------|-------------------------|-----------|-----------------|-----------|--------------------------------|------------|----------------------|------------|
| | | In no. | In (%) | In no. | In (%) | In no. | In (%) | In no. | In (%) | In no. | In (%) |
| Roads | 7,475 | 7,472 | 100% | 252 | 3% | 160 | 2% | 5,735 | 77% | 1328 | 18% |
| Buildings | 17,063 | 17,062 | 100% | 2350 | 14% | 1,396 | 8% | 7,403 | 43% | 5914 | 35% |
| Drainage | 14,006 | 14,006 | 100% | 133 | 1% | 597 | 4% | 11,907 | 85% | 1369 | 10% |
| Water Supply | 10,981 | 10,981 | 100% | 2510 | 23% | 518 | 5% | 7,766 | 71% | 187 | 2% |
| Solid Waste Management (SWM) | 11,056 | 11,056 | 100% | 19 | 0% | 243 | 2% | 10,037 | 91% | 757 | 7% |
| License | 10,814 | 10,814 | 100% | 2 | 0% | 795 | 7% | 9,161 | 85% | 856 | 8% |
| Pest control | 7,785 | 7,785 | 100% | 0 | 0% | 509 | 7% | 7,146 | 92% | 130 | 2% |
| Garden | 3,323 | 3,323 | 100% | 64 | 2% | 344 | 10% | 2,747 | 83% | 168 | 5% |
| Colony Officer | 1,305 | 1,305 | 100% | 25 | 2% | 343 | 26% | 277 | 21% | 660 | 51% |
| Storm Water Drainage | 1,068 | 1,068 | 100% | 1 | 0% | 14 | 1% | 894 | 84% | 159 | 15% |
| Shop and Establishment | 763 | 762 | 100% | 0 | 0% | 542 | 71% | 198 | 26% | 23 | 3% |
| Medical Officer Health (MOH) | 1,087 | 1,086 | 100% | 7 | 1% | 232 | 21% | 673 | 62% | 175 | 16% |
| MCGM Related | 647 | 647 | 100% | 24 | 4% | 35 | 5% | 460 | 71% | 128 | 20% |
| Estate | 538 | 538 | 100% | 16 | 3% | 151 | 28% | 219 | 41% | 152 | 28% |
| Toilet | 489 | 489 | 100% | 0 | 0% | 7 | 1% | 437 | 89% | 45 | 9% |
| Pollution | 424 | 424 | 100% | 273 | 64% | 48 | 11% | 44 | 10% | 59 | 14% |
| School | 43 | 43 | 100% | 2 | 5% | 9 | 21% | 6 | 14% | 26 | 60% |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 1,383 | 1,383 | 100% | 2 | 0% | 70 | 5% | 985 | 71% | 326 | 24% |
| Grand Total | 90,250 | 90,244 | 100% | 5,680 | 6% | 6,013 | 7% | 66,095 | 73% | 12,462 | 14% |

Inference:

- In 2021, out of the total complaints on which action was taken, 73% of the complainants received the service provided, 7% of them were reported to be false complaints and for 14% the action was pending.
- Action taken through service provided was highest in pest control (92%) and solid waste management (91%) whereas the least service provided was in pollution 10%.
- The complaints where no action was taken were related to schools (60%), Colony officer (51%) and building (35%) in 2021.
- False Complaints were primarily reported in Shop and Establishment (71%), Colony Officer (26%), Medical Officer Health and School (Both 21%).
- It is commendable that despite 71% of the Shop and Establishments being false, the remaining 29% were mostly solved. Action was not initiated for only 3% of the complaints.

Table 13: Issue-wise Status of Complaints Escalated in 2021

| Complaint Type | Total Complaints Received | Escalated Complaints | | | |
|---|---------------------------|------------------------------|----------------|---------------------|---------------|
| | | Level I (AMC/Chief Engineer) | Level II (DMC) | Level III (Add. MC) | Level IV (MC) |
| Roads | 7,475 | 1,405 | 1,405 | 1,344 | 1,226 |
| Buildings | 17,063 | 5,320 | 5,119 | 4,919 | 4,743 |
| Drainage | 14,006 | 1,358 | 1,357 | 1,334 | 1,148 |
| Water Supply | 10,981 | 1 | 1 | 1 | 1 |
| Solid Waste Management (SWM) | 11,056 | 767 | 767 | 754 | 700 |
| License | 10,814 | 910 | 909 | 845 | 736 |
| Pest control | 7,785 | 139 | 139 | 118 | 93 |
| Garden | 3,323 | 154 | 154 | 144 | 126 |
| Colony Officer | 1,305 | 711 | 711 | 702 | 688 |
| Storm Water Drainage | 1,068 | 168 | 168 | 161 | 153 |
| Shop and Establishment | 763 | 24 | 24 | 22 | 18 |
| Medical Officer Health (MOH) | 1,087 | 172 | 172 | 161 | 152 |
| MCGM Related | 647 | 137 | 137 | 129 | 120 |
| Estate | 538 | 112 | 112 | 108 | 103 |
| Toilet | 489 | 46 | 46 | 46 | 44 |
| Pollution | 424 | 59 | 59 | 59 | 57 |
| School | 43 | 26 | 26 | 25 | 25 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 1,383 | 339 | 339 | 326 | 284 |
| Total | 90,250 | 11,848 | 11,645 | 11,198 | 10,417 |
| In (%) | | 13% | 13% | 12% | 12% |

The table above depicts the number of complaints escalated to different levels under the 'escalation matrix', which has been adopted by the BMC. The escalation matrix was developed to address the problem of complaints remaining stuck at the lower level of the civic administration, with no way to enforce accountability. Through this system, the higher administration is mandated to take note of and address complaints if they are not solved within a stipulated time.

Inference:

- If a complaint is solved at the level in which it is filed, it is treated as being solved at Level 0. As can be seen through the data, once complaints are escalated, they reach the highest level i.e. that of the Municipal Commissioner.
- In 2021, 86% of complaints were solved at Level 0. Whereas, the 13% (11,848) of complaints that were escalated, most of them (10,417) were escalated to the Municipal Commissioner (Level IV).
- Out of the complaints escalated (11,848) at Level I 88% (10,417) reached till Level IV.
- For Buildings, Colony Officer, BMC Related, School and Nuisance due to vagrants on municipal roads, footpaths, gardens type of complaints, less than 80% of them were solved at Level I (AMC/Chief Engineer).

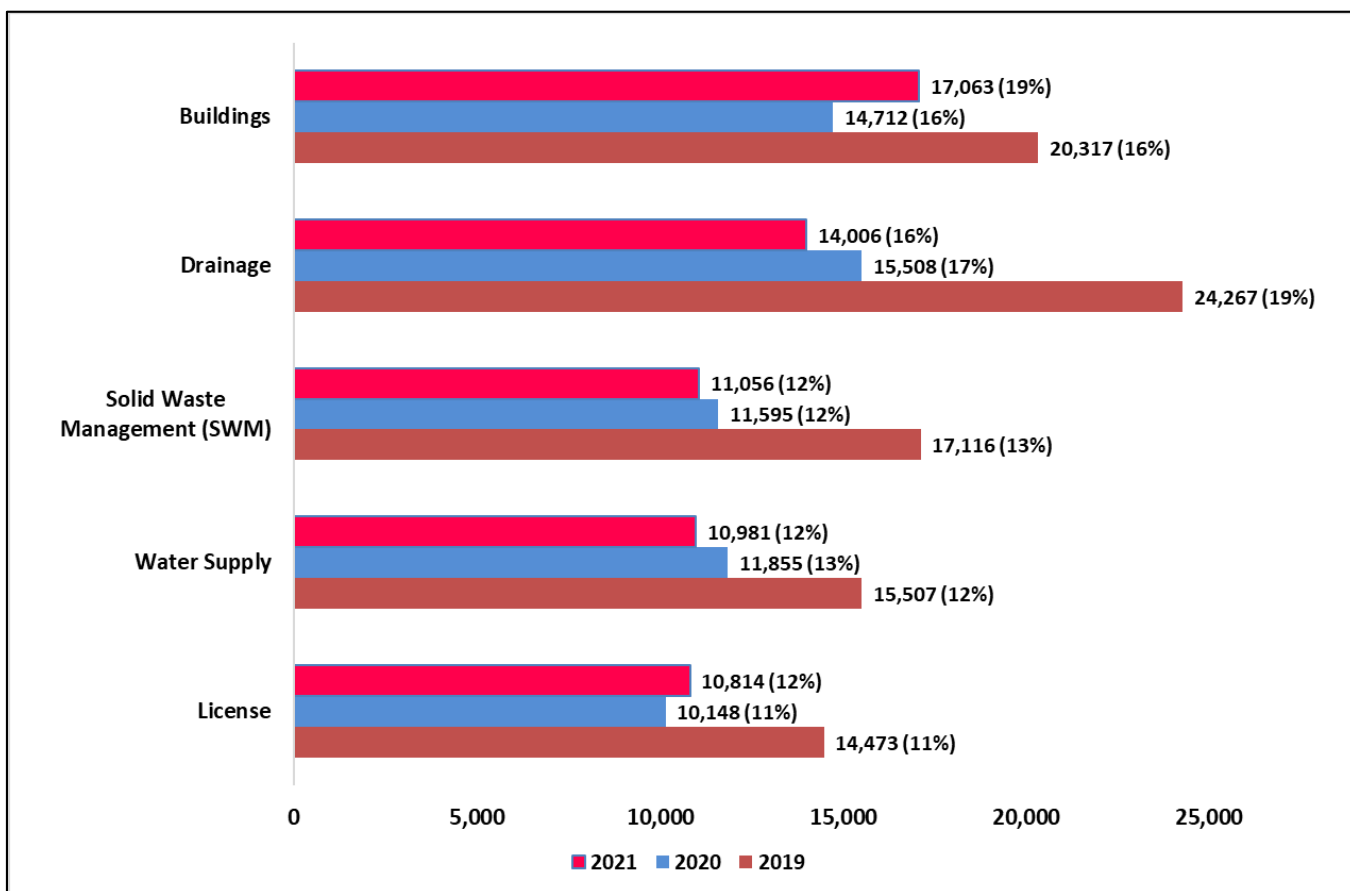
Table 14: Sub-issue Wise Top Four Civic Complaints by Citizens from 2019 to 2021

| Issues/Sub-issues | 2019 | 2020 | 2021 | Increase from 2019 to 2020 (in %) | Increase from 2020 to 2021 (in %) |
|---|---------------|---------------|---------------|-----------------------------------|-----------------------------------|
| Roads | | | | | |
| Bad Patches / Potholes on the Roads | 7,091 | 2,175 | 2,079 | -69% | -4% |
| Municipal Land - Road/ Footpath/SWD | 3,224 | 1,854 | 2,239 | -42% | 21% |
| Resurfacing of Road | 1,332 | 802 | 769 | -40% | -4% |
| Street Lighting | 1,416 | 746 | 874 | -47% | 17% |
| Total complaints | 15,239 | 6,908 | 7,475 | -55% | 8% |
| Drainage | | | | | |
| Drainage Chokes and Blockages | 14,077 | 9,649 | 8,064 | -31% | -16% |
| Overflowing drains of manholes | 5,645 | 3,488 | 3,056 | -38% | -12% |
| Replacement of Missing / Damaged Manhole | 2,856 | 966 | 1,556 | -66% | 61% |
| Repairs to pipe sewers/ main sewers | 656 | 447 | 513 | -32% | 15% |
| Total complaints | 24,267 | 15,508 | 14,006 | -36% | -10% |
| Solid Waste Management (SWM) | | | | | |
| Garbage not lifted from House/Gully/Municipal Market/Road/Authorised collection point | 6,086 | 3,943 | 3,319 | -35% | -16% |
| Removal of Debris | 2,371 | 1,395 | 1,550 | -41% | 11% |
| Lifting of Tree Cutting | 1,753 | 1,590 | 2,029 | -9% | 28% |
| Non-attendance of nuisance Detector | 1,947 | 1,167 | 1,218 | -40% | 4% |
| Total complaints | 17,116 | 11,595 | 11,056 | -32% | -5% |
| Water Supply | | | | | |
| Shortage of Water Supply | 4,504 | 3,914 | 3,807 | -13% | -3% |
| Leaks in Water Lines | 5,294 | 3,434 | 3,335 | -35% | -3% |
| Unauthorised Tapping of Water Connection | 1,158 | 859 | 937 | -26% | 9% |
| Contaminated Water Supply | 1,940 | 1,369 | 1,342 | -29% | -2% |
| Total complaints | 15,507 | 11,855 | 10,981 | -24% | -7% |

Inference:

- Total Roads complaints have increased by 8% from 2020 to 2021.
- Although complaints registered under drainage, SWM and water have decreased, there has been an increase in complaints registered on specific issues like repairs to pipe sewer / main sewer (15%), lifting of tree cutting (28%), removal of debris (11%) and unauthorised tapping of water connection (9%).
- There has been a major rise in complaints related to “Replacement of Missing / Damaged Manhole”, from 966 in 2020 to 1,556 in 2021 (61% increase).

Figure 4: Comparison of Most Frequent Complaints by Citizens from 2019 to 2021



Note: The percentages mentioned in brackets indicate the share of complaints related to that issue to the total number of complaints. E.g. in 2019, 19% of total complaints received by citizens were related to ‘Drainage’.

Inferences:

- Since 2019, complaints related to ‘drainage’ (24,267 in 2019 and 15,508 in 2020 & 14,006 in 2021) have been constantly one of the most frequent complaint registered by Mumbai citizens.
- Proportion of complaints registered under SWM has mostly remained constant over the past three years.

Table 15: Analysis of Complaints Attended (Closed) in Comparison with Days Mentioned in BMC's Citizen Charter³

| Issues/Sub-issues | To resolved as per Citizens' Charter | Actual time taken to resolve | | | |
|---|--------------------------------------|------------------------------|-----------|-----------|-----------------------------------|
| | | 2019 | 2020 | 2021 | Increase from 2020 to 2021 (in %) |
| Drainage | | | | | |
| Drainage Chokes and Blockages | 1 | 17 | 30 | 34 | 14% |
| Overflowing drains or manholes | 1 | 25 | 48 | 54 | 13% |
| Odour (Foul Smell) from Drains | 1 | 36 | 48 | 48 | 0% |
| Replacement of Missing / Damaged Manhole | 1 | 34 | 51 | 65 | 29% |
| Raising of Manhole (except in Monsoon) | 7 | 46 | 68 | 80 | 17% |
| Cleaning of septic tank | 7 | 35 | 50 | 65 | 29% |
| Repairs to pipe sewers/main sewers | 7 | 36 | 52 | 62 | 18% |
| Water Supply | | | | | |
| Contaminated Water Supply | 1 | 23 | 28 | 36 | 26% |
| Leaks in Water Lines | 7 | 24 | 29 | 38 | 31% |
| Shortage of Water Supply | 2 | 24 | 30 | 37 | 24% |
| Burst Water Main | 1 | 24 | 30 | 37 | 22% |
| Solid Waste Management (SWM) | | | | | |
| Garbage not lifted - Co-authorized Point | 1 | 17 | 44 | 47 | 8% |
| Collection point not attended properly | 1 | 20 | 45 | 44 | -4% |
| Garbage lorry not reported for service/ Lorry not covered | 1 | 22 | 57 | 74 | 29% |
| Providing/removing/replacing dustbins | 8 | 19 | 43 | 38 | -12% |
| Sweeping of road | 1 | 19 | 48 | 44 | -10% |
| Removal of Dead Animals | 1 | 19 | 54 | 44 | -18% |
| No attendance at public toilets | 2 | 22 | 46 | 49 | 7% |
| Average | 3 | 22 | 36 | 42 | 17% |

Inference:

- The Citizen's Charter prescribes an average of three days (with one day for most of the essential services) for the basic citizens' complaints to be resolved. However, BMC took an average of 42 days in 2021 to resolve the complaints related to drainage, water supply and SWM.
- Number of days taken to resolve the complaints has increased by 17% i.e., 36 days from 2020 to 42 days in 2021.
- In 2021, maximum days was taken to resolve Solid Waste Management related complaints. On an average 74 days to solve issues related to garbage vehicle not reporting for service, 49 days for no attendance at public toilets and 47 days for garbage lifting, which in turn reflects the poor state of solid waste management service in the city.
- Similarly, in 2021, complaints related to cleaning of septic tanks took an average of 65 days, while it took 54 days to resolve overflowing manhole complaints thus posing a major health risk to people. Whereas, odour or foul smell from drains complaints took 48 days to resolve in 2021.
- Complaints related to removal of dead animals took an average of 44 days to resolve in 2021.

³ Citizen Charter <http://goo.gl/M8EL9h>

C. Ward Wise Details of Complaints Registered and Closed in the CCRS

Table 16: Ward-wise Comparison of Total Complaints and Complaints Closed in 2020 and 2021

| Ward | Total complaints received | | Closed Complaints | | | | Average days to resolve a complaint | |
|--------------|---------------------------|---------------|-------------------|------------|---------------|------------|-------------------------------------|-----------|
| | 2020 | 2021 | 2020 | | 2021 | | 2020 | 2021 |
| | | | In no. | In (%) | In no. | In (%) | | |
| A | 1,763 | 1,764 | 1,319 | 75% | 1,265 | 72% | 44 | 46 |
| B | 2,461 | 2,901 | 1,879 | 76% | 2,600 | 90% | 37 | 40 |
| C | 2,888 | 2,632 | 2,258 | 78% | 2,153 | 82% | 31 | 51 |
| D | 3,730 | 3,191 | 2,986 | 80% | 2,466 | 77% | 50 | 42 |
| E | 3,660 | 3,438 | 3,641 | 99% | 3,375 | 98% | 12 | 17 |
| F/N | 3,597 | 3,094 | 3,555 | 99% | 2,886 | 93% | 18 | 32 |
| F/S | 2,444 | 2,270 | 2,392 | 98% | 2,194 | 97% | 35 | 22 |
| G/N | 4,657 | 4,859 | 2,153 | 46% | 2,825 | 58% | 40 | 110 |
| G/S | 2,658 | 2,264 | 2,642 | 99% | 2,203 | 97% | 42 | 21 |
| H/E | 3,519 | 2,851 | 3,377 | 96% | 2,798 | 98% | 23 | 19 |
| H/W | 3,481 | 3,623 | 3,082 | 89% | 3,224 | 89% | 30 | 38 |
| K/E | 6,847 | 6,667 | 6,188 | 90% | 6,172 | 93% | 39 | 35 |
| K/W | 7,456 | 6,845 | 6,130 | 82% | 6,217 | 91% | 36 | 47 |
| L | 5,862 | 6,310 | 4,064 | 69% | 4,276 | 68% | 42 | 49 |
| M/E | 3,525 | 3,807 | 2,522 | 72% | 2,558 | 67% | 42 | 72 |
| M/W | 3,438 | 4,086 | 2,801 | 81% | 4,045 | 99% | 38 | 49 |
| N | 4,981 | 4,045 | 4,705 | 94% | 3,962 | 98% | 42 | 47 |
| P/N | 6,073 | 6,177 | 4,161 | 69% | 4,731 | 77% | 57 | 67 |
| P/S | 3,168 | 3,133 | 2,290 | 72% | 2,359 | 75% | 50 | 64 |
| R/C | 4,506 | 4,641 | 4,479 | 99% | 4,586 | 99% | 30 | 47 |
| R/N | 2,185 | 2,017 | 1,433 | 66% | 1,937 | 96% | 42 | 44 |
| R/S | 4,341 | 4,064 | 3,813 | 88% | 3,920 | 96% | 55 | 43 |
| S | 4,480 | 3,820 | 3,122 | 70% | 3,491 | 91% | 48 | 78 |
| T | 2,054 | 1,751 | 1,571 | 76% | 1,687 | 96% | 77 | 73 |
| Total | 93,774 | 90,250 | 76,563 | 82% | 77,930 | 86% | 39 | 48 |

Inference:

- The highest numbers of complaints were in K/W (6,845), K/E (6,667) and L (6,310) wards in 2021.
- There has been a rise in the percentage of complaints closed in almost all wards i.e. by 4% from 2020 (76,563) to 2021 (77,930).
- G/N ward had the highest number of complaints not closed (42%) in 2021.
- Average number of days to resolve the complaints increased from 39 days in 2020 to 48 days in 2021. G/N, S and T wards took maximum days for solving complaints- 110, 78 and 73 days respectively.

Table 17: Ward-wise Status Report of Complaints in 2021

| Ward | Total Complaints | Closed (Action taken) | | Complaints Registered (Action Pending) | | In Process (Not assigned/Re Assigned/Being Attended) | Not related to MCGM |
|---------------|------------------|-----------------------|--------|--|--------|--|---------------------|
| | | No. | In (%) | No. | In (%) | | |
| A | 1,764 | 1,265 | 72% | 491 | 28% | 1 | 7 |
| B | 2,901 | 2,600 | 90% | 193 | 7% | 90 | 18 |
| C | 2,632 | 2,153 | 82% | 463 | 18% | 1 | 15 |
| D | 3,191 | 2,466 | 77% | 703 | 22% | 21 | 1 |
| E | 3,438 | 3,375 | 98% | 35 | 1% | 24 | 4 |
| F/N | 3,094 | 2,886 | 93% | 106 | 3% | 86 | 16 |
| F/S | 2,270 | 2,194 | 97% | 44 | 2% | 21 | 11 |
| G/N | 4,859 | 2,825 | 58% | 2,027 | 42% | 4 | 3 |
| G/S | 2,264 | 2,203 | 97% | 55 | 2% | 2 | 4 |
| H/E | 2,851 | 2,798 | 98% | 21 | 1% | 3 | 29 |
| H/W | 3,623 | 3,224 | 89% | 385 | 11% | 11 | 3 |
| K/E | 6,667 | 6,172 | 93% | 460 | 7% | 21 | 14 |
| K/W | 6,845 | 6,217 | 91% | 620 | 9% | 6 | 2 |
| L | 6,310 | 4,276 | 68% | 1,948 | 31% | 85 | 1 |
| M/E | 3,807 | 2,558 | 67% | 1,184 | 31% | 59 | 6 |
| M/W | 4,086 | 4,045 | 99% | 30 | 1% | 9 | 2 |
| N | 4,045 | 3,962 | 98% | 74 | 2% | 6 | 3 |
| P/N | 6,177 | 4,731 | 77% | 1,430 | 23% | 11 | 5 |
| P/S | 3,133 | 2,359 | 75% | 744 | 24% | 17 | 13 |
| R/C | 4,641 | 4,586 | 99% | 48 | 1% | 2 | 5 |
| R/N | 2,017 | 1,937 | 96% | 73 | 4% | 4 | 3 |
| R/S | 4,064 | 3,920 | 96% | 132 | 3% | 10 | 2 |
| S | 3,820 | 3,491 | 91% | 225 | 6% | 98 | 6 |
| T | 1,751 | 1,687 | 96% | 60 | 3% | 1 | 3 |
| Total | 90,250 | 77,930 | | 11,551 | | 593 | 176 |
| In (%) | | 86% | | 13% | | 1% | 0.2% |

Inference:

- G/N ward has the highest percentage of complaints unsolved/pending (42%) in 2021, followed by L and M/E ward (31%).
- Action Taken Report states, action was initiated for 99.99% of total complaints registered in 2021. However, the CCRS also states that, for 13% (11,551) complaints action is still pending.

Table 18: Ward-wise Number and Percentage of Complaints with Councillor Code filled in 2020 and 2021

| Ward | 2020 | | | 2021 | | |
|--------------|------------------|---|------------|------------------|---|------------|
| | Total Complaints | Complaints where councillor code was filled | | Total Complaints | Complaints where councillor code was filled | |
| | | Number | % | | Number | % |
| A | 1,763 | 414 | 23% | 1,764 | 369 | 21% |
| B | 2,461 | 767 | 31% | 2,901 | 999 | 34% |
| C | 2,888 | 779 | 27% | 2,632 | 915 | 35% |
| D | 3,730 | 970 | 26% | 3,191 | 802 | 25% |
| E | 3,660 | 1,221 | 33% | 3,438 | 1,128 | 33% |
| F/N | 3,597 | 936 | 26% | 3,094 | 826 | 27% |
| F/S | 2,444 | 522 | 21% | 2,270 | 563 | 25% |
| G/N | 4,657 | 1,712 | 37% | 4,859 | 1,952 | 40% |
| G/S | 2,658 | 635 | 24% | 2,264 | 513 | 23% |
| H/E | 3,519 | 761 | 22% | 2,851 | 600 | 21% |
| H/W | 3,481 | 951 | 27% | 3,623 | 933 | 26% |
| K/E | 6,847 | 1,377 | 20% | 6,667 | 1,539 | 23% |
| K/W | 7,456 | 1,905 | 26% | 6,845 | 1,618 | 24% |
| L | 5,862 | 1,710 | 29% | 6,310 | 1,770 | 28% |
| M/E | 3,525 | 930 | 26% | 3,807 | 1,216 | 32% |
| M/W | 3,438 | 808 | 24% | 4,086 | 972 | 24% |
| N | 4,981 | 1,274 | 26% | 4,045 | 1,078 | 27% |
| P/N | 6,073 | 1,447 | 24% | 6,177 | 1,592 | 26% |
| P/S | 3,168 | 695 | 22% | 3,133 | 665 | 21% |
| R/C | 4,506 | 1,449 | 32% | 4,641 | 1,607 | 35% |
| R/N | 2,185 | 567 | 26% | 2,017 | 509 | 25% |
| R/S | 4,341 | 743 | 17% | 4,064 | 796 | 20% |
| S | 4,480 | 1,302 | 29% | 3,820 | 1,122 | 29% |
| T | 2,054 | 667 | 32% | 1,751 | 514 | 29% |
| Total | 93,774 | 24,542 | 26% | 90,250 | 24,598 | 27% |

Inference:

- Councillor Code was not filled for 73% of complaints in 2021 across Mumbai city.
- The wards in which the highest number of Councillor Codes are missing in 2021 are R/S – 80%, A, H/E and P/S ward are 79% respectively.

Table 19: Ward-wise Comparison of Total Complaints and Action Taken on the Complaints in 2020 and 2021

| Complaint Type | Total complaints received | | Action Taken Report | | | |
|----------------|---------------------------|---------------|---------------------|---------------|---------------|---------------|
| | 2020 | 2021 | 2020 | | 2021 | |
| | | | In no. | In (%) | In no. | In (%) |
| A | 1,763 | 1,764 | 1,763 | 100% | 1,764 | 100% |
| B | 2,461 | 2,901 | 2,457 | 99.84% | 2,901 | 100% |
| C | 2,888 | 2,632 | 2,888 | 100% | 2,632 | 100% |
| D | 3,730 | 3,191 | 3,730 | 100% | 3,190 | 99.97% |
| E | 3,660 | 3,438 | 3,659 | 99.97% | 3,438 | 100% |
| F/N | 3,597 | 3,094 | 3,597 | 100% | 3,092 | 99.94% |
| F/S | 2,444 | 2,270 | 2,444 | 100% | 2,270 | 100% |
| G/N | 4,657 | 4,859 | 4,657 | 100% | 4,859 | 100% |
| G/S | 2,658 | 2,264 | 2,658 | 100% | 2,264 | 100% |
| H/E | 3,519 | 2,851 | 3,519 | 100% | 2,851 | 100% |
| H/W | 3,481 | 3,623 | 3,481 | 100% | 3,623 | 100% |
| K/E | 6,847 | 6,667 | 6,847 | 100% | 6,667 | 100% |
| K/W | 7,456 | 6,845 | 7,456 | 100% | 6,845 | 100% |
| L | 5,862 | 6,310 | 5,861 | 99.98% | 6,310 | 100% |
| M/E | 3,525 | 3,807 | 3,525 | 100% | 3,807 | 100% |
| M/W | 3,438 | 4,086 | 3,438 | 100% | 4,085 | 99.98% |
| N | 4,981 | 4,045 | 4,981 | 100% | 4,044 | 99.98% |
| P/N | 6,073 | 6,177 | 6,073 | 100% | 6,177 | 100% |
| P/S | 3,168 | 3,133 | 3,168 | 100% | 3,132 | 100% |
| R/C | 4,506 | 4,641 | 4,506 | 100% | 4,641 | 100% |
| R/N | 2,185 | 2,017 | 2,183 | 99.91% | 2,017 | 100% |
| R/S | 4,341 | 4,064 | 4,341 | 100% | 4,064 | 100% |
| S | 4,480 | 3,820 | 4,480 | 100% | 3,820 | 100% |
| T | 2,054 | 1,751 | 2,054 | 100% | 1,751 | 100% |
| Total | 93,774 | 90,250 | 93,766 | 99.99% | 90,244 | 99.99% |

Inference:

- In 2021, 100% Action Taken report was generated in most of the wards except in D, F/N, M/W and N wards.
- Action Taken Report is a clear contradiction of percentage of closed complaints. It states that the action was taken for 99.99% of total complaints however, the ratio of closed complaints is 86% in 2021.

Table 20: Ward-wise comparison of Total complaints and Complaints Escalated⁴ in 2020 and 2021

| Complaint Type | Total complaints received | | Complaints Escalated | | | |
|----------------|---------------------------|---------------|----------------------|------------|---------------|------------|
| | 2020 | 2021 | 2020 | | 2021 | |
| | | | In no. | In (%) | In no. | In (%) |
| A | 1,763 | 1,764 | 436 | 25% | 472 | 27% |
| B | 2,461 | 2,901 | 587 | 24% | 268 | 9% |
| C | 2,888 | 2,632 | 624 | 22% | 444 | 17% |
| D | 3,730 | 3,191 | 750 | 20% | 670 | 21% |
| E | 3,660 | 3,438 | 8 | 0% | 76 | 2% |
| F/N | 3,597 | 3,094 | 44 | 1% | 187 | 6% |
| F/S | 2,444 | 2,270 | 56 | 2% | 61 | 3% |
| G/N | 4,657 | 4,859 | 2,523 | 54% | 1,970 | 41% |
| G/S | 2,658 | 2,264 | 25 | 1% | 61 | 3% |
| H/E | 3,519 | 2,851 | 123 | 3% | 41 | 1% |
| H/W | 3,481 | 3,623 | 407 | 12% | 379 | 10% |
| K/E | 6,847 | 6,667 | 619 | 9% | 465 | 7% |
| K/W | 7,456 | 6,845 | 1,213 | 16% | 599 | 9% |
| L | 5,862 | 6,310 | 1,818 | 31% | 1,953 | 31% |
| M/E | 3,525 | 3,807 | 996 | 28% | 1,171 | 31% |
| M/W | 3,438 | 4,086 | 646 | 19% | 35 | 1% |
| N | 4,981 | 4,045 | 298 | 6% | 183 | 5% |
| P/N | 6,073 | 6,177 | 1,905 | 31% | 1,376 | 22% |
| P/S | 3,168 | 3,133 | 771 | 24% | 721 | 23% |
| R/C | 4,506 | 4,641 | 2 | 0% | 83 | 2% |
| R/N | 2,185 | 2,017 | 737 | 34% | 63 | 3% |
| R/S | 4,341 | 4,064 | 557 | 13% | 129 | 3% |
| S | 4,480 | 3,820 | 1,157 | 26% | 351 | 9% |
| T | 2,054 | 1,751 | 511 | 25% | 90 | 5% |
| Total | 93,774 | 90,250 | 16,813 | 18% | 11,848 | 13% |

Inference:

- The ratio of the complaints escalated has reduced for 18% in 2020 to 13% in 2021.
- G/N ward has the highest number of complaints escalated to higher levels i.e. 41% followed by L and M/E with 31% each.

⁴ Complaints are first escalated to Level 1 based upon the escalation matrix adopted by BMC to address the problem of complaints remaining stuck at the lower level of the civic administration, with no way to enforce accountability. Through this, the higher administration can take note of complaints not solved within the stipulated time. For details of complaints escalated and solved from Level 1 to Level 4, refer Annexure 2.

Table 21: Ward-wise Top Civic Complaints from 2019 to 2021 (Roads and Drainage)

| Ward | Population 2011 | Road | | | | Drainage | | | |
|--------------|-------------------|---------------|--------------|--------------|-----------------------------------|---------------|---------------|---------------|-----------------------------------|
| | | 2019 | 2020 | 2021 | Increase from 2020 to 2021 (in %) | 2019 | 2020 | 2021 | Increase from 2020 to 2021 (in %) |
| A | 185,014 | 416 | 133 | 196 | 47% | 622 | 344 | 387 | 13% |
| B | 127,290 | 317 | 130 | 190 | 46% | 751 | 420 | 523 | 25% |
| C | 166,161 | 316 | 146 | 222 | 52% | 630 | 482 | 473 | -2% |
| D | 346,866 | 552 | 252 | 294 | 17% | 1,514 | 816 | 642 | -21% |
| E | 393,286 | 312 | 272 | 245 | -10% | 595 | 530 | 372 | -30% |
| F/N | 529,034 | 524 | 247 | 261 | 6% | 674 | 336 | 305 | -9% |
| F/S | 360,972 | 306 | 131 | 210 | 60% | 645 | 382 | 389 | 2% |
| G/N | 599,039 | 616 | 339 | 348 | 3% | 969 | 564 | 518 | -8% |
| G/S | 377,749 | 362 | 239 | 202 | -15% | 608 | 361 | 304 | -16% |
| H/E | 557,239 | 612 | 209 | 183 | -12% | 985 | 742 | 540 | -27% |
| H/W | 307,581 | 515 | 230 | 297 | 29% | 1,102 | 752 | 622 | -17% |
| K/E | 823,885 | 1,671 | 688 | 533 | -23% | 1,730 | 1,103 | 993 | -10% |
| K/W | 748,688 | 1,163 | 511 | 536 | 5% | 2,357 | 1,424 | 1,320 | -7% |
| L | 902,225 | 861 | 278 | 314 | 13% | 1,649 | 953 | 798 | -16% |
| M/E | 807,720 | 462 | 268 | 267 | 0% | 774 | 552 | 639 | 16% |
| M/W | 411,893 | 576 | 285 | 381 | 34% | 1,103 | 744 | 673 | -10% |
| N | 622,853 | 832 | 420 | 380 | -10% | 1,314 | 789 | 567 | -28% |
| P/N | 941,366 | 974 | 502 | 568 | 13% | 1,230 | 943 | 952 | 1% |
| P/S | 463,507 | 820 | 302 | 291 | -4% | 910 | 552 | 501 | -9% |
| R/C | 562,162 | 736 | 342 | 481 | 41% | 1,309 | 788 | 704 | -11% |
| R/N | 431,368 | 307 | 155 | 105 | -32% | 453 | 333 | 320 | -4% |
| R/S | 691,229 | 680 | 313 | 418 | 34% | 927 | 692 | 671 | -3% |
| S | 743,783 | 857 | 326 | 348 | 7% | 934 | 600 | 510 | -15% |
| T | 341,463 | 452 | 190 | 205 | 8% | 482 | 306 | 283 | -8% |
| Total | 12,442,373 | 15,239 | 6,908 | 7,475 | 9% | 24,267 | 15,508 | 14,006 | -10% |

Inference:

- Since 2019, complaints regarding roads and drainage were amongst the highest in K/E, K/W, L and P/N wards.
- Road complaints are highest in wards P/N (568), K/W (536) and K/E (533) in 2021.
- Drainage complaints are highest in wards K/W (1,320), K/E (993), P/N (952) and L (798) in 2021.

Table 22: Ward-wise Top Civic Complaints from 2019 to 2021 (SWM and Water supply)

| Ward | Population 2011 | SWM | | | | Water Supply | | | |
|--------------|-------------------|---------------|---------------|---------------|-----------------------------------|---------------|---------------|---------------|-----------------------------------|
| | | 2019 | 2020 | 2021 | Increase from 2020 to 2021 (in %) | 2019 | 2020 | 2021 | Increase from 2020 to 2021 (in %) |
| A | 185,014 | 361 | 258 | 216 | -16% | 338 | 174 | 184 | 6% |
| B | 127,290 | 391 | 332 | 314 | -5% | 353 | 151 | 169 | 12% |
| C | 166,161 | 687 | 602 | 461 | -23% | 445 | 321 | 220 | -31% |
| D | 346,866 | 605 | 548 | 404 | -26% | 499 | 303 | 293 | -3% |
| E | 393,286 | 840 | 560 | 479 | -14% | 588 | 470 | 417 | -11% |
| F/N | 529,034 | 871 | 755 | 562 | -26% | 669 | 399 | 383 | -4% |
| F/S | 360,972 | 409 | 349 | 249 | -29% | 261 | 221 | 176 | -20% |
| G/N | 599,039 | 661 | 389 | 364 | -6% | 616 | 402 | 538 | 34% |
| G/S | 377,749 | 401 | 291 | 268 | -8% | 242 | 172 | 192 | 12% |
| H/E | 557,239 | 540 | 364 | 321 | -12% | 544 | 451 | 443 | -2% |
| H/W | 307,581 | 659 | 380 | 467 | 23% | 533 | 384 | 558 | 45% |
| K/E | 823,885 | 1,019 | 774 | 718 | -7% | 1,536 | 1,223 | 1,135 | -7% |
| K/W | 748,688 | 1,680 | 983 | 918 | -7% | 1,321 | 900 | 950 | 6% |
| L | 902,225 | 827 | 459 | 608 | 32% | 952 | 729 | 687 | -6% |
| M/E | 807,720 | 597 | 367 | 616 | 68% | 653 | 496 | 401 | -19% |
| M/W | 411,893 | 507 | 438 | 458 | 5% | 489 | 334 | 328 | -2% |
| N | 622,853 | 801 | 520 | 468 | -10% | 856 | 660 | 543 | -18% |
| P/N | 941,366 | 1,106 | 622 | 636 | 2% | 1,069 | 893 | 747 | -16% |
| P/S | 463,507 | 842 | 428 | 498 | 16% | 484 | 382 | 345 | -10% |
| R/C | 562,162 | 997 | 640 | 712 | 11% | 646 | 760 | 684 | -10% |
| R/N | 431,368 | 345 | 294 | 290 | -1% | 304 | 338 | 261 | -23% |
| R/S | 691,229 | 922 | 546 | 460 | -16% | 857 | 633 | 622 | -2% |
| S | 743,783 | 737 | 474 | 390 | -18% | 988 | 847 | 521 | -38% |
| T | 341,463 | 311 | 222 | 179 | -19% | 264 | 212 | 184 | -13% |
| Total | 12,442,373 | 17,116 | 11,595 | 11,056 | -5% | 15,507 | 11,855 | 10,981 | -7% |

Inference:

- K/E, K/W and P/N wards had the highest number of complaints related to SWM and water supply in 2021. Since 2019, these types of complaints have been constantly amongst the highest.
- Water supply related complaints in 2021 are highest in wards K/E (1,135), K/W (950) and P/N (747).
- SWM related complaints in 2021 are highest in wards K/W (918), K/E (718) and R/C (712).

Table 23: Ward-wise Top Three Drainage Related Civic Complaints from 2019 to 2021

| Drainage | | | | | | | | | | |
|--------------|-------------------|-------------------------------|--------------|--------------|--------------------------------|--------------|--------------|--|------------|--------------|
| Ward | Population 2011 | Drainage Chokes and Blockages | | | Overflowing drains of manholes | | | Replacement of Missing / Damaged Manhole | | |
| | | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| A | 185,014 | 308 | 194 | 203 | 188 | 109 | 107 | 91 | 29 | 48 |
| B | 127,290 | 341 | 215 | 263 | 318 | 150 | 161 | 57 | 26 | 54 |
| C | 166,161 | 310 | 285 | 252 | 214 | 146 | 163 | 55 | 14 | 19 |
| D | 346,866 | 667 | 422 | 318 | 651 | 282 | 211 | 124 | 53 | 79 |
| E | 393,286 | 285 | 327 | 190 | 222 | 151 | 107 | 57 | 22 | 40 |
| F/N | 529,034 | 304 | 175 | 181 | 199 | 117 | 70 | 123 | 17 | 28 |
| F/S | 360,972 | 269 | 174 | 207 | 260 | 132 | 98 | 76 | 34 | 71 |
| G/N | 599,039 | 437 | 298 | 234 | 338 | 169 | 141 | 130 | 40 | 100 |
| G/S | 377,749 | 270 | 185 | 152 | 242 | 111 | 74 | 57 | 30 | 44 |
| H/E | 557,239 | 674 | 555 | 367 | 162 | 114 | 96 | 105 | 32 | 40 |
| H/W | 307,581 | 784 | 563 | 435 | 162 | 118 | 89 | 115 | 40 | 62 |
| K/E | 823,885 | 986 | 690 | 555 | 311 | 200 | 187 | 288 | 84 | 152 |
| K/W | 748,688 | 1,673 | 1,094 | 956 | 308 | 185 | 162 | 290 | 94 | 128 |
| L | 902,225 | 940 | 542 | 376 | 404 | 258 | 222 | 177 | 66 | 101 |
| M/E | 807,720 | 421 | 279 | 300 | 171 | 126 | 140 | 76 | 30 | 79 |
| M/W | 411,893 | 650 | 425 | 331 | 188 | 165 | 180 | 136 | 48 | 63 |
| N | 622,853 | 779 | 499 | 310 | 282 | 175 | 128 | 97 | 35 | 59 |
| P/N | 941,366 | 679 | 562 | 530 | 278 | 204 | 193 | 160 | 66 | 105 |
| P/S | 463,507 | 607 | 366 | 325 | 129 | 95 | 89 | 121 | 43 | 42 |
| R/C | 562,162 | 915 | 567 | 509 | 173 | 126 | 77 | 164 | 47 | 80 |
| R/N | 431,368 | 306 | 237 | 234 | 60 | 53 | 37 | 53 | 19 | 21 |
| R/S | 691,229 | 584 | 483 | 458 | 136 | 95 | 110 | 136 | 41 | 47 |
| S | 743,783 | 553 | 326 | 241 | 181 | 141 | 127 | 116 | 32 | 61 |
| T | 341,463 | 335 | 186 | 137 | 68 | 66 | 87 | 52 | 24 | 33 |
| Total | 12,442,373 | 14,077 | 9,649 | 8,064 | 5,645 | 3,488 | 3,056 | 2,856 | 966 | 1,556 |

Inference:

- 58% of the total 14,006 drainage complaints are related to chokes and blockages while 22% are related to overflowing drains.
- D, K/E, K/W, L and P/N are the wards with the major number of complaints on top three drainage related issues in 2021.

Table 24: Ward-wise Top Three Solid Waste Management Related Civic Complaints from 2019 to 2021

| Solid Waste Management (SWM) | | | | | | | | | | |
|------------------------------|-------------------|---|--------------|--------------|-------------------|--------------|--------------|-------------------------|--------------|--------------|
| Ward | Population 2011 | Garbage not lifted from House/Gully/ Municipal Market/Road/ Authorised collection point | | | Removal of Debris | | | Lifting of Tree Cutting | | |
| | | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| A | 185,014 | 151 | 94 | 71 | 51 | 23 | 21 | 34 | 64 | 30 |
| B | 127,290 | 164 | 145 | 163 | 39 | 52 | 33 | 11 | 4 | 7 |
| C | 166,161 | 440 | 356 | 293 | 72 | 72 | 55 | 4 | 18 | 7 |
| D | 346,866 | 252 | 209 | 142 | 99 | 63 | 68 | 46 | 111 | 50 |
| E | 393,286 | 391 | 266 | 225 | 129 | 103 | 64 | 53 | 40 | 32 |
| F/N | 529,034 | 381 | 381 | 288 | 106 | 57 | 53 | 71 | 61 | 65 |
| F/S | 360,972 | 84 | 85 | 66 | 75 | 76 | 42 | 50 | 66 | 64 |
| G/N | 599,039 | 181 | 111 | 93 | 137 | 50 | 75 | 68 | 67 | 47 |
| G/S | 377,749 | 114 | 83 | 85 | 61 | 25 | 52 | 53 | 52 | 26 |
| H/E | 557,239 | 152 | 91 | 81 | 88 | 46 | 60 | 55 | 39 | 56 |
| H/W | 307,581 | 206 | 120 | 82 | 107 | 46 | 51 | 134 | 89 | 190 |
| K/E | 823,885 | 332 | 225 | 148 | 139 | 101 | 122 | 119 | 105 | 163 |
| K/W | 748,688 | 685 | 299 | 214 | 209 | 108 | 167 | 157 | 218 | 268 |
| L | 902,225 | 262 | 139 | 148 | 132 | 74 | 123 | 63 | 57 | 81 |
| M/E | 807,720 | 208 | 131 | 249 | 99 | 44 | 65 | 47 | 47 | 59 |
| M/W | 411,893 | 130 | 144 | 93 | 67 | 55 | 90 | 78 | 69 | 81 |
| N | 622,853 | 250 | 131 | 122 | 132 | 79 | 60 | 109 | 75 | 91 |
| P/N | 941,366 | 362 | 171 | 167 | 133 | 71 | 77 | 102 | 79 | 146 |
| P/S | 463,507 | 315 | 123 | 119 | 88 | 37 | 55 | 82 | 64 | 128 |
| R/C | 562,162 | 290 | 186 | 174 | 123 | 63 | 67 | 138 | 85 | 205 |
| R/N | 431,368 | 65 | 71 | 48 | 38 | 17 | 33 | 69 | 49 | 63 |
| R/S | 691,229 | 320 | 188 | 95 | 115 | 45 | 42 | 70 | 44 | 76 |
| S | 743,783 | 262 | 130 | 112 | 105 | 55 | 54 | 93 | 62 | 64 |
| T | 341,463 | 89 | 64 | 41 | 27 | 33 | 21 | 47 | 25 | 30 |
| Total | 12,442,373 | 6,086 | 3,943 | 3,319 | 2,371 | 1,395 | 1,550 | 1,753 | 1,590 | 2,029 |

Inference:

- Of the total 11,056 SWM complaints, 30% were related to garbage not being lifted, the highest number of complaints was in C ward (293) in 2021.
- C, F/N, H/W, K/E, K/W, L, M/E and R/C are the wards with major number of complaints on top three SWM related issues in 2021.

Table 25: Ward-wise Top Four Water Supply Related Ward-wise Civic Complaints from 2019 to 2021

| Water Supply | | | | | | | | | | | | | |
|--------------|-------------------|--------------------------|--------------|--------------|----------------------|--------------|--------------|--|------------|------------|---------------------------|--------------|--------------|
| Ward | Population 2011 | Shortage of Water Supply | | | Leaks in Water Lines | | | Unauthorised Tapping of Water Connection | | | Contaminated Water Supply | | |
| | | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| A | 185,014 | 113 | 51 | 69 | 89 | 36 | 51 | 8 | 7 | 10 | 78 | 51 | 37 |
| B | 127,290 | 147 | 48 | 61 | 36 | 25 | 17 | 14 | 12 | 5 | 119 | 44 | 68 |
| C | 166,161 | 145 | 120 | 82 | 28 | 38 | 30 | 32 | 23 | 14 | 205 | 102 | 72 |
| D | 346,866 | 176 | 109 | 119 | 114 | 85 | 72 | 10 | 15 | 26 | 124 | 44 | 50 |
| E | 393,286 | 222 | 130 | 141 | 140 | 94 | 82 | 47 | 54 | 36 | 97 | 129 | 123 |
| F/N | 529,034 | 176 | 152 | 122 | 201 | 121 | 118 | 98 | 37 | 45 | 50 | 26 | 20 |
| F/S | 360,972 | 71 | 49 | 36 | 95 | 70 | 61 | 25 | 38 | 13 | 20 | 22 | 20 |
| G/N | 599,039 | 92 | 104 | 103 | 193 | 126 | 114 | 163 | 72 | 173 | 52 | 24 | 58 |
| G/S | 377,749 | 53 | 59 | 35 | 83 | 49 | 86 | 18 | 15 | 23 | 28 | 19 | 31 |
| H/E | 557,239 | 177 | 143 | 220 | 182 | 139 | 88 | 32 | 27 | 25 | 54 | 62 | 60 |
| H/W | 307,581 | 206 | 134 | 255 | 104 | 108 | 152 | 31 | 17 | 28 | 126 | 36 | 53 |
| K/E | 823,885 | 493 | 423 | 447 | 655 | 424 | 422 | 73 | 75 | 79 | 44 | 35 | 37 |
| K/W | 748,688 | 444 | 295 | 371 | 380 | 262 | 236 | 101 | 56 | 59 | 217 | 116 | 152 |
| L | 902,225 | 224 | 200 | 206 | 418 | 232 | 253 | 88 | 99 | 72 | 64 | 47 | 62 |
| M/E | 807,720 | 218 | 186 | 96 | 261 | 158 | 164 | 42 | 40 | 51 | 32 | 32 | 46 |
| M/W | 411,893 | 96 | 81 | 83 | 219 | 115 | 133 | 48 | 33 | 38 | 34 | 14 | 26 |
| N | 622,853 | 165 | 167 | 143 | 397 | 251 | 238 | 59 | 55 | 38 | 47 | 47 | 38 |
| P/N | 941,366 | 271 | 300 | 298 | 335 | 259 | 180 | 104 | 77 | 71 | 215 | 91 | 97 |
| P/S | 463,507 | 153 | 159 | 116 | 164 | 97 | 114 | 37 | 15 | 20 | 51 | 36 | 40 |
| R/C | 562,162 | 197 | 333 | 270 | 236 | 169 | 152 | 10 | 15 | 19 | 74 | 109 | 101 |
| R/N | 431,368 | 95 | 113 | 94 | 100 | 91 | 94 | 18 | 18 | 13 | 40 | 41 | 37 |
| R/S | 691,229 | 282 | 228 | 218 | 285 | 190 | 200 | 50 | 26 | 44 | 107 | 75 | 71 |
| S | 743,783 | 252 | 266 | 166 | 431 | 238 | 201 | 40 | 26 | 24 | 49 | 141 | 40 |
| T | 341,463 | 36 | 64 | 56 | 148 | 57 | 77 | 10 | 7 | 11 | 13 | 26 | 3 |
| Total | 12,442,373 | 4,504 | 3,914 | 3,807 | 5,294 | 3,434 | 3,335 | 1,158 | 859 | 937 | 1,940 | 1,369 | 1,342 |

Inference:

- 35% of 10,981 total water related complaints were on shortage of water, whereas 30% were on leakage in water pipelines and 12% were related to contaminated water.
- The top four wards with complaints related to shortage of water supply in 2021 were K/E, K/W, P/N and R/C wards.
- The top four wards with water contamination related complaints in 2021 were K/W, E, R/C and P/N wards.

Table 26: Ward-wise Top Three Road Related Civic Complaints from 2019 to 2021

| Ward | Population 2011 | Roads | | | | | | | | |
|--------------|-------------------|-------------------------------------|--------------|--------------|-------------------------------------|--------------|--------------|---------------------|------------|------------|
| | | Bad Patches / Potholes on the Roads | | | Municipal Land - Road/ Footpath/SWD | | | Resurfacing of Road | | |
| | | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| A | 185,014 | 223 | 46 | 62 | 68 | 41 | 58 | 40 | 24 | 27 |
| B | 127,290 | 87 | 38 | 56 | 138 | 40 | 59 | 36 | 18 | 39 |
| C | 166,161 | 136 | 34 | 35 | 101 | 53 | 104 | 28 | 20 | 36 |
| D | 346,866 | 178 | 75 | 70 | 159 | 84 | 95 | 121 | 36 | 45 |
| E | 393,286 | 146 | 68 | 67 | 53 | 81 | 52 | 39 | 57 | 49 |
| F/N | 529,034 | 265 | 121 | 105 | 91 | 28 | 79 | 62 | 42 | 23 |
| F/S | 360,972 | 153 | 43 | 54 | 63 | 25 | 54 | 30 | 21 | 16 |
| G/N | 599,039 | 256 | 109 | 73 | 205 | 99 | 111 | 39 | 24 | 39 |
| G/S | 377,749 | 143 | 75 | 63 | 93 | 57 | 56 | 37 | 42 | 21 |
| H/E | 557,239 | 349 | 72 | 57 | 127 | 54 | 54 | 31 | 24 | 15 |
| H/W | 307,581 | 213 | 60 | 87 | 152 | 69 | 93 | 26 | 30 | 29 |
| K/E | 823,885 | 916 | 261 | 149 | 262 | 197 | 160 | 173 | 52 | 46 |
| K/W | 748,688 | 461 | 142 | 125 | 319 | 175 | 192 | 85 | 39 | 47 |
| L | 902,225 | 404 | 77 | 133 | 102 | 73 | 29 | 76 | 25 | 30 |
| M/E | 807,720 | 188 | 76 | 82 | 110 | 78 | 43 | 31 | 25 | 31 |
| M/W | 411,893 | 257 | 97 | 93 | 143 | 66 | 152 | 36 | 30 | 27 |
| N | 622,853 | 323 | 97 | 89 | 159 | 130 | 135 | 89 | 46 | 27 |
| P/N | 941,366 | 509 | 168 | 167 | 173 | 126 | 149 | 78 | 53 | 55 |
| P/S | 463,507 | 505 | 93 | 103 | 109 | 79 | 77 | 84 | 45 | 34 |
| R/C | 562,162 | 255 | 138 | 138 | 173 | 66 | 141 | 42 | 41 | 42 |
| R/N | 431,368 | 111 | 43 | 37 | 87 | 50 | 30 | 23 | 15 | 6 |
| R/S | 691,229 | 259 | 85 | 78 | 155 | 52 | 164 | 39 | 43 | 37 |
| S | 743,783 | 529 | 97 | 89 | 98 | 81 | 99 | 64 | 36 | 28 |
| T | 341,463 | 225 | 60 | 67 | 84 | 50 | 53 | 23 | 14 | 20 |
| Total | 12,442,373 | 7,091 | 2,175 | 2,079 | 3,224 | 1,854 | 2,239 | 1,332 | 802 | 769 |

Inference:

- Of the total 7,475 complaints regarding roads in 2021, 2,079 complaints were related to bad patches / potholes on the roads.
- P/N, K/E, and R/C were the wards with the major number of complaints regarding potholes/bad patches on roads in 2021.

Table 27: Ward-wise Average Number of Days for Closing Complaints in 2021 (1/2)

| Complaint to be attended as per Citizens' Charter | Drainage Chokes and Blockages | Overflowing drains or manholes | Odour (Foul Smell) from Drains | Replacement of Missing / Damaged Manhole | Raising of Manhole (except in Monsoon) | Cleaning of septic tank | Repairs to pipe sewers/ main sewers | Contaminated Water Supply | Leaks in Water Lines |
|---|-------------------------------|--------------------------------|----------------------------------|--|--|-------------------------|-------------------------------------|---------------------------|----------------------|
| To resolved as per Citizens' Charter | 1 | 1 | 1 | 1 | 7 | 7 | 7 | 1 | 7 |
| Actual time taken to resolve in 2021 | 34 | 54 | 48 | 65 | 80 | 65 | 62 | 36 | 38 |
| A | 47 | 64 | 44 | 59 | 0 | 62 | 77 | 19 | 32 |
| B | 11 | 13 | 13 | 17 | 0 | 15 | 15 | 8 | 8 |
| C | 8 | 8 | 8 | 11 | 0 | 12 | 10 | 80 | 77 |
| D | 44 | 52 | 50 | 55 | 0 | 55 | 43 | 16 | 19 |
| E | 9 | 9 | 11 | 16 | 0 | 18 | 10 | 21 | 20 |
| F/N | 14 | 15 | 7 | 17 | 0 | 29 | 30 | 10 | 15 |
| F/S | 9 | 9 | 10 | 16 | 0 | 6 | 8 | 20 | 26 |
| G/N | 182 | 174 | 106 | 179 | 189 | 157 | 187 | 12 | 10 |
| G/S | 23 | 18 | 18 | 39 | 0 | 28 | 27 | 18 | 14 |
| H/E | 10 | 23 | 15 | 19 | 7 | 17 | 26 | 12 | 12 |
| H/W | 16 | 54 | 59 | 72 | 0 | 40 | 72 | 19 | 20 |
| K/E | 56 | 109 | 41 | 103 | 14 | 128 | 93 | 25 | 22 |
| K/W | 24 | 94 | 84 | 84 | 88 | 79 | 72 | 16 | 28 |
| L | 34 | 39 | 45 | 50 | 57 | 38 | 67 | 81 | 67 |
| M/E | 52 | 51 | 70 | 56 | 58 | 80 | 40 | 43 | 51 |
| M/W | 51 | 69 | 80 | 67 | 55 | 62 | 77 | 23 | 19 |
| N | 47 | 52 | 59 | 49 | 48 | 55 | 61 | 21 | 18 |
| P/N | 23 | 59 | 51 | 59 | 0 | 57 | 62 | 40 | 45 |
| P/S | 43 | 112 | 106 | 112 | 0 | 90 | 120 | 49 | 49 |
| R/C | 28 | 49 | 45 | 64 | 143 | 99 | 66 | 96 | 97 |
| R/N | 23 | 74 | 41 | 45 | 0 | 76 | 59 | 23 | 24 |
| R/S | 18 | 40 | 41 | 33 | 0 | 48 | 52 | 15 | 17 |
| S | 41 | 45 | 44 | 68 | 0 | 61 | 105 | 112 | 140 |
| T | 76 | 90 | 82 | 65 | 23 | 127 | 58 | 12 | 11 |

Inference:

- It took an average of 62 days to close the complaints related to repairs to pipe sewers/main sewers in 2021. The highest days were taken by G/N (187), P/S (120), S (105) and K/E (93) Wards.
- It took an average of 65 days to clean a septic tank in 2021, the highest being in G/N (157), K/E (128) and T (127) wards.
- Replacement of missing / damaged manhole took an average of 65 days in 2021 with the highest days taken by G/N, P/S and K/E wards.
- Complaints related to Overflowing drains or manholes took an average of 54 days and drainage chokes and Blockages 34 days to close in 2021 and the highest days are taken by G/N Ward.

Table 28: Ward-wise average number of days for closing complaints in 2021 (2/2)

| Complaint to be attended as per Citizens' Charter | Shortage of Water Supply | Burst Water Main | Garbage not lifted - Co-authorized Point | Collection point not attended properly | Garbage lorry not reported for service/ Lorry not covered | Providing/replacing/replacing dustbins | Sweeping of road | Removal of Dead Animals | Non-attendance at public toilets |
|---|--------------------------|------------------|--|--|---|--|------------------|-------------------------|----------------------------------|
| To resolved as per Citizens' Charter | 2 | 1 | 1 | 1 | 1 | 8 | 1 | 1 | 2 |
| Actual time taken to resolve in 2021 | 37 | 37 | 47 | 44 | 74 | 38 | 44 | 44 | 49 |
| A | 28 | 56 | 24 | 33 | 61 | 5 | 43 | 48 | 0 |
| B | 9 | 5 | 14 | 14 | 11 | 15 | 10 | 10 | 0 |
| C | 68 | 62 | 12 | 11 | 13 | 11 | 24 | 19 | 0 |
| D | 21 | 24 | 44 | 33 | 29 | 69 | 46 | 54 | 110 |
| E | 23 | 17 | 13 | 15 | 14 | 12 | 13 | 8 | 9 |
| F/N | 16 | 15 | 59 | 47 | 24 | 31 | 63 | 59 | 67 |
| F/S | 25 | 19 | 30 | 32 | 13 | 24 | 33 | 29 | 19 |
| G/N | 10 | 7 | 135 | 151 | 67 | 90 | 132 | 140 | 132 |
| G/S | 13 | 10 | 15 | 16 | 15 | 8 | 15 | 6 | 12 |
| H/E | 16 | 11 | 19 | 19 | 12 | 20 | 12 | 11 | 13 |
| H/W | 20 | 19 | 24 | 24 | 33 | 16 | 26 | 28 | 26 |
| K/E | 11 | 20 | 11 | 10 | 11 | 9 | 9 | 8 | 10 |
| K/W | 21 | 19 | 35 | 33 | 32 | 41 | 30 | 36 | 17 |
| L | 62 | 49 | 15 | 18 | 21 | 11 | 14 | 13 | 12 |
| M/E | 64 | 55 | 176 | 180 | 187 | 158 | 160 | 174 | 125 |
| M/W | 16 | 17 | 59 | 45 | 47 | 49 | 37 | 51 | 17 |
| N | 19 | 17 | 50 | 34 | 30 | 52 | 39 | 46 | 32 |
| P/N | 41 | 35 | 92 | 76 | 100 | 93 | 79 | 95 | 97 |
| P/S | 58 | 61 | 65 | 71 | 72 | 62 | 88 | 83 | 143 |
| R/C | 107 | 98 | 32 | 22 | 29 | 31 | 20 | 22 | 21 |
| R/N | 25 | 16 | 27 | 9 | 25 | 10 | 6 | 41 | 36 |
| R/S | 15 | 23 | 23 | 12 | 11 | 21 | 42 | 13 | 95 |
| S | 150 | 117 | 88 | 73 | 111 | 72 | 62 | 113 | 55 |
| T | 11 | 15 | 90 | 56 | 162 | 82 | 94 | 106 | 120 |

Inference:

- On an average in 2021, garbage lorry not reported for service/ lorry not covered related complaints took 74 days, collection point not attended properly took 44 days and garbage not lifted took 47 days to close, with the highest days taken by M/E Ward.
- Shortage of water supply related complaints took an average of 37 days in 2021 to close, with the highest number of days taken by S, R/C, C and M/E Wards.
- P/S, G/N, M/E and T wards took 143, 132, 125 and 120 days respectively to solve a complaint of no attendee at public toilets.

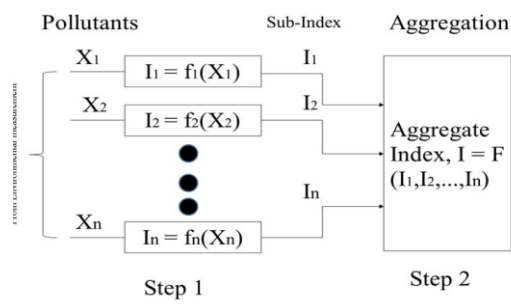
Section VI: Air Quality

A. Key Highlights

- On an average, **10% days in 2021 had Good Air Quality (37 Days), 44% days in 2021 had satisfactory air quality (160 days), 35% days had moderate air quality (129 days) and 11% days had poor air quality (39 days), while there were no days with very poor and severe air quality.**
- The best average monthly AQI in Mumbai was 56 in August & September 2021.
- The highest **average monthly AQI in 2021 was 214 in January.**
- Mumbai sees the **best air quality in the months of June to September, 2021** which can be explained by the presence of the monsoon season, which drastically helps abate poor air quality. Similarly, the worst AQI is in winter months.

B. Measuring AQI

An Air Quality Index (AQI) is defined as an overall scheme that transforms weighted values of individual air pollution related parameters (SO₂, CO, visibility, etc.) into a single number or set of numbers. The result is a set of rules (i.e. set of equations) that translate parameter values into a simple form employing numerical manipulation:



Note: This image has been taken from the 'National Air Quality Index' Report released by the Central Pollution Control Board (2014)

Air Quality Index standards, according to the Central Pollution Control Board (CPCB)

| Colour | AQI | AQI Range | Remark |
|--------------|--------------|-----------|--|
| Good | Good | 0-50 | Minimal Impact |
| Satisfactory | Satisfactory | 51-100 | May cause minor breathing discomfort in sensitive people |
| Moderate | Moderate | 101-200 | May make breathing difficult for people with lung diseases and cause discomfort in children, older adults and heart patients |
| Poor | Poor | 201-300 | May make breathing difficult after prolonged exposure, and cause discomfort to people with heart diseases |
| Very Poor | Very Poor | 301-400 | May cause respiratory illnesses in people on prolonged exposure. The effect may be more pronounced in those with lung and heart diseases. |
| Severe | Severe | >400 | May cause respiratory problems even in healthy people, and seriously impact those with lung/heart diseases. Even increased breathing during light physical activity can impact health. |

C. AQI Status in Mumbai

Table 29: Average Month-wise AQI from January 2017 to December 2021⁵

| Month | Average AQI | | | | |
|-----------|-------------|------|------|------|------|
| | 2017 | 2018 | 2019 | 2020 | 2021 |
| January | 186 | 176 | 171 | 163 | 214 |
| February | 168 | 147 | 150 | 156 | 160 |
| March | 126 | 127 | 119 | 100 | 149 |
| April | 97 | 88 | 90 | 69 | 100 |
| May | 66 | 80 | 85 | 55 | 74 |
| June | 55 | 72 | 68 | 40 | 61 |
| July | 78 | 65 | 53 | 40 | 59 |
| August | 51 | 69 | 56 | 37 | 56 |
| September | 71 | 81 | 45 | 59 | 56 |
| October | 107 | 115 | 85 | 95 | 98 |
| November | 136 | 137 | 132 | 144 | 148 |
| December | 152 | 151 | 179 | 164 | 176 |

Inference:

- The best Average Monthly AQI was 56 in August & September 2021. The highest Average Monthly AQI in 2021 was 214 in January.
- Mumbai sees the best air quality from June to September, which can be explained by the presence of the monsoon season, which drastically helps abate poor air quality. Similarly, the worst AQI is in the winter months of December and January.

⁵ All AQI data has been obtained from: <http://cpcb.nic.in/>, after approval from the Central Pollution Control Board (CPCB) through an RTI application.

Table 30: Station wise Number of days with Air Quality level for the year 2021⁶

| Air Quality Level | Good | Satisfactory | Moderate | Poor | Very Poor | Severe | NA | Total |
|---|-----------|--------------|------------|-----------|-----------|----------|----------|------------|
| Bandra Kurla Complex, Mumbai-IITM | 82 | 87 | 92 | 51 | 9 | 0 | 44 | 365 |
| Bandra, Mumbai - MPCB | 5 | 42 | 209 | 7 | 0 | 0 | 102 | 365 |
| Borivali East, Mumbai-IITM | 74 | 120 | 137 | 23 | 3 | 0 | 8 | 365 |
| Borivali East, Mumbai-MPCB | 103 | 101 | 84 | 21 | 6 | 0 | 50 | 365 |
| Chakala-Andheri, Mumbai-IITM | 66 | 56 | 81 | 47 | 18 | 0 | 97 | 365 |
| Chhatrapati Shivaji Intl. Airport (T2), Mumbai-MPCB | 20 | 139 | 148 | 29 | 0 | 0 | 29 | 365 |
| Colaba, Mumbai-MPCB | 89 | 125 | 80 | 10 | 0 | 0 | 61 | 365 |
| Deonar, Mumbai-IITM | 108 | 70 | 94 | 61 | 7 | 0 | 25 | 365 |
| Kandivali East, Mumbai-MPCB | 58 | 114 | 123 | 40 | 9 | 0 | 21 | 365 |
| Khindipada-Bhandup West, Mumbai - IITM | 57 | 152 | 102 | 3 | 0 | 0 | 51 | 365 |
| KURLA, MUMBAI MPCB | 39 | 75 | 116 | 60 | 11 | 0 | 64 | 365 |
| Malad West, Mumbai-IITM | 37 | 88 | 81 | 33 | 22 | 0 | 104 | 365 |
| Mazgaon, Mumbai-IITM | 99 | 76 | 71 | 60 | 34 | 1 | 24 | 365 |
| Mulund West, Mumbai-MPCB | 13 | 132 | 116 | 30 | 0 | 0 | 74 | 365 |
| Navy Nagar-Colaba, Mumbai-IITM | 37 | 85 | 101 | 45 | 29 | 0 | 68 | 365 |
| Powai, Mumbai-MPCB | 94 | 122 | 96 | 36 | 3 | 0 | 14 | 365 |
| Siddharth Nagar-Worli, Mumbai-IITM | 83 | 91 | 74 | 9 | 1 | 0 | 107 | 365 |
| Sion, Mumbai, MPCB | 73 | 109 | 126 | 51 | 1 | 0 | 5 | 365 |
| Vile Parle West Mumbai-MPCB | 36 | 128 | 121 | 38 | 11 | 0 | 31 | 365 |
| Worli, Mumbai-MPCB | 20 | 155 | 77 | 37 | 5 | 0 | 71 | 365 |
| Average | 37 | 160 | 129 | 39 | 0 | 0 | 0 | 365 |

NA – Data not Available

Inference:

- On average 10% of days in 2021 had Good Air Quality (36 Days), 44% of days in 2021 had satisfactory air quality (160 days) and 36% of days had moderate air quality (130 days), while there were no days with Very Poor and severe air quality.

⁶ All AQI data has been obtained from: <http://cpcb.nic.in/>, after approval from the Central Pollution Control Board (CPCB) through an RTI application.

Table 31 : AQI of Year-wise Best and Worst Days from 2019 to 2021

| Year | Best AQIs | | Worst AQIs | |
|------|------------|----|------------|-----|
| 2019 | 28-09-2019 | 29 | 26-12-2019 | 282 |
| | 30-09-2019 | 29 | 25-12-2019 | 275 |
| | 24-07-2019 | 32 | 03-01-2019 | 265 |
| | 25-07-2019 | 34 | 20-01-2019 | 250 |
| | 27-09-2019 | 34 | 17-02-2019 | 237 |
| | 04-09-2019 | 35 | 11-02-2019 | 230 |
| | 05-09-2019 | 36 | 04-01-2019 | 225 |
| | 06-09-2019 | 36 | 12-12-2019 | 222 |
| | 29-09-2019 | 36 | 24-12-2019 | 219 |
| | 01-10-2019 | 37 | 10-01-2019 | 217 |
| 2020 | 04-08-2020 | 25 | 02-01-2020 | 243 |
| | 27-07-2020 | 26 | 26-01-2020 | 235 |
| | 03-08-2020 | 26 | 04-01-2020 | 230 |
| | 04-07-2020 | 28 | 05-01-2020 | 228 |
| | 18-08-2020 | 29 | 31-12-2020 | 223 |
| | 31-08-2020 | 29 | 21-01-2020 | 222 |
| | 01-07-2020 | 30 | 17-02-2020 | 219 |
| | 02-08-2020 | 30 | 27-12-2020 | 213 |
| | 29-08-2020 | 30 | 30-12-2020 | 212 |
| | 30-08-2020 | 30 | 26-11-2020 | 212 |
| 2021 | 12-06-2021 | 35 | 07-01-2021 | 283 |
| | 13-06-2021 | 39 | 08-01-2021 | 278 |
| | 09-06-2021 | 39 | 06-01-2021 | 268 |
| | 16-07-2021 | 40 | 03-01-2021 | 254 |
| | 14-07-2021 | 41 | 23-01-2021 | 251 |
| | 15-07-2021 | 41 | 02-01-2021 | 245 |
| | 21-08-2021 | 41 | 09-01-2021 | 244 |
| | 12-07-2021 | 41 | 10-01-2021 | 241 |
| | 16-06-2021 | 42 | 17-12-2021 | 241 |
| | 17-07-2021 | 42 | 18-12-2021 | 237 |
| | 18-05-2021 | 42 | 28-01-2021 | 237 |

Inference:

- The lowest AQI (best air quality) was reported in June 2021 (4 out of 11 best days). Worst AQI days were recorded in January 2021 (9 out of 11), the highest being 283.

Table 32: Comparison of Pollution Complaints

| Pollution Sub-Issues | 2019 | 2020 | 2021 | % Change from 2020 to 2021 |
|---|------------|------------|------------|----------------------------|
| Average Air Quality Index | 92 | 97 | 115 | 19% |
| Air Pollution | 169 | 151 | 343 | 127% |
| Pollution due to Chemical Effluents | 92 | 58 | 67 | 16% |
| Nuisance due to Masala Mills/ Flour Mills | 7 | 11 | 14 | 27% |
| Total complaints | 269 | 220 | 424 | 93% |

Inference:

- ‘Air Pollution’ complaints have increased by 127% from 2020 to 2021, also the Average AQI has risen by 19% from 2020 to 2021.
- Complaints related to ‘Nuisance due to Masala Mills/ Flour Mills’ have increased by 27% from 2020 to 2021.

D. Recommendations

- **Uniform Monitoring:** For better AQI monitoring, the CPCB and System of Air Quality, Weather Forecasting and Research (SAFAR) both agencies that monitor the air quality of cities separately should instead, co-ordinate and a single AQI with uniform stations, be calculated by measuring major pollutants.
- **AQI Stations:** Further, air quality stations need to be established in every administrative ward to correctly measure air quality, pollution is otherwise not reflected in the AQI, as seen from the complaints data.

Section VII: Analysis of Municipal Budget Related to Civic Issues⁷

A. Key Highlights

The Budget allocations and actual expenditures of the Municipal Corporation reflect the priority areas of the government and highlight whether revenue generated has been effectively spent in development of the city and its people, especially on the core functions of local governments- provision of key civic services.

Budgetary Process:

- The **revised estimates (R.E) have always been lower than budget estimates (B.E) from 2015 -16 to 2020-21. However, in 2021-22, the R.E was higher than the B.E by 1.47%** showing a larger expenditure during that year.
- Apart from the specifications of the budget, it is also important to look at the budgetary process, which should be **participatory and inclusive**. The national and state budgets are **prepared and presented** by their respective finance ministers, both of which fall in the deliberative (elected) wing of governments.
- At the city level in Mumbai however, the budget is prepared and presented by the Municipal Commissioner, a bureaucrat and an unelected executive appointed by the state government. The elected bodies, namely the standing committee and the Corporation then debate on it and make modifications, following which the budget goes into effect for the financial year. Although the ward committees have considerable powers for proposing budgetary requirements before the budget is prepared, it is at the discretion of the administration to accept them.
- The **chief auditor** of BMC is also an appointee of the state government and its report is not presented to the entire house but only the standing committee.

Department-wise Budgetary Allocation:

- Budget share allocation of **revised estimates for departments related to Civic issues** has remained almost same in the last four years **except for the water operations department**.
- The revised estimate of **Mumbai Sewerage Disposal Project dropped by 75%** in 2021-22.
- The revised budget allocation for **Water Supply Project department has increased 321% from 160 in 2018-19 to 674 in 2021-22**. However, the revised estimate went down by 4% from budget estimate in 2021-22
- Of all the departments, water, sewerage and drainage, and solid waste management are the key civic issues faced by citizens and the primary duties of the local government. In 2021-22 the **revised estimates allocated to these were 21% and budget estimates for 2022-23 is 23%**.

⁷ All figures are in crores unless specified otherwise. All figures have been taken from the Municipal Commissioner's speeches from 2015-16 to 2020-21, available on BMC website: www.mcgm.gov.in.

Note: 'RE' stands for Revenue Expenditure and 'CE' stands for Capital Expenditure

B. Overall Budget Analysis

Table 33: Overall BMC Budget from 2016-17 to 2022-23 (in crores)

| Overall BMC Budget | | | |
|--------------------|------------------|------------------|-------------------|
| Financial Year | Budget Estimates | Revised Estimate | Difference (in %) |
| 2016-17 | 37,047.49 | 23,973.36 | -35% |
| 2017-18 | 25,138.91 | 21,977.14 | -13% |
| 2018-19 | 27,251.05 | 23,515.39 | -14% |
| 2019-20 | 30,685.99 | 30,025.39 | -2% |
| 2020-21 | 33,434.50 | 31,168.16 | -7% |
| 2021-22 | 39,027.32 | 39,611.35 | 1% |
| 2022-23 | 45,940.78 | - | - |

Inferences:

- The revised estimates have always been lower than budget estimates from 2015 -16 to 2020-21. However, in 2021-22, the R.E was higher than the B.E by 1.47% showing to larger expenditure during that year.

Table 34: Budget Estimates in Revenue Expenditure from 2016-17 to 2022-23 (in crores)

| Revenue Expenditure | | | |
|---------------------|------------------|-------------------|-------------------|
| Financial Year | Budget Estimates | Revised Estimates | Difference (in %) |
| 2016-17 | 24,172.71 | 18,573.69 | -23% |
| 2017-18 | 17,011.83 | 15,866.07 | -7% |
| 2018-19 | 17,723.25 | 15,717.83 | -11% |
| 2019-20 | 19,205.57 | 19,240.31 | 0% |
| 2020-21 | 18,796.74 | 20,264.58 | 8% |
| 2021-22 | 20,276.33 | 22,744.87 | 12% |
| 2022-23 | 23,294.05 | - | - |

Inference:

The revised estimates from 2015-16 to 2018-19 were lesser than the budget estimates, however in 2019-20, to 2021-22 revised revenue expenditure estimates was more than the budget estimates.

Table 35: Budget Estimates under Capital Expenditure from 2016-17 to 2022-23 (in crores)

| Capital Expenditure | | | |
|---------------------|------------------|-------------------|-------------------|
| Financial Year | Budget Estimates | Revised Estimates | Difference (in %) |
| 2016-17 | 12,874.78 | 5,399.67 | -58% |
| 2017-18 | 8,127.08 | 6,111.07 | -25% |
| 2018-19 | 9,527.80 | 7,797.56 | -18% |
| 2019-20 | 11,480.42 | 10,785.08 | -6% |
| 2020-21 | 14,637.76 | 10,903.58 | -26% |
| 2021-22 | 18,750.99 | 16,866.48 | -10% |
| 2022-23 | 22,646.73 | - | - |

Inference:

The revised estimates of capital expenditures from 2015-16 to 2020-21 are consistently lower than the budget estimates indicating the required budget estimate amount has been over-estimated throughout these years. It also raises a question on budget making process and planned activities under capital expenditure for this significant difference in budget and revised estimates.

C. Budget Analysis of Key Civic Departments

Table 36: Budgetary Allocation of Departments Related to Civic Issues from 2018-19 to 2022-23 (in crores)

| Department | 2018-19 | | | Budget 19-20 | | | Budget 20-21 | | | Budget 21-22 | | | Budget 22-23 | |
|-----------------------------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|-----------------|
| | B.E. | R.E | Allocation RE % | B.E. | R.E | Allocation RE % | B.E. | R.E | Allocation RE % | B.E | R.E | Allocation RE % | B.E | Allocation RE % |
| Solid Waste Management Department | 2,606 | 2,343 | 10% | 2,889 | 2,762 | 9% | 3,291 | 2,791 | 9% | 3,659 | 3,315 | 8% | 4531 | 10% |
| Storm Water Drains Department | 929 | 1,193 | 5% | 1,303 | 1,491 | 5% | 1,339 | 1,194 | 4% | 1,699 | 1,941 | 5% | 2133 | 5% |
| Roads & Traffic Department | 2,059 | 2,233 | 9% | 2,383 | 2,311 | 8% | 2,280 | 2,080 | 7% | 2,232 | 2,532 | 6% | 2869 | 6% |
| Water Operation Department | 2,244 | 2,376 | 10% | 1,875 | 2,310 | 8% | 1,713 | 2,197 | 7% | 1,677 | 2,690 | 7% | 2044 | 4% |
| Water Supply Project Department | 453 | 160 | 1% | 620 | 536 | 2% | 1,185 | 456 | 1% | 702 | 674 | 2% | 1094 | 2% |
| Sewerage Operation Department | 798 | 858 | 4% | 621 | 799 | 3% | 611 | 768 | 2% | 655 | 1,066 | 3% | 734.8 | 2% |
| Sewerage Project Department | 147 | 186 | 1% | 270 | 269 | 1% | 347 | 210 | 1% | 303 | 221 | 1% | 270.3 | 1% |
| Mumbai sewerage Disposal Project | 549 | 279 | 1% | 489 | 219 | 1% | 424 | 380 | 1% | 1,974 | 490 | 1% | 2093 | 5% |
| Others Department | 17,467 | 13,886 | 59% | 20,236 | 19,329 | 64% | 22,246 | 21,092 | 68% | 26,127 | 26,684 | 67% | 30,171 | 66% |
| Overall | 27,251 | 23,515 | 100% | 30,686 | 30,025 | 100% | 33,435 | 31,168 | 100% | 39,027 | 39,613 | 100% | 45,941 | 100% |

Note: R.E is Revised Estimate and B. E is Budget Estimate

Inference:

- The share of department wise budgetary allocation on civic issues has remained almost the same in the last four years except the Water Operations department where a noticeable decline in share appears, i.e. from 10% in 2017-18 to 7% in revised estimates of 2021-22. However, revised estimates increased by 60% from the budget estimate in 2021-22.
- **Solid Waste Management Department:** The budgetary share for this has reduced from 10% of the total budget 2018-19 to 8% in the budget estimates of 2021-22. This is owed to the fact that the percentage of closed complaints in this department have increased from 90% in 2020 to 93% in 2021.
- **Roads and Traffic Department:** The budget share has reduced from 9% of the total budget 2018-19 to 6% in the budget estimates of 2021-22. Despite an increase in road related complaints, the percentage of closed complaints have increased from 67% in 2020 to 81% in 2021.
- **Water Operation Department:** The revised estimates for this department increased by 60% from the budget in 2021-22. This could be attributed to the fact that the average days to solve a water related complaint went up from 29 to 36 days, despite complaints decreasing from 11,855 in 2020 to 10,967 in 2021.
- The revised estimate of Mumbai Sewerage Disposal Project dropped by 75% in 2021-22.
- The revised budget allocation for Water Supply Project department has increased 321% from 160 in 2018-19 to 674 in 2021-22. However, the revised estimate went down by 4% from budget estimate in 2021-22.
- Of all the departments water, sewerage and drainage, and solid waste management are the key civic issues faced by citizens and the primary duties of the local government.

Table 37: Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources

| Department | Citizen Complaints | | | Average days to resolve a complaint | | | Budget Utilisation | | | Human Resources (Vacant Post) | | |
|----------------------|--------------------|-------|-------|-------------------------------------|------|------|--------------------|---------|---------|-------------------------------|------|------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2018-19 | 2019-20 | 2020-21 | 2019 | 2020 | 2021 |
| Storm Water Drainage | 2,155 | 1,409 | 1,068 | 34 | 62 | 77 | 113% | 110% | 110% | 42% | 43% | 46% |

Inference:

- Even though the budget utilisation for SWD is higher than the estimates, the average number days taken to resolve citizen complaints is as high as 77 days in 2021.
- Despite the number of complaints in 2021 (1068) being half the number of complaints in 2019 (2155), the average days to solve a complaint doubled in 2021 (77) in comparison to 2019 (34).

Table 38 : Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources

| Department | Citizens' Complaints | | | Average days to resolve a complaint | | | Budget Utilisation | | | Human Resources (Vacant Post) | | |
|--|----------------------|-------|-------|-------------------------------------|------|------|--------------------|---------|---------|-------------------------------|------|------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2018-19 | 2019-20 | 2020-21 | 2019 | 2020 | 2021 |
| Roads, Coastal road & Traffic Department | 15,239 | 6,908 | 7,475 | 31 | 52 | 72 | 79% | 104% | 104% | 41% | 42% | 45% |

Inferences:

- The complaints related to roads have decreased in 2021 compared to 2019 yet average days taken to resolve the complaints increased from 31 days in 2019 to 72 days in 2021.
- The budget utilisation has increased from 79% in 2018-19 to 104% in 2020-21 yet, there is shortage of manpower by 45% in 2021.

Table 39 : Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources

| Department | Civic Complaints | | | Average days to resolve a complaint | | | Budget Utilisation | | | Human Resources (Vacant Post) | | |
|------------|------------------|--------|--------|-------------------------------------|------|------|--------------------|---------|---------|-------------------------------|------|------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019-20 | 2019-20 | 2020-21 | 2019 | 2020 | 2021 |
| SWM | 17,116 | 11,595 | 11,056 | 19 | 43 | 40 | 100% | 84% | 102% | 18% | 15% | 13% |
| Toilet | 627 | 618 | 489 | 28 | 50 | 56 | | | | | | |

Inferences:

- Complaints received under SWM have reduced to 11,056 in 2021 from 17,116 in 2019. 489 complaints were for issues related to toilets in 2021.
- In 2021, BMC took an average of 40 days to resolve a complaint under SWM & 56 days for Toilets, when the average time promised in the Citizens Charter is only 3 days. Also the average days taken to resolve the complaints has decrease from 43 days in 2020 to 40 days in 2021 for SWM and increase 50 days in 2020 to 56 days for Toilets in 2021.
- At the same time utilisation of budgeted funds has declined from 100% in 2018-19 to 84% in 2019-20.
- SWM and Toilets department still have a vacancy of 13% human resources in 2021.

Table 40 : Comparison of Citizens Complaints, Time taken to resolve Complaints, Budget Utilisation and Human Resources

| Department | Citizen Complaints | | | Average days to resolve a complaint | | | Budget Utilization (%) | | | Human Resources Vacant Post (%) | | |
|------------|--------------------|--------|--------|-------------------------------------|------|------|------------------------|---------|---------|---------------------------------|------|------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019-20 | 2019-20 | 2020-21 | 2019 | 2020 | 2021 |
| Water | 15,507 | 11,855 | 10,981 | 24 | 29 | 36 | 101% | 75% | 88% | 40% | 39% | 42% |
| Sewerage | 657 | 447 | 513 | 36 | 52 | 62 | | | | 40% | 39% | 42% |

Inference:

- In 2021, the average number of days to resolve a complaint was 36 days for Water & 62 days for Sewerage. Whereas, according to the citizens' charter, the prescribed average number of days to resolve any complaint is only 3 days.
- At the same time the budget utilisation has declined from 101% in 2018-19 to 88% in 2020-21.
- There is still a vacancy of 42% in Water and Sewerage department as of 2021.

D. Recommendations

- **Focus on Civic Departments:** There is a need for greater focus on key civic departments to ensure that amounts allocated are effectively spent in development works, especially the capital budget, since in these departments capital budget allocations account for a new establishment, replacement, repair and maintenance of basic civic infrastructure.
- **Budget Making Process:** Just like the 'power of the purse' at the national level is with the Lok Sabha, the elected House, the responsibility to demand accountability of budgetary spending should rest with the elected (deliberative) body of the BMC. The audit report of the government should also be presented and deliberated by the elected wing of the BMC.
- **Outcome Based Budgeting:** The Budget also needs to set some basic service-level benchmarks in terms of outcomes of the budget. A budget's core purpose is rendered moot if there is no outcome-based approach, which encourages monitoring and tracking of the result of spending.

Section VIII: BMC Manpower

Table 41 : Department-Wise BMC Human Resources till December 2021

| Department | Non Schedule Posts | | | Schedule Posts | | |
|--|--------------------|-----------|------------|----------------|-----------|------------|
| | Sanctioned | Available | Vacant (%) | Sanctioned | Available | Vacant (%) |
| Suburban Hospitals | 1451 | 134 | 91% | 7,963 | 5,111 | 36% |
| Assessor and Collector Department | 1056 | 19 | 98% | 2,239 | 1,411 | 37% |
| Auditor's Department | 178 | 129 | 28% | 1,628 | 1,323 | 19% |
| Balasaheb Thackeray Medical College And Dr. Rustam Narsi Cooper Corporation General Hospital | 166 | 16 | 90% | 373 | 233 | 38% |
| Bridges Department | 44 | 3 | 93% | 141 | 95 | 33% |
| Building shielding | 0 | 0 | 0 | 264 | 201 | 24% |
| BYL Nair and Tora Medical College | 243 | 54 | 78% | 3,879 | 2,226 | 43% |
| Central Procurement Dept. | 6 | 0 | 100% | 90 | 63 | 30% |
| Chief Accountant (Water Supply) | 8 | 7 | 13% | | | |
| City Engineer's Department | 32 | 13 | 59% | 4,205 | 2,391 | 43% |
| Civic Training Institute and Research Centre | 0 | 0 | 0 | 72 | 57 | 21% |
| Coastal Road Project | 8 | 7 | 13% | 33 | 26 | 21% |
| Deonar Abattoir | 0 | 0 | 0 | 622 | 297 | 52% |
| Development Plan Department | 33 | 16 | 52% | 448 | 307 | 31% |
| Disaster Management Cell | 178 | 10 | 94% | 103 | 71 | 31% |
| Dr. Rustam N Kapoor Medical College | 175 | | 100% | 1 | 1 | 0% |
| Education Department | 47 | 12 | 74% | 21,905 | 10,878 | 50% |
| Encroachment and Elimination Department | 0 | 0 | 0 | 91 | 75 | 18% |
| Enquiry Department | 0 | 0 | 0 | 118 | 94 | 20% |
| Estate Department | 77 | 30 | 61% | 1,445 | 1,152 | 20% |
| G North Ward | 0 | 0 | 0 | 3 | 2 | 33% |
| Garden & Recreation Department | 3 | 3 | 0% | 1,624 | 744 | 54% |
| Health Department | 695 | 213 | 69% | 11,483 | 7,462 | 35% |
| Information and Technology Department | 8 | 3 | 63% | 39 | 32 | 18% |
| KEM and Medical college | 984 | 666 | 32% | 4,720 | 2,720 | 42% |
| Labour Department | 1 | 0 | 100% | 218 | 42 | 81% |
| Legal Department | 56 | 19 | 66% | 299 | 215 | 28% |
| License Department | 1 | 1 | 0% | 970 | 779 | 20% |
| LT Marg and Medical college | 958 | 589 | 39% | 3,505 | 2,000 | 43% |
| Markets Department | 0 | 0 | 0 | 1,110 | 590 | 47% |
| Mechanical & Electrical Department | 1 | 0 | 100% | 1,004 | 516 | 49% |
| Mumbai Fire Brigade | 1143 | 228 | 80% | 3,054 | 2,005 | 34% |
| Mumbai Sewerage Project | 0 | 0 | 0 | 89 | 64 | 28% |
| Municipal Auditor's Department | 0 | 0 | 0 | 980 | 450 | 54% |
| Municipal Commissioner office | 43 | 14 | 67% | 992 | 622 | 37% |
| Municipal Printing Press | 0 | 0 | 0 | 463 | 207 | 55% |
| Municipal Secretary Department | 138 | 99 | 28% | 317 | 179 | 44% |

| Department | Non Schedule Posts | | | Schedule Posts | | |
|---------------------------------------|--------------------|--------------|------------|-----------------|---------------|------------|
| | Sanctioned | Available | Vacant (%) | Sanctioned | Available | Vacant (%) |
| Nair Hospital Dental College | 5 | 2 | 60% | 319 | 210 | 34% |
| Planning Department | 0 | 0 | 0 | 71 | 28 | 61% |
| Public Relations Department | 1 | 0 | 100% | 51 | 37 | 27% |
| Roads & Traffic Department | 30 | 19 | 37% | 6,319 | 3,488 | 45% |
| Security Department | 20 | 16 | 20% | 4,239 | 2,410 | 43% |
| Sewerage Propulsion Department | 172 | 4 | 98% | 7,632 | 4,433 | 42% |
| Sewerage Project | 0 | 0 | 0 | 454 | 185 | 59% |
| Shops & Establishment Department | 28 | 2 | 93% | 231 | 174 | 25% |
| Solid Waste Management Department | 1,716 | 1300 | 24% | 33,495 | 29,223 | 13% |
| Storm Water Drains Department | 0 | 0 | 0 | 3,376 | 1,823 | 46% |
| Water Engineer's Department | 286 | 60 | 79% | 10,481 | 6,594 | 37% |
| Water Supply and Sewerage Deapartment | 0 | 0 | 0 | 462 | 365 | 21% |
| Water Operations Account | 66 | 18 | 73% | 36 | 20 | 44% |
| Water Supply project Department | 0 | 0 | 0 | 554 | 238 | 57% |
| Zoo | 6 | 5 | 17% | 195 | 75 | 62% |
| Total | 10,063 | 3,711 | 63% | 1,44,405 | 93,944 | 35% |

Section IX: Performance of Ward Committees

A. Key Highlights

Overall Performance:

- The total number of meetings have *decreased from 279 in 2018 to 141 in 2021*. At the same time there is slight decline in *Councillors attendance from 79% in 2018 to 75% in 2021*.
- In 2021, *1,126 questions were raised as compared to 1,046 in 2018*, increased of 8%.
- **30 councillors did not ask a single question in the ward committees** while 23 councillors asked more than 10 questions in 2021.

Issue-wise Questions:

- **300 questions were raised on issues other than key civic responsibilities** (such as on environment, crime, corporation management related, building, estate etc.). These were more than the questions on SWM (78), water (73) and drainage (33) put together.
- **254 questions were asked on naming and renaming** of roads/monuments/etc., reflecting misplaced priorities of the councillors in deliberation.
- The second most asked questions were related **to roads (202)**.

Type of Questions and Administrative Response:

- Most of the questions raised (**66%**) were **'point of orders'**. This shows that councillors prefer using the devices which entails a discussion rather than just written answers from the administration.
- However, administrative response to questions has been lackadaisical with total number of **pending replies increasing from 404 questions in 2017 to 1,126 questions in 2021**.
- The average number of days taken to answer them has slightly improved in the last 5 years, from 200 in 2017 to 109 in 2021. This clearly indicates the improvement in BMC's capability of responding to pending point of order questions whereby, the amount of pending responses shows lack of seriousness.

B. Performance of Ward Committees

The 74th Constitutional Amendment Act (CAA), 1992 provides for the formation of ward(s) committees in municipalities with a population of more than three lakhs, intending to decentralise governance and strengthen grassroots democracy.

Praja's pan-India study of 29 cities across 28 States and National Capital Territory (NCT) of Delhi⁸ shows that, as per the provision in the 74th Constitution Amendment Act, 1992 there is provision for formation of ward(s) committee in the Municipal Corporation Act of all States except Meghalaya, Nagaland and Sikkim. But ward(s) committees are constituted only in 12 cities namely Agartala, Ahmedabad, Aizawl, Bhubaneswar, Bhopal, Delhi, Dharamshala, Imphal, Ranchi, Kochi, Mumbai, and Udaipur. Of these, ward(s) committees are functional in only 9 cities namely Ahmedabad, Aizawl, Bhubaneswar (functional until last term i.e., until January 2019), Agartala, Delhi, Dharamshala, Imphal, Kochi and Mumbai. Ward committees in Delhi, Mumbai, Panaji, Coimbatore, Vijayawada and Raipur are formed at zonal level while in other cities, ward committees are at councillor ward constituency level

There are 17 Ward Committees in Mumbai at the administrative ward level, consisting of all the councillors within the administrative jurisdiction of the respective wards. Ward Committees are one of the most crucial mechanisms available to Municipal Councillors for conducting deliberations for delivering effective governance.

⁸ https://praja.org/praja_docs/praja_downloads/UGI2020.pdf

Issues of prime significance to citizens' daily lives related to civic amenities such as road, water supply, drainage, etc. including budgetary suggestions can be taken up and redressed effectively in this forum.

Questions and issues raised and debated in the ward committee are indicative of how the councillors have performed in bringing up and solving civic issues. There are various devices used in the ward committee including short-notice questions, notice of motion, adjournment motion, amendments, agenda and point of order. (Refer Annexure 5)

Table 42: Number of Questions Asked by Councillors in Ward Committees

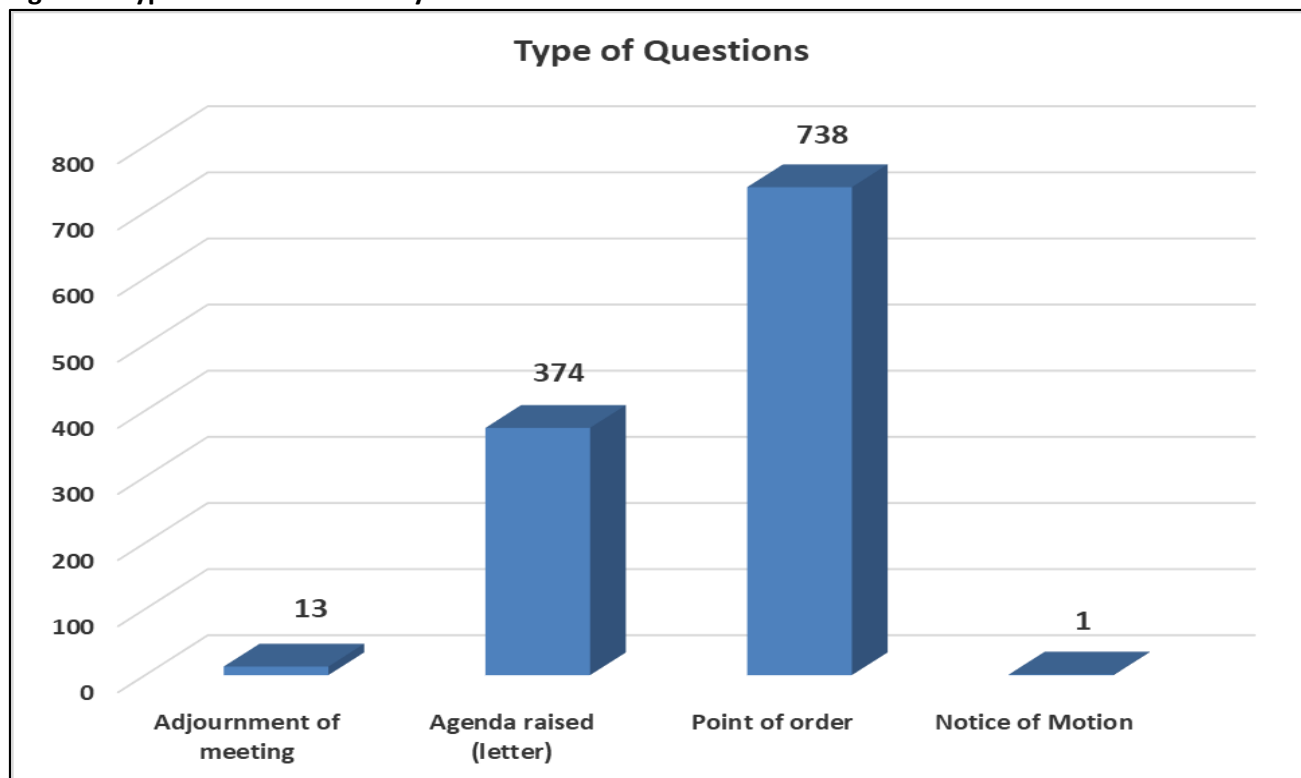
| Category | No. of Members | | | | |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Jan'17 to Dec'17 | Jan'18 to Dec'18 | Jan'19 to Dec'19 | Jan'20 to Dec'20 | Jan'21 to Dec'21 |
| Zero Question | 38 | 31 | 32 | 71 | 30 |
| 1 to 5 Question asked | 134 | 122 | 137 | 133 | 124 |
| 6 to 10 Question asked | 46 | 53 | 39 | 21 | 49 |
| Above 10 Question asked | 10 | 21 | 19 | 2 | 23 |
| Vacant Seat | - | - | - | - | 1 |
| Total Members | 228* | 227 | 227 | 227 | 227 |

Note (*): - Shailaja Girkar was elected in March 2017 but passed away in September 2017, and Pratibha Girkar was elected in her place. Shailaja Girkar's questions till August 2017 have been considered. Hence, the number of councillors has been shown as 228 and not 227.

Inference:

- A maximum of 124 councillors asked between 1 to 5 questions in 2021.
- 30 councillors have not asked even a single question in 2021. 23 councillors asked more than 10 questions in ward committee in 2021 as compared to 21 councillors in 2018.

Figure 5: Types of Devices Used by Councillors in 2021



Inference:

Point of Order has been, by far the most frequently used device by Councillors in 2021 (738 times). This shows that a Councillors are using Point of order device to gain the administration’s attention on most of the issues. Consequently, ‘short notice questions’ was used only once, indicating councillors prefer devices that entail discussions rather than written answers from the administration.

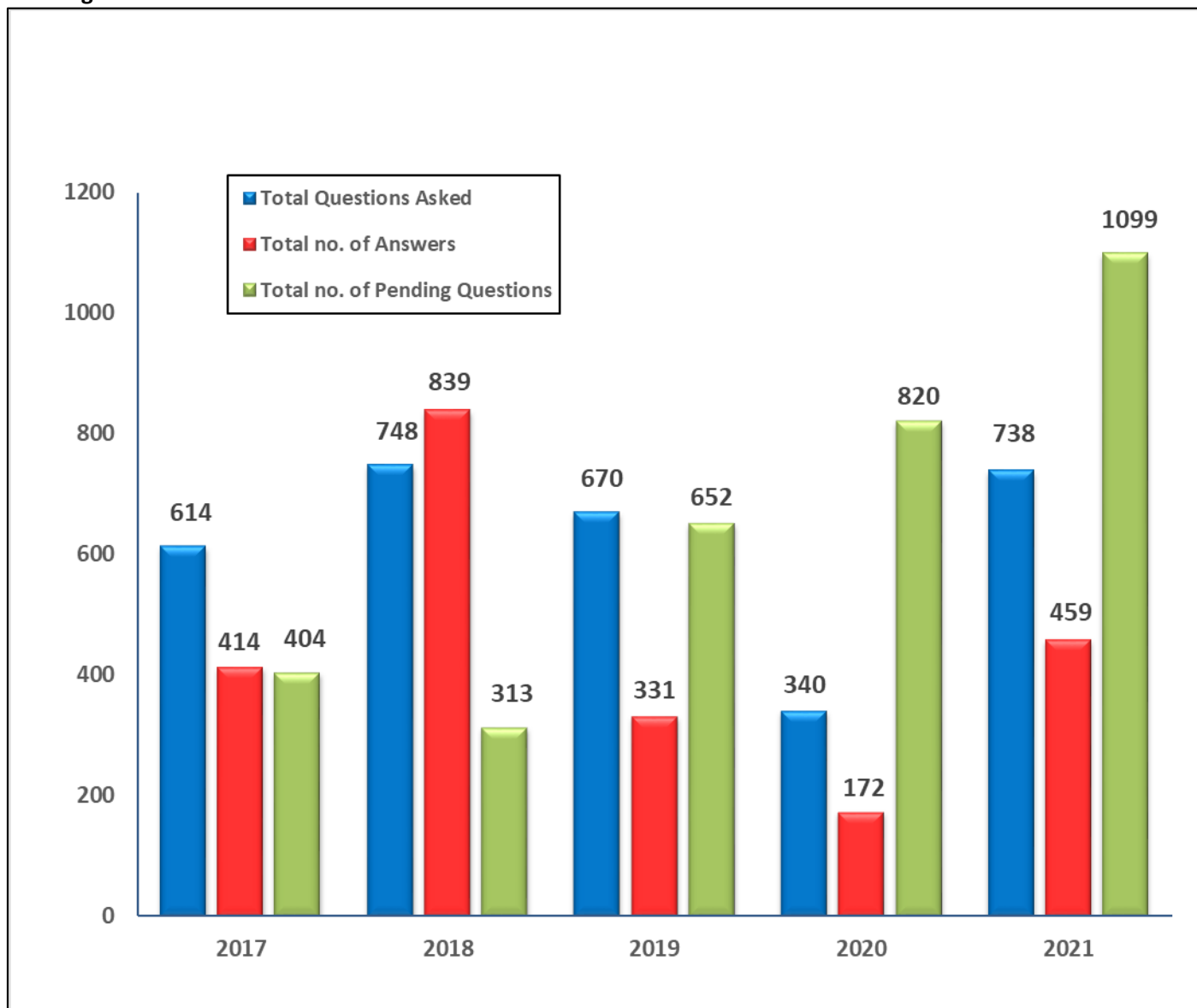
Table 43: Types of Devices Used by Councillors from March 2017 to December 2021

| Types of devices | Mar '17 to Dec '17 | Jan '18 to Dec '18 | Jan '19 to Dec '19 | Jan '20 to Dec '20 | Jan '21 to Dec '21 |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Adjournment of meeting | 8 | 20 | 15 | 12 | 13 |
| Agenda raised (letter) | 257 | 275 | 264 | 157 | 374 |
| Amendment Proposed | 0 | 0 | 0 | 1 | 0 |
| Point of order | 588 | 748 | 670 | 340 | 738 |
| Short Notice Questions | 0 | 3 | 3 | 2 | 1 |
| Notice of Motion | 3 | 0 | 0 | 0 | 0 |
| Total | 856 | 1,046 | 952 | 512 | 1,126 |

Inference:

- Point of Order device is used the most by Councillors, although its utilisation decreased from 748 times in 2018 to 738 times in 2021.
- In addition, the Agenda Raised device was also actively used by councillors from 275 times in 2018 to 374 times in 2021.
- Throughout 2018 to 2021, the Notice of Motion device was not used even once. Also, Amendment Proposed was used only once in the last five years.

Figure 6: Answers Given by Administration to Point of Order Questions Raised in Ward committee Meetings from 2017 to 2021

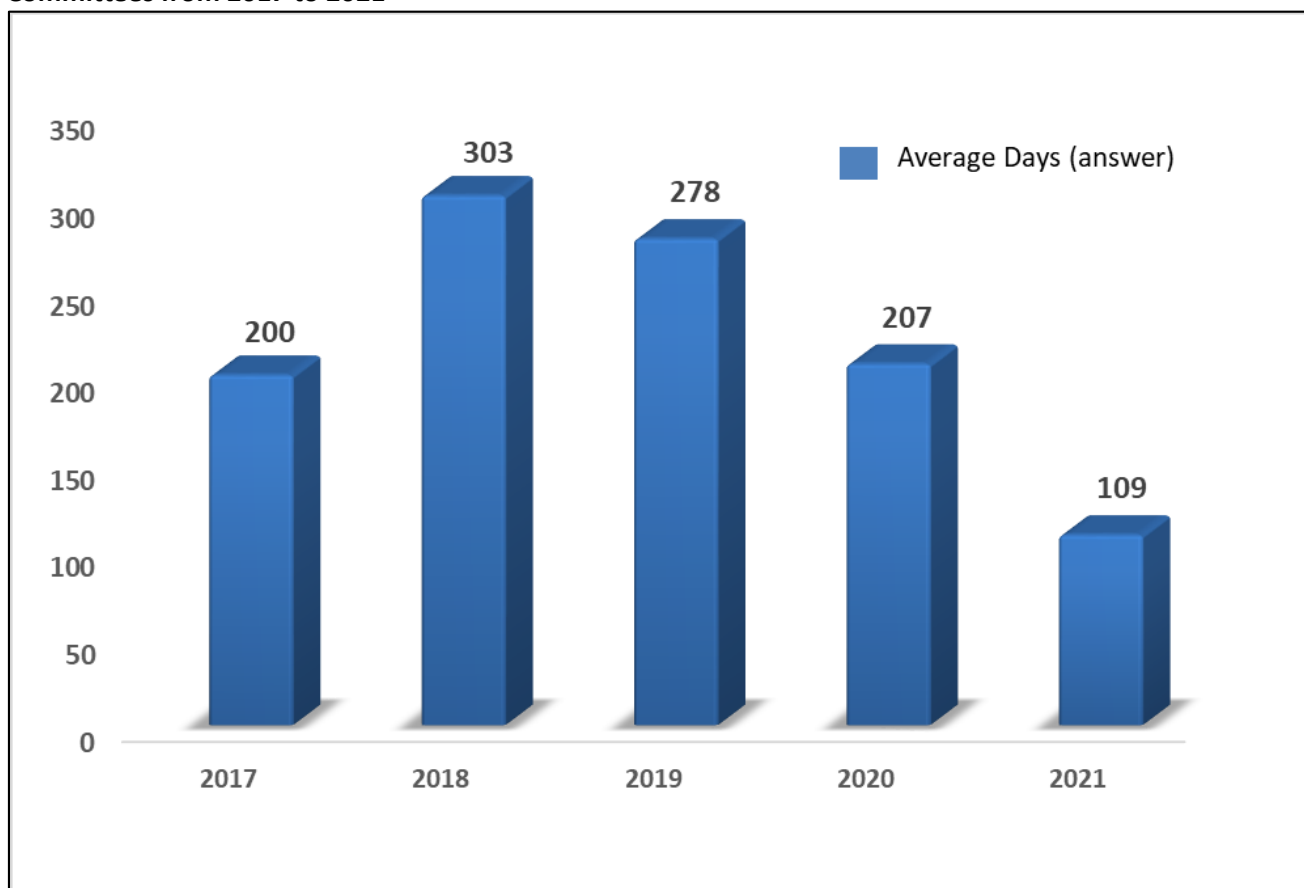


Note: Pending questions from previous years have been added to the following years. Hence, the figures are progressive in nature.

Inference:

- The total Number of pending questions has escalated every year, from 404 questions in 2017 to 1,099 questions in 2021, indicating responses from the administration has been lackadaisical.
- The Point of Order device is used to question serious issues. The Ward Committee must take a stand to ensure all these questions are answered promptly, for better and effective governance.

Figure 7: Comparison of the Average Days Taken to Answer Point of Order Questions in the Ward Committees from 2017 to 2021



Inference:

Although the amount of pending point of order replies is high, the average number of days taken to answer them has slightly improved in the last 5 years, from 200 in 2017 to 109 in 2021. Moreover, this would contribute towards improving time-bound service delivery to citizens. This clearly indicates the improvement in BMC’s capability of responding to pending point of order questions whereby, the amount of pending responses shows lack of seriousness.

Table 44: Top three wards in maximum proportion of complaints received with ward population and questions raised in 2021

| Top three Ward in complaints | H/E | M/E | R/N |
|------------------------------|---------|---------|---------|
| Population 2011 | 557,239 | 807,720 | 431,368 |
| No. of councilor | 10 | 15 | 8 |
| Total Complaints | 2,851 | 3,807 | 2,017 |
| Total Question | 41 | 68 | 92 |

(*Note: selection of the 3 wards is in accordance to the proportion of Ward Population to/by total complaints received in 2021)

Inference:

- H/E (2,851), M/E (3,807) and R/N (2,017) are the top three wards with the highest number of complaints in proportion to their population.
- The number of questions asked are comparatively low to the complaints received, like ward H/E received 2,851 complaints but only 41 questions were asked, while in M/E – 3,807 complaints yet only 68 questions asked.

Table 45: Top three wards with the maximum number of complaints received and questions raised in 2021

| Top three wards in complaints | K/E | K/W | L |
|-------------------------------|-------|-------|-------|
| No. of Councillors | 15 | 13 | 15 |
| Total Complaints | 6,667 | 6,845 | 6,310 |
| Total Questions | 52 | 106 | 43 |

Inference:

- Wards K/W (6,845), K/E (6,667) and L (6,310) had the highest number of complaints registered in 2021. The proportion of total questions asked by councillors in these wards are comparatively low, with only 106 questions asked in K/W, 52 questions in K/E and 43 questions asked in L.

Table 46: Top three wards in proportion of questions raised to the Number of Councillors Elected from the Ward in 2021 and total complaints

| Top three ward in total question | G/S | R/C | R/N |
|----------------------------------|-------|-------|-------|
| No. of Councillors | 7 | 10 | 8 |
| Total Question | 100 | 87 | 92 |
| Total Complaints | 2,264 | 4,641 | 2,017 |

Inference:

- G/S (100), R/C (87) and R/N (92) are the top three wards with highest questions asked in proportion to the number of Councillors.
- Among the top three wards, Councillors of G/S have asked more questions related to Roads, Drainage and Solid Waste Management.

Table 47: Issue-wise Questions Asked by Councillors in Ward committees 2021

| Sr. No. | Ward | Drainage | SW M | Water Supply | Licence | Roads | Garden | Community Development | Health | Education | Naming/Renaming of Road | Other issues related | Total |
|---------|---|----------|------|--------------|---------|-------|--------|-----------------------|--------|-----------|-------------------------|----------------------|------------|
| 1 | Ward Committee A, B and E | | | | | | | | | | | | |
| | A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9 | 2 | 11 |
| | B | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 6 | 0 | 9 |
| | E | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 17 | 1 | 21 |
| 2 | Ward Committee C and D | | | | | | | | | | | | |
| | C | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 3 | 1 | 9 |
| | D | 1 | 2 | 1 | 1 | 6 | 0 | 0 | 0 | 1 | 6 | 5 | 23 |
| 3 | Ward Committee F/South and F/North | | | | | | | | | | | | |
| | F/N | 1 | 2 | 1 | 0 | 2 | 0 | 0 | 1 | 0 | 18 | 9 | 34 |
| | F/S | 3 | 0 | 1 | 0 | 3 | 0 | 1 | 0 | 0 | 11 | 4 | 23 |
| 4 | Ward Committee G/North | 0 | 0 | 2 | 1 | 3 | 0 | 2 | 1 | 0 | 4 | 5 | 18 |
| 5 | Ward Committee G/South | 7 | 4 | 6 | 3 | 33 | 6 | 5 | 1 | 0 | 1 | 34 | 100 |
| 6 | Ward Committee H/East and H/West | | | | | | | | | | | | |
| | H/E | 1 | 3 | 7 | 5 | 5 | 1 | 0 | 1 | 0 | 4 | 14 | 41 |
| | H/W | 0 | 3 | 3 | 5 | 7 | 3 | 0 | 0 | 1 | 7 | 14 | 43 |
| 7 | Ward Committee K/East | 0 | 4 | 4 | 5 | 15 | 2 | 1 | 2 | 1 | 5 | 13 | 52 |
| 8 | Ward Committee K/West | 6 | 12 | 6 | 5 | 25 | 4 | 5 | 7 | 1 | 16 | 19 | 106 |
| 9 | Ward Committee L | 2 | 5 | 9 | 0 | 6 | 2 | 0 | 1 | 1 | 10 | 7 | 43 |
| 10 | Ward Committee M/E | 2 | 6 | 4 | 5 | 13 | 1 | 2 | 2 | 0 | 6 | 27 | 68 |
| 11 | Ward Committee M/W | 2 | 0 | 0 | 4 | 5 | 3 | 3 | 0 | 0 | 11 | 7 | 35 |
| 12 | Ward Committee N | 1 | 0 | 0 | 0 | 2 | 1 | 1 | 0 | 0 | 4 | 7 | 16 |
| 13 | Ward Committee P/North | 3 | 8 | 4 | 8 | 27 | 11 | 7 | 2 | 3 | 10 | 35 | 118 |
| 14 | Ward Committee P/South | 0 | 0 | 0 | 1 | 4 | 1 | 0 | 1 | 1 | 6 | 17 | 31 |

| Sr. No. | Ward | Drainage | SW M | Water Supply | Licence | Roads | Garden | Community Development | Health | Education | Naming/Renaming of Road | Other issues related | Total |
|---------|---|-----------|-----------|--------------|-----------|------------|-----------|-----------------------|-----------|-----------|-------------------------|----------------------|--------------|
| 15 | Ward Committee R/Central and R/North | | | | | | | | | | | | |
| | R/C | 4 | 9 | 10 | 2 | 15 | 5 | 1 | 2 | 0 | 13 | 26 | 87 |
| | R/N | 0 | 6 | 6 | 2 | 11 | 2 | 2 | 5 | 0 | 40 | 18 | 92 |
| 16 | Ward Committee R/South | 0 | 9 | 3 | 4 | 5 | 2 | 2 | 2 | 2 | 10 | 19 | 58 |
| 17 | Ward Committee S and T | | | | | | | | | | | | |
| | S | 0 | 4 | 6 | 2 | 10 | 2 | 2 | 1 | 0 | 31 | 11 | 69 |
| | T | 0 | 1 | 0 | 1 | 4 | 0 | 0 | 2 | 0 | 6 | 5 | 19 |
| | Total | 33 | 78 | 73 | 62 | 202 | 46 | 34 | 33 | 11 | 254 | 300 | 1,126 |

Inference:

- The highest number of questions were raised by the P/N ward committee members (118) in 2021.
- The most number of questions raised were related to naming and renaming (254), followed by Roads (202), SWM (78) and Water Supply (73).
- Very less questions were asked on the issues which is Education – 11, Health – 33, Drainage – 34, Community Development – 34.
- Councillors from wards A, B, C, G/N, N and T did not even ask a total of more than 20 questions.

C. Recommendations

- **Raising Civic Issues by Addressing Complaints:** The ward committee data shows that the councillors need to lay more focus on key civic issues rather than naming/renaming. With the data on complaints, the ward committee members should ensure the complaints officer of the ward puts forth a monthly update of the complaints registered and deliberations must include timely redressal of these issues at the local level.
- **Practice of Agenda Raised Device:** Councillors are mostly raising the questions through Point of Order device in the ward committee for which administration takes time to answer. However, if using Agenda Raised device through a letter to Ward Committee Chairperson/ Municipal Secretary before the meeting, would enforce the respective departments to prepare the answers to the questions for the scheduled ward committee meeting further enabling both Councillors and administration towards focused discussion on specific issues. Due to which policies and programs will be framed in an effective and timely manner.
- **Timely Administrative Response:** For the ward committee to be an effective forum, the timely response of the administration to issues raised is necessary and the councillors need to proactively pursue their issues.
- **Citizen involvement:** For the forum to be truly participatory, citizen involvement is important. The ward committees have a provision for including 3 members from the civic society; however, this has not been implemented. Mumbai also has a provision for area sabhas, which enable participation of people in the planning and budget-making process; however, this has not been implemented in practice.

Annexure 1: Number of Days for Resolving Complaint According to Citizen's Charter

| Sr. No. | Complaint | To be resolved (in days) |
|---------|---|--------------------------|
| 1 | Drainage Chokes and Blockages | 1 |
| 2 | Overflowing drains or manholes | 1 |
| 3 | Odour (Foul Smell) from Drains | 1 |
| 4 | Replacement of Missing / Damaged Manhole | 1 |
| 5 | Raising of Manhole (except in Monsoon) | 7 |
| 6 | Cleaning of septic tank | 7 |
| 7 | Repairs to pipe sewers/main sewers | 7 |
| 8 | Contaminated Water Supply | 1 |
| 9 | Leaks in Water Lines | 7 |
| 10 | Shortage of Water Supply | 2 |
| 11 | Burst Water Main | 1 |
| 12 | Garbage not lifted - Co-authorised Point | 1 |
| 13 | Collection point not attended properly | 1 |
| 14 | Garbage lorry not reported for service/ Lorry not covered | 1 |
| 15 | Providing/removing/replacing dustbins | 8 |
| 16 | Sweeping of road | 1 |
| 17 | Removal of Dead Animals | 1 |
| 18 | No attendance at public toilets | 2 |

Annexure 2: Details of Complaints Escalated in 2021

Table 48: Issue-wise Details of Complaints on Level 0 in 2021

| Issues | Total Complaints | Level 0 | | |
|---|------------------|---|-------------------|--------------|
| | | No. of Complaints on which action was taken | Closed Complaints | Average Days |
| Roads | 7,475 | 7,472 | 6,100 | 72 |
| Buildings | 17,063 | 17,062 | 11,429 | 75 |
| Drainage | 14,006 | 14,006 | 12,662 | 44 |
| Water Supply | 10,981 | 10,981 | 10,774 | 36 |
| Solid Waste Management (SWM) | 11,056 | 11,056 | 10,262 | 40 |
| License | 10,814 | 10,814 | 9,933 | 43 |
| Pest control | 7,785 | 7,785 | 7,651 | 21 |
| Garden | 3,323 | 3,323 | 3,172 | 24 |
| Colony Officer | 1,305 | 1,305 | 601 | 49 |
| Storm Water Drainage | 1,068 | 1,068 | 902 | 77 |
| Shop and Establishment (S & E) | 763 | 762 | 738 | 24 |
| Medical Officer Health (MOH) | 1,087 | 1,086 | 929 | 76 |
| MCGM Related | 647 | 647 | 514 | 82 |
| Estate | 538 | 538 | 385 | 84 |
| Toilet | 489 | 489 | 442 | 56 |
| Pollution | 424 | 424 | 365 | 53 |
| School | 43 | 43 | 17 | 109 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 1,383 | 1,383 | 1,054 | 87 |
| Total | 90,250 | 90,244 | 77,930 | 48 |

Table 49: Issue-wise Details of Complaints on Level I in 2021

| Issues | Total Complaints Escalated | Level I | | |
|---|----------------------------|---|-------------------|--------------|
| | | No. of Complaints on which action was taken | Closed Complaints | Average Days |
| Roads | 1,405 | 0 | 0 | 0 |
| Buildings | 5,320 | 201 | 3 | 36 |
| Drainage | 1,358 | 1 | 0 | 0 |
| Water Supply | 1 | 0 | 0 | 0 |
| Solid Waste Management (SWM) | 767 | 0 | 0 | 0 |
| License | 910 | 1 | 1 | 38 |
| Pest control | 139 | 0 | 0 | 0 |
| Garden | 154 | 0 | 0 | 0 |
| Colony Officer | 711 | 0 | 0 | 0 |
| Storm Water Drainage | 168 | 0 | 0 | 0 |
| Shop and Establishment (S & E) | 24 | 0 | 0 | 0 |
| Medical Officer Health (MOH) | 172 | 0 | 0 | 0 |
| MCGM Related | 137 | 0 | 0 | 0 |
| Estate | 112 | 0 | 0 | 0 |
| Toilet | 46 | 0 | 0 | 0 |
| Pollution | 59 | 0 | 0 | 0 |
| School | 26 | 0 | 0 | 0 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 339 | 0 | 0 | 0 |
| Total | 11,848 | 203 | 4 | 37 |

Table 50: Issue-wise Details of Complaints on Level II in 2021

| Issues | Total Complaints Escalated | Level II | | |
|---|----------------------------|---|-------------------|--------------|
| | | No. of Complaints on which action was taken | Closed Complaints | Average Days |
| Roads | 1,405 | 61 | 6 | 20 |
| Buildings | 5,320 | 200 | 4 | 42 |
| Drainage | 1,358 | 23 | 5 | 19 |
| Water Supply | 1 | 0 | 0 | 0 |
| Solid Waste Management (SWM) | 767 | 13 | 1 | 20 |
| License | 910 | 64 | 4 | 21 |
| Pest control | 139 | 21 | 5 | 21 |
| Garden | 154 | 10 | 3 | 21 |
| Colony Officer | 711 | 9 | 1 | 21 |
| Storm Water Drainage | 168 | 7 | 0 | 0 |
| Shop and Establishment (S & E) | 24 | 2 | 0 | 0 |
| Medical Officer Health (MOH) | 172 | 11 | 0 | 0 |
| MCGM Related | 137 | 8 | 1 | 18 |
| Estate | 112 | 4 | 0 | 0 |
| Toilet | 46 | 0 | 0 | 0 |
| Pollution | 59 | 0 | 0 | 0 |
| School | 26 | 1 | 0 | 0 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 339 | 13 | 0 | 0 |
| Total | 11,848 | 447 | 30 | 23 |

Table 51: Issue-wise Details of Complaints on Level III in 2021

| Issues | Level III | | | |
|---|----------------------------|---|-------------------|--------------|
| | Total Complaints Escalated | No. of Complaints on which action was taken | Closed Complaints | Average Days |
| Roads | 1,405 | 118 | 20 | 27 |
| Buildings | 5,320 | 176 | 5 | 45 |
| Drainage | 1,358 | 186 | 15 | 24 |
| Water Supply | 1 | 0 | 0 | 0 |
| Solid Waste Management (SWM) | 767 | 54 | 3 | 23 |
| License | 910 | 109 | 11 | 26 |
| Pest control | 139 | 25 | 0 | 0 |
| Garden | 154 | 18 | 8 | 29 |
| Colony Officer | 711 | 14 | 1 | 24 |
| Storm Water Drainage | 168 | 8 | 2 | 28 |
| Shop and Establishment (S & E) | 24 | 4 | 1 | 22 |
| Medical Officer Health (MOH) | 172 | 9 | 0 | 0 |
| MCGM Related | 137 | 9 | 3 | 26 |
| Estate | 112 | 5 | 0 | 0 |
| Toilet | 46 | 2 | 0 | 0 |
| Pollution | 59 | 2 | 0 | 0 |
| School | 26 | 0 | 0 | 0 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 339 | 42 | 3 | 27 |
| Total | 11,848 | 781 | 72 | 27 |

Table 52: Issue-wise Details of Complaints on Level IV in 2021

| Issues | Total Complaints Escalated | Level IV | | | Total Unresolved Escalated Complaints |
|---|----------------------------|---|-------------------|--------------|---------------------------------------|
| | | No. of Complaints on which action was taken | Closed Complaints | Average Days | |
| Roads | 1,405 | 1,226 | 45 | 42 | 1,334 |
| Buildings | 5,320 | 4,743 | 20 | 61 | 5,288 |
| Drainage | 1,358 | 1,148 | 54 | 39 | 1,284 |
| Water Supply | 1 | 1 | 0 | 0 | 1 |
| Solid Waste Management (SWM) | 767 | 700 | 2 | 41 | 761 |
| License | 910 | 736 | 21 | 41 | 873 |
| Pest control | 139 | 93 | 0 | 0 | 134 |
| Garden | 154 | 126 | 3 | 44 | 140 |
| Colony Officer | 711 | 688 | 14 | 48 | 695 |
| Storm Water Drainage | 168 | 153 | 3 | 35 | 163 |
| Shop and Establishment (S & E) | 24 | 18 | 0 | 0 | 23 |
| Medical Officer Health (MOH) | 172 | 152 | 17 | 44 | 155 |
| MCGM Related | 137 | 120 | 3 | 42 | 130 |
| Estate | 112 | 103 | 2 | 51 | 110 |
| Toilet | 46 | 44 | 0 | 0 | 46 |
| Pollution | 59 | 57 | 0 | 0 | 59 |
| School | 26 | 25 | 0 | 0 | 26 |
| Nuisance due to vagrants on municipal roads, footpaths, gardens | 339 | 284 | 9 | 35 | 327 |
| Total | 11,848 | 10,417 | 193 | 43 | 11,549 |

Table 53: Ward-wise Details of Complaints on Level 0 in 2021

| Ward | Level 0 | | | |
|--------------|------------------|-------------------------------------|-------------------|--------------|
| | Total Complaints | Complaints with action taken report | Closed Complaints | Average Days |
| A | 1,764 | 1,764 | 1,265 | 46 |
| B | 2,901 | 2,901 | 2,600 | 40 |
| C | 2,632 | 2,632 | 2,153 | 51 |
| D | 3,191 | 3,190 | 2,466 | 42 |
| E | 3,438 | 3,438 | 3,375 | 17 |
| F/N | 3,094 | 3,092 | 2,886 | 32 |
| F/S | 2,270 | 2,270 | 2,194 | 22 |
| G/N | 4,859 | 4,859 | 2,825 | 110 |
| G/S | 2,264 | 2,264 | 2,203 | 21 |
| H/E | 2,851 | 2,851 | 2,798 | 19 |
| H/W | 3,623 | 3,623 | 3,224 | 38 |
| K/E | 6,667 | 6,667 | 6,172 | 35 |
| K/W | 6,845 | 6,845 | 6,217 | 47 |
| L | 6,310 | 6,310 | 4,276 | 49 |
| M/E | 3,807 | 3,807 | 2,558 | 72 |
| M/W | 4,086 | 4,085 | 4,045 | 49 |
| N | 4,045 | 4,044 | 3,962 | 47 |
| P/N | 6,177 | 6,177 | 4,731 | 67 |
| P/S | 3,133 | 3,132 | 2,359 | 64 |
| R/C | 4,641 | 4,641 | 4,586 | 47 |
| R/N | 2,017 | 2,017 | 1,937 | 44 |
| R/S | 4,064 | 4,064 | 3,920 | 43 |
| S | 3,820 | 3,820 | 3,491 | 78 |
| T | 1,751 | 1,751 | 1,687 | 73 |
| Total | 90,250 | 90,244 | 77,930 | 48 |

Table 54: Ward-wise Details of Complaints on Level I in 2021

| Ward | Level I | | | |
|--------------|----------------------------|-------------------------------------|-------------------|--------------|
| | Total Complaints Escalated | Complaints with Action Taken Report | Closed Complaints | Average Days |
| A | 472 | 1 | 0 | 0 |
| B | 268 | 25 | 0 | 0 |
| C | 444 | 6 | 0 | 0 |
| D | 670 | 5 | 0 | 0 |
| E | 76 | 5 | 2 | 37 |
| F/N | 187 | 4 | 0 | 0 |
| F/S | 61 | 1 | 0 | 0 |
| G/N | 1,970 | 37 | 0 | 0 |
| G/S | 61 | 0 | 0 | 0 |
| H/E | 41 | 1 | 1 | 38 |
| H/W | 379 | 9 | 0 | 0 |
| K/E | 465 | 0 | 0 | 0 |
| K/W | 599 | 13 | 0 | 0 |
| L | 1,953 | 26 | 0 | 0 |
| M/E | 1,171 | 13 | 0 | 0 |
| M/W | 35 | 0 | 0 | 0 |
| N | 183 | 2 | 0 | 0 |
| P/N | 1,376 | 20 | 0 | 0 |
| P/S | 721 | 13 | 0 | 0 |
| R/C | 83 | 1 | 1 | 35 |
| R/N | 63 | 2 | 0 | 0 |
| R/S | 129 | 5 | 0 | 0 |
| S | 351 | 5 | 0 | 0 |
| T | 90 | 9 | 0 | 0 |
| Total | 11,848 | 203 | 4 | 37 |

Table 55: Ward-wise Details of Complaints on Level II in 2021

| Ward | Level II | | | |
|--------------|----------------------------|-------------------------------------|-------------------|--------------|
| | Total Complaints Escalated | Complaints with Action Taken Report | Closed Complaints | Average Days |
| A | 472 | 8 | 0 | 0 |
| B | 268 | 11 | 1 | 43 |
| C | 444 | 17 | 0 | 0 |
| D | 670 | 17 | 0 | 0 |
| E | 76 | 14 | 6 | 24 |
| F/N | 187 | 21 | 0 | 0 |
| F/S | 61 | 10 | 0 | 0 |
| G/N | 1,970 | 70 | 0 | 0 |
| G/S | 61 | 6 | 0 | 0 |
| H/E | 41 | 6 | 2 | 30 |
| H/W | 379 | 12 | 0 | 0 |
| K/E | 465 | 21 | 0 | 0 |
| K/W | 599 | 30 | 0 | 0 |
| L | 1,953 | 57 | 0 | 0 |
| M/E | 1,171 | 28 | 0 | 0 |
| M/W | 35 | 4 | 0 | 0 |
| N | 183 | 3 | 1 | 22 |
| P/N | 1,376 | 41 | 0 | 0 |
| P/S | 721 | 16 | 0 | 0 |
| R/C | 83 | 8 | 4 | 23 |
| R/N | 63 | 8 | 0 | 0 |
| R/S | 129 | 11 | 0 | 0 |
| S | 351 | 21 | 10 | 22 |
| T | 90 | 7 | 6 | 21 |
| Total | 11,848 | 447 | 30 | 23 |

Table 56: Ward-wise Details of Complaints on Level III in 2021

| Ward | Level III | | | |
|--------------|----------------------------|-------------------------------------|-------------------|--------------|
| | Total Complaints Escalated | Complaints with Action Taken Report | Closed Complaints | Average Days |
| A | 472 | 26 | 0 | 0 |
| B | 268 | 18 | 1 | 53 |
| C | 444 | 14 | 0 | 0 |
| D | 670 | 46 | 0 | 0 |
| E | 76 | 11 | 5 | 34 |
| F/N | 187 | 10 | 0 | 0 |
| F/S | 61 | 15 | 2 | 25 |
| G/N | 1,970 | 85 | 0 | 0 |
| G/S | 61 | 10 | 1 | 26 |
| H/E | 41 | 3 | 2 | 37 |
| H/W | 379 | 17 | 0 | 0 |
| K/E | 465 | 56 | 0 | 0 |
| K/W | 599 | 34 | 0 | 0 |
| L | 1,953 | 85 | 0 | 0 |
| M/E | 1,171 | 42 | 0 | 0 |
| M/W | 35 | 11 | 0 | 0 |
| N | 183 | 34 | 20 | 27 |
| P/N | 1,376 | 62 | 0 | 0 |
| P/S | 721 | 59 | 0 | 0 |
| R/C | 83 | 23 | 4 | 25 |
| R/N | 63 | 6 | 0 | 0 |
| R/S | 129 | 30 | 0 | 0 |
| S | 351 | 56 | 22 | 26 |
| T | 90 | 28 | 15 | 26 |
| Total | 11,848 | 781 | 72 | 27 |

Table 57: Ward-wise Details of Complaints on Level IV in 2021

| Ward | Total Complaints Escalated | Level IV | | | Total Unresolved Escalated Complaints |
|--------------|----------------------------|---|-------------------|--------------|---------------------------------------|
| | | No. of Complaints on which action was taken | Closed Complaints | Average Days | |
| A | 472 | 437 | 0 | 0 | 472 |
| B | 268 | 214 | 2 | 74 | 264 |
| C | 444 | 407 | 0 | 0 | 444 |
| D | 670 | 602 | 0 | 0 | 670 |
| E | 76 | 46 | 6 | 64 | 57 |
| F/N | 187 | 152 | 0 | 0 | 187 |
| F/S | 61 | 35 | 1 | 32 | 58 |
| G/N | 1,970 | 1,778 | 0 | 0 | 1,970 |
| G/S | 61 | 45 | 4 | 44 | 56 |
| H/E | 41 | 31 | 16 | 56 | 20 |
| H/W | 379 | 341 | 0 | 0 | 379 |
| K/E | 465 | 388 | 0 | 0 | 465 |
| K/W | 599 | 522 | 0 | 0 | 599 |
| L | 1,953 | 1,785 | 0 | 0 | 1,953 |
| M/E | 1,171 | 1,088 | 0 | 0 | 1,171 |
| M/W | 35 | 20 | 0 | 0 | 35 |
| N | 183 | 144 | 95 | 41 | 67 |
| P/N | 1,376 | 1,253 | 0 | 0 | 1,376 |
| P/S | 721 | 633 | 0 | 0 | 721 |
| R/C | 83 | 51 | 28 | 43 | 46 |
| R/N | 63 | 47 | 0 | 0 | 63 |
| R/S | 129 | 83 | 0 | 0 | 129 |
| S | 351 | 269 | 30 | 42 | 289 |
| T | 90 | 46 | 11 | 30 | 58 |
| Total | 11,848 | 10,417 | 193 | 43 | 11,549 |

Annexure 3: Ward Committee and Ward-wise Number of Meetings, Attendance (%) and No. of Questions Asked from January 2021 to December 2021

| Sr. No. | Ward | No. of Councillors | No. of Meetings | Attendance (in %) | Total Questions asked | No. of questions asked by councillors | | | |
|---------|---|--------------------|-----------------|-------------------|-----------------------|---------------------------------------|-------------|--------------|---------------|
| | | | | | | Zero Que. | 1 to 5 Que. | 6 to 10 Que. | Above 10 Que. |
| 1 | Ward Committee A, B and E | | | | | | | | |
| | A | 3 | 15 | 58% | 11 | 1 | 1 | 1 | |
| | B | 2 | | 87% | 9 | | 1 | 1 | |
| | E | 7 | | 62% | 21 | | 6 | 1 | |
| 2 | Ward Committee C and D | | | | | | | | |
| | C | 3 | 13 | 79% | 9 | | 3 | | |
| | D | 6 | | 91% | 23 | | 5 | 1 | |
| 3 | Ward Committee F/South and F/North | | | | | | | | |
| | F/N | 10 | 17 | 64% | 34 | 2 | 6 | 2 | |
| | F/S | 7 | | 92% | 23 | 1 | 4 | 2 | |
| 4 | Ward Committee G/North | 11 | 14 | 71% | 18 | 4 | 7 | | |
| 5 | Ward Committee G/South | 7 | 18 | 80% | 100 | 1 | 2 | 2 | 2 |
| 6 | Ward Committee H/East and H/West | | | | | | | | |
| | H/E | 10 | 17 | 61% | 41 | 1 | 7 | 1 | 1 |
| | H/W | 6 | | 79% | 43 | 1 | 1 | 2 | 2 |
| 7 | Ward Committee K/East | 14 | 18 | 75% | 52 | 2 | 9 | 2 | 1 |
| 8 | Ward Committee K/West | 13 | 17 | 85% | 106 | 0 | 7 | 2 | 4 |
| 9 | Ward Committee L | 16 | 13 | 64% | 43 | 3 | 10 | 3 | 0 |
| 10 | Ward Committee M/East | 15 | 13 | 65% | 68 | 0 | 10 | 5 | 0 |
| 11 | Ward Committee M/West | 7 | 15 | 87% | 35 | 0 | 4 | 2 | 1 |
| 12 | Ward Committee N | 11 | 15 | 68% | 16 | 5 | 6 | 0 | 0 |
| 13 | Ward Committee P/North | 18 | 12 | 83% | 118 | 2 | 8 | 4 | 4 |
| 14 | Ward Committee P/South | 9 | 12 | 88% | 31 | 2 | 4 | 3 | 0 |
| 15 | Ward Committee R/Central and R/North | | | | | | | | |
| | R/C | 10 | 17 | 78% | 87 | 0 | 3 | 4 | 3 |
| | R/N | 8 | | 83% | 92 | 1 | 2 | 2 | 3 |
| 16 | Ward Committee R/South | 13 | 19 | 77% | 58 | 2 | 5 | 6 | 0 |
| 17 | Ward Committee S and T | | | | | | | | |
| | S | 14 | 16 | 80% | 69 | 2 | 8 | 2 | 2 |
| | T | 6 | | 59% | 19 | 0 | 5 | 1 | 0 |
| | Total | 226 | 261 | 75% | 1126 | 30 | 124 | 49 | 23 |

Annexure 4: Party Wise Questions Raised by Councillors in Ward Committees

Table 58: Party-wise Number of Questions Asked by Councillors in 2020 and 2021

| Political Party Name | Total Members | | Zero Question | | 1 to 5 Question asked | | 6 to 10 Question asked | | Above 10 Question asked | |
|---|---------------|------------|---------------|-----------|-----------------------|------------|------------------------|-----------|-------------------------|-----------|
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| Akhil Bharatiya Sena | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| All India Majlis-e-Ittehad-ul Muslimeen | 2 | 2 | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 0 |
| Bharatiya Janata Party | 82 | 81 | 23 | 8 | 49 | 44 | 10 | 21 | 0 | 8 |
| Independent | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Indian National Congress | 29 | 29 | 8 | 1 | 16 | 19 | 5 | 4 | 0 | 5 |
| Maharashtra Navnirman Sena | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| Nationalist Congress Party | 9 | 8 | 3 | 1 | 6 | 7 | 0 | 0 | 0 | 0 |
| Samajwadi Party | 6 | 6 | 1 | 0 | 4 | 4 | 1 | 2 | 0 | 0 |
| Shiv Sena | 96 | 97 | 33 | 20 | 56 | 45 | 5 | 22 | 2 | 10 |
| Vacant Seat | - | 1 | - | - | - | - | - | - | - | - |
| Total Members | 227 | 227 | 71 | 30 | 133 | 124 | 21 | 49 | 2 | 23 |

Annexure 5: Details of Devices used in Ward Committees

Functioning of the Ward Committees:

'Ward Committees' are one of the most crucial mechanisms available to Municipal Councillors for conducting deliberations for delivering effective governance. Issues of prime significance to citizens' daily lives related to civic amenities such as road, water supply, drainage, etc. could be taken up and redressed effectively in this forum. Almost all civic issues are to be resolved through this mechanism. This was precisely the aim of the 74th Constitutional Amendment, which mandated the creation of the Ward Committees, to bring in grassroots democracy and strengthen it.

Devices for raising questions/grievances in ward committee meetings:

Councillors use various devices to enable them to know about the functioning of various committees, monitor performance of Administration and resolve citizen's problems.

1. **Short Notice Questions:** Councillors can raise civic issues and follow up on them with the Administration through Short Notice Questions. These questions should be of urgent civic importance, for instance, those causing harm to lives of citizens, such as building collapse or fire etc. Such urgent matters are admitted and the Commissioner is accountable to answer them. In cases of not so urgent matters, the written questions are sent by the Councillors to the Assistant Commissioner, who sends answers to respective Councillors. The Short Notice Question should be specific and related to only one matter at a time and should be framed in not more than 2-3 sentences. For example, 1) is it true that Mumbai city is severely caught up with Swine Flu? 2) How many patients are being treated in Mumbai in Kasturba and other hospitals? 3) Why has the indigenous vaccine for Swine Flu not yet been procured in Mumbai? Please give detailed information. The Short Notice Questions are not discussed in the House.

2. **Notice of Motions:** Councillors may ask for a statement to be made by the Commissioner on an urgent matter relating to the Administration by giving at least one hour notice before the meeting. The Commissioner answers the notice in writing and no discussion can be done on the answers. The Councillors may present a Notice of Motion on matters of importance and in the interest of Mumbai city. The Motion should be presented in a general form and should be in the interest of the public at large.

3. **Adjournment Motion:** The Councillors may bring to the notice of the House any incidences where citizens are facing severe problems due to specific reasons, and the concerned officers and ward in-charge have not taken due action despite bringing the matter to their attention. In such cases, Councillors can propose an Adjournment Motion, as a protest against the inaction of the Administration. The notice for the Adjournment Motion should be given at least half an hour before the meeting of the House. The proposal is accepted by majority vote. In case the Councillors directly present an Adjournment Motion in the House without prior notice, then it is treated as a Simplicitor, which is not discussed in the House and passed only with unanimous voting.

4. **Amendments proposed:** When a Councillor has any objection about a topic on the meeting agenda, if s/he thinks it is inadequate, s/he can present a notice to the Administrative office for Amendment in order to reconsider the topic. If a Councillor wants to present an Amendment, it is customary that s/he is allowed to speak first.

5. **Proposal raised/agenda raised/ letter to raise issues:** When a Councillor wants to raise any agenda or question, s/he writes a letter for the same, following which it appears in the agenda for discussion in the meeting.

6. **Point of Orders:** The Councillor, in order to bring any serious incident in his/her constituency to the notice of the House, can raise a Point of Order. There are specific rules on when and how the Point of Order can be raised apart from precedents. The Point of Order can be raised while a subject is being discussed in the house, provided it is related to that subject. The Committee Chairperson has a right to decide whether or not to allow a discussion on the Point of Order and announces the decision on the Point of Order. In case the information provided is inadequate to reach a decision, it is presented in the subsequent meeting. The decision by the Ward Committee Chairperson is deemed final and in cases of disagreements, it can only be challenged in the Court.

Source: *Corporation Procedure Rules and Regulation* Mumbai: Municipal Printing Press, 2001.