PRAJA.ORG

MAKING DEMOCRACY WORK

PRAJA'S URBAN GOVERNANCE INDEX 2024

About PRAJA

Over the last 26 years, Praja has been working towards enabling accountable governance. We conduct data-driven research on civic issues inform citizens, media, and government administration and work with elected representatives to equip them to address inefficiencies in their work processes, bridging the information gaps, and mobilising them in taking corrective measures advocating for change.

In the past we have partnered with the Mumbai Corporation to come up with its first Citizen Charter to revamp their Citizens' Complaint Grievances Mechanism and handholding them to run it in the initial years; we come up with annual white papers on the performances of civic, health, crime, education and housing issues in Mumbai and Delhi; since 2011 we have been coming up with an annual report card to rank performances of MLAs and Councillors in Mumbai and (since 2016) Delhi. We do not just stop at creating standardised matrixes or governance indicators but also support building capacities of elected representatives, executives and citizens by coming up with various handbooks on governance and conducting numerous workshops/trainings on governance issues.

Currently, Praja has multiple partnerships with various government bodies for initiatives such as enhancing municipal laws/regulations, capacity building of elected representatives, advisory support on enhancing municipal finances, building civic tech platforms and so on.

In a nutshell, Praja works as a catalyst to transform a 'smart city' into a 'smartly governed city' by influencing policy change at a structural and systemic level to democratise city governments and improve the delivery of services.

Index

ACKNOWLEDGEMENT

1
UGI FRAMEWORK

1.1. WHY CITIES MATTER?

NITAI MEHTA
Managing Trustee, Praja Foundation

Development of any civilisation is closely linked to cities, which have been the anchors of aspirations. Cities offer better economic opportunities, improved access to essential services like education and healthcare, and a cosmopolitan environment that fosters inclusivity, and equity thus leading to development. Hence, how we manage India's rapid urbanisation is going to be the key to shaping the future of our nation.

In the post-Covid-19 world, we are at a critical juncture. The pandemic exposed the multi-layered weaknesses of Indian cities, revealing their inability to manage an emergency. The first wave of the pandemic saw economic activities come to a standstill, particularly in the medium, small, and micro industries. This experience has underscored the urgent need to rethink and reconfigure our cities to withstand future challenges.

Empowering city governments is going to be the crucial step towards ensuring that citizens have access to the best possible public services and amenities while also mitigating challenges. With the right policies and strategies in place, municipal corporations can be empowered to deliver better services. This in turn will prompt the nation's economic growth and address inequalities.

However, Indian cities are in dire need of structural reforms, which can only be achieved through a coordinated effort by the union, state, and city governments. Key areas of focus should include enabling local elected representatives to understand the technicalities of governance and how they can form policies, and also empowering cities to access resources to implement those policies. These measures will not only make our cities more liveable but will also enhance the overall quality of life for their citizens. The success of these interventions will depend on the commitment of all stakeholders to work together. Internationally, we see that in regions where local governments are empowered to make decisions, economic development has been more rapid and sustained. Global metropolises comparable to Indian megacities often function as self-autonomous entities, a model that Indian cities should strive to emulate.

As urbanisation continues to grow, we must harness its potential to bring about positive change by involving its stakeholders actively. Cities are at the heart of societal growth, and their influence on the modern era can be encapsulated by two words: 'Citizen' in English and 'Praja or Nagarik' in its Indian counterpart. It is imperative to build city governance structures that will hold the voice of the citizens at its core. This can be done only by democratically empowering our cities, their leadership (both elected and appointed), as well as citizens.

The opportunity before us is immense. The post-pandemic world has provided a clear signal: to rebuild our cities in a way that not only addresses their current weaknesses but also prepares them for the future. As India sets its sights on becoming a developed nation by 2047, it is clear that this ambition can only be realised through strong, resilient, and developed urban centres that will lead the way in shaping the nation's development agenda.

1.2. HOW DOES UGI CONTRIBUTE TO TRANSFORMING CITIES?

MILIND MHASKE

CEO, Praja Foundation

As India progresses towards a $5 trillion economy, the role of urban centres becomes more crucial. It is not just a question of economic progress; it is also the opportunity to enhance the quality of life in our cities and make them more sustainable. Recognising the importance of cities in this national journey, the Honourable Prime Minister, in his 2024 Independence Day Address, called upon all city governments to implement at least two reforms annually. This directive is aligned with the mission of the Urban Governance Index (UGI), which seeks to promote a systematic approach to improving urban governance across the nation.

Launched in 2020, the Urban Governance Index has emerged as a crucial tool for policymakers. It provides comprehensive data, insights, and recommendations that are consistently referenced by key government bodies both at the union and state level, such as the Ministry of Housing and Urban Affairs (MoHUA), NITI Aayog, National Institute of Urban Affairs (NIUA), and state level Ministries/Departments of Urban Development in their policymaking processes. For instance, in 2022, when the Prime Minister's Office tasked MoHUA to draft suggestions to improve urban governance, MOHUA referred to the UGI data to draft three policy papers on India's urbanisation—focusing on political and civic administrative structures, municipal finance, and citizen-centric service delivery systems. The resulting documents were presented to the Prime Minister at the Chief Secretaries Conference in 2022, marking a significant step forward in the nation's urban governance agenda.

Increasingly, governments are embracing the recommendations of the UGI. Active steps taken to augment Municipal Finance, are among the most visible efforts. MoHUA is driving various programmes in this direction, and cities too are exploring market borrowings. Another key reform being adopted by many states is the integration of technology into city governance. This has not only improved the accessibility of government services but also increased accountability. City governments across the country have developed functional websites that allow citizens to easily access information about their local governments. In several cities, citizens can also lodge complaints online. Cities like Bhubaneswar, Chandigarh, and Srinagar have taken a step further by creating portals where citizens can register their suggestions on improving civic services & infrastructure, thus improving public participation in governance.

While it is encouraging to see governments at all levels taking steps to enhance urban governance structures, significant challenges remain. One of the most pressing issue is the delay as well as irregularity in holding municipal elections across many states. Our great metropolises like Mumbai and Bengaluru have been functioning without an elected local government for the last few years. This raises the critical question about how the voices of citizens can be reflected in public decision-making, especially on crucial issues such as the expenditure of public funds and infrastructure development, when there are no elected representatives to raise them.

In the absence of a synergy between the people's voices and city governance structures, any number of well-intentioned investments and programmes will fall short of sustainable development. Hence, to truly contribute to the nation's vision of development, we need to give our cities a robust governance framework that supports both decision-making and implementation processes – UGI provides a roadmap for the same.

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

1.3. WHAT IS THE URBAN GOVERNANCE INDEX (UGI)?

The UGI is built on the foundations of four themes, which are divided into 13 sub-themes and consist of a total of 42 indicators. The thematic focus is primarily on the structural aspects of Urban Governance. The structural aspects entail the necessary decentralisation of powers from the State Government to City Government and the mechanism of accountability of the City Government towards citizens of the city. The source for the indicators ranges from primary data through interviews with stakeholders and secondary sources such as the state Municipal Acts and other relevant social documents. Data sources correspond to status as of July 2024. Experts were consulted in the preparation of this Index for guidance and validation at various stages during the preparation of this Index. The idea behind building the UGI is to understand the extent of decentralisation of the Urban Governance framework and the associated devolution of powers to the City Governments across states in the country. The corresponding gaps and necessary reforms to improve with respect to each state have been distinctly outlined through this Index report.

At the initial stages of preparing the index, there did exist a quandary with regard to; (i) criteria for selection of the cities from the state, given that we have 4000+ cities across the country, and (ii) given that a lot of states have multiple acts, how do we compute a composite score for a state. On this note, it was decided that cities with best-in-class representation from each state shall be chosen. With this, the UGI entails a total of 31 cities across 28 states, 2 Union Territories and the NCT of Delhi. However, if monitoring the implementation of reforms for a particular state is necessary, the UGI can be modified or localised accordingly by choosing the best representative sample number of cities from that state.

UGI can be used by the states to evaluate their urban governance systems vis-à-vis other states, and in identifying the necessary reform actions that are to be taken for improvisation in the system. Stakeholders from civil society, academia, experts from the sector, the media, administrators, and more importantly, elected representatives can use the index as a base to monitor implementations and further can collaborate towards advocating for reform actions included in the UGI for their respective state.

States and Cities studied in Urban Governance Index 2024

Andhra Pradesh (Vijayawada), Arunachal Pradesh (Itanagar), Assam (Guwahati), Bihar (Patna), Chandigarh (Chandigarh), Chhattisgarh (Raipur), Delhi (Municipal Corporation of Delhi), Goa (Panaji), Gujarat (Ahmedabad), Haryana (Gurugram), Himachal Pradesh (Shimla), Jammu and Kashmir (Srinagar), Jharkhand (Ranchi), Karnataka (Bengaluru), Kerala (Thiruvananthapuram), Madhya Pradesh (Bhopal), Maharashtra (Mumbai), Manipur (Imphal), Meghalaya (Shillong), Mizoram (Aizawl), Nagaland (Kohima), Odisha (Bhubaneswar), Punjab (Amritsar), Rajasthan (Jaipur), Sikkim (Gangtok), Tamil Nadu (Chennai), Telangana (Hyderabad), Tripura (Agartala), Uttar Pradesh (Lucknow), Uttarakhand (Dehradun) and West Bengal (Kolkata).

1.4. URBAN GOVERNANCE INDEX – THEMES & WEIGHTAGES

The UGI is built over four themes. These are as follows:

i) Empowered City Elected Representatives and Legislative Structure

ii) Empowered City Administration

iii) Empowered Citizens

iv) Fiscal Empowerment

These themes act as bedrock to achieving empowered urban governance. They are significant in enabling the functioning of democratic and empowered urban governance. These themes are further divided into 13 sub-themes and comprise a total of 42 indicators. The first theme, 'Empowered City Elected Representatives and Legislative Structure' is based on the premise that Elected Representatives (ERs) of the City Government i.e., the Mayor and Councillors, are elected by the citizens of the city, and hence, should ensure that the citizens' mandate is represented at the designated platforms and effort is put towards its implementation. For this to happen, the local ERs should be empowered to make decisions and undertake planning concerning the delivery of services and execution of projects. This also includes the necessary powers of empowered legislative structures such as the Council, the Mayor-In-Council, subject committees, etc., to facilitate and enable robust deliberations and decision-making within the City Government. Comprising all the above-mentioned descriptions, the theme of Empowered City Elected Representatives and Legislative Structure is divided into sub-themes: 'Empowered Mayor', 'Empowered Councillor', 'Empowered Council' and 'Constitution of Deliberative Committees'. The second theme, 'Empowered City Administration' entails independent control over human resource management and the 18 functions mentioned in the

Twelfth Schedule of the 74th CAA. To uphold the spirit of democratic empowerment and accountability, the city administration should also have control over the Smart City Special Purpose Vehicle (SPV) which plans and executes smart city projects in the city. The theme comprises the following subthemes: 'Control and Training of Human Resources for functions under City Government' and 'Devolution and Control of 18 functions mentioned in the Twelfth Schedule.'

The third theme, 'Empowered Citizens,' is based on the fact that citizens of the city, elect their ERs, who form the City Government, and also pay taxes and charges to the City Government for delivering efficient services in the city. Hence, it should be the right of the citizens to be aware of the functioning of the City Government through mechanisms that ensure transparency towards citizens. Citizens should also be entitled to participate, through a consultative process, in urban governance and should be empowered to hold their ERs accountable for their actions. The theme of Empowered Citizens is further detailed into the following sub-themes: Accessible Open Data Portal, Right to Elect and Recall Elected City Representatives, Formal and Active Citizen Consultative Mechanism and Active Grievance Redressal Mechanism. The fourth theme, 'Fiscal Empowerment' primarily involves the independent financial powers to raise financial resources, and the receipt of systematic and predictable rule-based fiscal transfers to enhance the financial resources of the City Government. Apart from the above, the efficiency of financial management should also go hand-in-hand to uphold the full-fledged fiscal empowerment of the City Government. This theme comprises the following sub-themes: 'Devolution of Financial Power', 'Systemic Fiscal Transfers', and 'Financial Accountability'.

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

1.5. UGI FRAMEWORK AT A GLANCE

PRAJA'S URBAN GOVERNANCE INDEX

30 — Empowered Elected Representatives and Legislative Structure
- 9 — Empowered Mayor
- 4.50 — Empowered Councillor
- 7.50 — Empowered Council
- 9 — Constitution of Deliberative Committees

15 — Empowered City Administration
- 6 — Control and Training of Human Resources for Functions under City Government
- 9 — Devolution and Control of 18 functions mentioned in the Twelfth Schedule

25 — Empowered Citizens
- 8.75 — Accessible Open Data Portal
- 5 — Right to Elect Mayor and Recall Elected City Representatives
- 5 — Formal and Active Citizen Consultative mechanism
- 6.25 — Active Grievance Redressal Mechanism

30 — Fiscal Empowerment
- 12 — Devolution of Financial Power
- 9 — Systemic Fiscal Transfers
- 9 — Financial Accountability

4 Themes — 100 | 100 — 13 Sub-themes

2

STATE
RANKING

2.1. UGI SCORE & RANK

PERCENTAGE

| 0 to 10 | 10 to 20 | 20to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

STATE

★ SCORE | RANK

Score out of 100

JAMMU AND KASHMIR
★ 37.67 | 20

HIMACHAL PRADESH
★ 42.02 | 13

CHANDIGARH
★ 26.66 | 28

UTTARAKHAND
★ 38.79 | 17

ARUNACHAL PRADESH
★ 30.24 | 26

PUNJAB
★ 28.34 | 27

SIKKIM
★ 30.98 | 25

ASSAM
★ 41.49 | 14

HARYANA
★ 38.63 | 18

BIHAR
★ 41.12 | 15

MEGHALAYA
★ 21.53 | 29

DELHI
★ 32.11 | 24

RAJASTHAN
★ 47.97 | 8

UTTAR PRADESH
★ 40.70 | 16

MADHYA PRADESH
★ 50.83 | 5

MANIPUR
★ 20.72 | 30

GUJARAT
★ 48.05 | 7

WEST BENGAL
★ 43.92 | 12

MAHARASHTRA
★ 52.40 | 3

TELANGANA
★ 48.25 | 6

JHARKHAND
★ 34.92 | 22

NAGALAND
★ 19.57 | 31

GOA
★ 34.61 | 23

ODISHA
★ 55.10 | 2

MIZORAM
★ 47.47 | 9

KARNATAKA
★ 37.74 | 19

CHHATTISGARH
★ 51.31 | 4

TRIPURA
★ 37.20 | 21

KERALA
★ 59.31 | 1

ANDHRA PRADESH
★ 44.01 | 11

TAMIL NADU
★ 47.16 | 10

Note: Map not to scale

2.1. UGI SCORE & RANK

THEME WISE SCORE & RANK

STATE ★ **SCORE** **RANK**

PERCENTAGE

| 0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

State	UGI (Out of 100)	Rank	Empowered City Elected Representatives & Legislative Structure (Out of 30)	Rank	Empowered City Administration (Out of 15)	Rank	Empowered Citizens (Out of 25)	Rank	Fiscal Empowerment (Out of 30)	Rank
Kerala	59.31	1	18.63	1	2.46	20	15.00	9	23.22	1
Odisha	55.10	2	15.26	7	2.40	22	21.00	1	16.44	7
Maharashtra	52.40	3	9.91	21	5.34	1	16.00	5	21.15	2
Chattisgarh	51.31	4	18.03	2	1.92	26	16.00	5	15.36	10
Madhya Pradesh	50.83	5	14.09	11	3.90	10	17.00	3	15.84	8
Telangana	48.25	6	14.85	8	2.76	19	19.00	2	11.64	19
Gujarat	48.05	7	11.06	18	3.54	13	16.00	5	17.46	5
Rajasthan	47.97	8	13.69	12	3.36	14	15.50	8	15.42	9
Mizoram	47.47	9	16.38	4	3.06	17	8.50	25	19.53	3
Tamil Nadu	47.16	10	11.93	15	4.68	6	12.50	14	18.06	4
Andhra Pradesh	44.01	11	14.29	10	5.04	2	12.50	14	12.18	17
West Bengal	43.92	12	12.26	14	4.86	3	11.50	17	15.30	11
Himachal Pradesh	42.02	13	8.81	25	3.84	11	15.00	9	14.37	14
Assam	41.49	14	15.53	5	1.26	29	10.00	21	14.70	13
Bihar	41.12	15	14.47	9	3.12	15	14.50	12	9.03	23
Uttar Pradesh	40.70	16	12.56	13	2.22	24	9.00	24	16.92	6
Uttarakhand	38.79	17	10.69	19	3.96	9	11.00	20	13.14	16
Haryana	38.63	18	11.36	16	2.82	18	16.50	4	7.95	24
Karnataka	37.74	19	9.82	22	3.72	12	12.50	14	11.70	18
Jammu and Kashmir	37.67	20	15.41	6	2.46	20	15.00	9	4.80	27
Tripura	37.20	21	16.61	3	3.12	16	8.00	27	9.48	22
Jharkhand	34.92	22	9.74	23	4.80	5	14.50	12	5.88	25
Goa	34.61	23	7.88	26	4.68	6	11.50	17	10.56	21
Delhi	32.11	24	7.61	27	1.74	28	8.00	27	14.76	12
Sikkim	30.98	25	10.23	20	1.74	27	5.75	31	13.26	15
Arunachal Pradesh	30.24	26	11.14	17	4.80	4	9.50	23	4.80	27
Punjab	28.34	27	6.79	29	2.40	22	8.50	25	10.65	20
Chandigarh	26.66	28	7.43	28	4.44	8	10.00	21	4.80	27
Meghalaya	21.53	29	4.39	31	0.30	31	11.50	17	5.34	26
Manipur	20.72	30	8.84	24	1.08	30	6.00	30	4.80	27
Nagaland	19.57	31	4.79	30	1.98	25	8.00	27	4.80	27

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

2.2. THEME 1: SCORE & RANK

THEME 1: EMPOWERED CITY ELECTED REPRESENTATIVES AND LEGISLATIVE STRUCTURE

PERCENTAGE

| 0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

STATE

★ SCORE | RANK

Score out of 30

JAMMU AND KASHMIR
★ 15.41 | 6

HIMACHAL PRADESH
★ 8.81 | 25

CHANDIGARH
★ 7.43 | 28

UTTARAKHAND
★ 10.69 | 19

ARUNACHAL PRADESH
★ 11.14 | 17

PUNJAB
★ 6.79 | 29

SIKKIM
★ 10.23 | 20

ASSAM
★ 15.53 | 5

HARYANA
★ 11.36 | 16

BIHAR
★ 14.47 | 9

MEGHALAYA
★ 4.39 | 31

DELHI
★ 7.61 | 27

RAJASTHAN
★ 13.69 | 12

UTTAR PRADESH
★ 12.56 | 13

MADHYA PRADESH
★ 14.09 | 11

GUJARAT
★ 11.06 | 18

MAHARASHTRA
★ 9.91 | 21

WEST BENGAL
★ 12.26 | 14

MANIPUR
★ 8.84 | 24

TELANGANA
★ 14.85 | 8

JHARKHAND
★ 9.74 | 23

NAGALAND
★ 4.79 | 30

GOA
★ 7.88 | 26

ODISHA
★ 15.26 | 7

MIZORAM
★ 16.38 | 4

KARNATAKA
★ 9.82 | 22

CHHATTISGARH
★ 18.03 | 2

TRIPURA
★ 16.61 | 3

KERALA
★ 18.63 | 1

ANDHRA PRADESH
★ 14.29 | 10

TAMIL NADU
★ 11.93 | 15

Note: Map not to scale

THEME 1: SCORE & RANK
WITH SUB THEME WISE SCORE & RANK

STATE ★ SCORE RANK

STATE	Empowered City Elected Representatives & Legislative Structure — Out of 30		=	Empowered Mayor — Out of 9		+	Empowered Councillor — Out of 4.5		+	Empowered Council — Out of 7.5		+	Constitution of Deliberative Committees — Out of 9	
Kerala	18.63	1	=	4.50	5	+	1.98	1	+	4.50	1	+	7.65	2
Chattisgarh	18.03	2	=	5.40	1	+	1.98	1	+	3.00	13	+	7.65	2
Tripura	16.61	3	=	5.40	1	+	0.41	6	+	4.50	1	+	6.30	19
Mizoram	16.38	4	=	3.60	6	+	1.98	1	+	4.50	1	+	6.30	19
Assam	15.53	5	=	5.40	1	+	0.00	15	+	3.38	11	+	6.75	9
Jammu and Kashmir	15.41	6	=	3.60	6	+	0.00	15	+	3.94	6	+	7.88	1
Odisha	15.26	7	=	3.60	6	+	1.58	4	+	2.44	16	+	7.65	2
Telangana	14.85	8	=	3.60	6	+	0.00	15	+	4.50	1	+	6.75	9
Bihar	14.47	9	=	3.60	6	+	0.41	6	+	3.94	6	+	6.53	15
Andhra Pradesh	14.29	10	=	3.60	6	+	0.00	15	+	3.94	6	+	6.75	9
Madhya Pradesh	14.09	11	=	3.60	6	+	0.41	6	+	2.44	16	+	7.65	2
Rajasthan	13.69	12	=	3.60	6	+	0.00	15	+	2.44	16	+	7.65	2
Uttar Pradesh	12.56	13	=	3.60	6	+	0.00	15	+	2.44	16	+	6.53	15
West Bengal	12.26	14	=	5.40	1	+	0.00	15	+	0.56	26	+	6.30	19
Tamil Nadu	11.93	15	=	1.80	18	+	0.00	15	+	3.38	11	+	6.75	9
Haryana	11.36	16	=	1.80	18	+	0.00	15	+	3.94	6	+	5.63	22
Arunachal Pradesh	11.14	17	=	1.80	18	+	0.00	15	+	3.94	6	+	5.40	23
Gujarat	11.06	18	=	0.00	25	+	0.41	6	+	3.00	13	+	7.65	2
Uttarakhand	10.69	19	=	3.60	6	+	0.00	15	+	0.56	26	+	6.53	15
Sikkim	10.23	20	=	1.80	18	+	0.41	6	+	2.63	15	+	5.40	23
Maharashtra	9.91	21	=	0.00	25	+	0.95	5	+	2.44	16	+	6.53	15
Karnataka	9.82	22	=	0.00	25	+	0.41	6	+	2.44	16	+	6.98	8
Jharkhand	9.74	23	=	3.60	6	+	0.41	6	+	0.56	26	+	5.18	25
Manipur	8.84	24	=	3.60	6	+	0.41	6	+	0.56	26	+	4.28	27
Himachal Pradesh	8.81	25	=	0.00	25	+	0.00	15	+	2.06	23	+	6.75	9
Goa	7.88	26	=	0.00	25	+	0.00	15	+	1.13	25	+	6.75	9
Delhi	7.61	27	=	0.00	25	+	0.00	15	+	2.44	16	+	5.18	25
Chandigarh	7.43	28	=	0.00	25	+	0.00	15	+	4.50	1	+	2.93	28
Punjab	6.79	29	=	1.80	18	+	0.00	15	+	2.06	23	+	2.93	28
Nagaland	4.79	30	=	1.80	18	+	0.41	6	+	0.56	26	+	2.03	30
Meghalaya	4.39	31	=	1.80	18	+	0.00	15	+	0.56	26	+	2.03	30

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

2.3. THEME 2: SCORE & RANK

THEME 2: EMPOWERED CITY ADMINISTRATION

PERCENTAGE

| 0 to 10 | 10 to 20 | 20to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

STATE

★ SCORE RANK

Score out of 15

JAMMU AND KASHMIR ★ 2.46 20

HIMACHAL PRADESH ★ 3.84 11

CHANDIGARH ★ 4.44 8

UTTARAKHAND ★ 3.96 9

ARUNACHAL PRADESH ★ 4.80 4

PUNJAB ★ 2.40 22

SIKKIM ★ 1.74 27

ASSAM ★ 1.26 29

HARYANA ★ 2.82 18

BIHAR ★ 3.12 15

MEGHALAYA ★ 0.30 31

DELHI ★ 1.74 28

RAJASTHAN ★ 3.36 14

UTTAR PRADESH ★ 2.22 24

MADHYA PRADESH ★ 3.90 10

GUJARAT ★ 3.54 13

MAHARASHTRA ★ 5.34 1

WEST BENGAL ★ 4.86 3

MANIPUR ★ 1.08 30

TELANGANA ★ 2.76 19

JHARKHAND ★ 4.80 5

NAGALAND ★ 1.98 25

GOA ★ 4.68 6

ODISHA ★ 2.40 22

MIZORAM ★ 3.06 17

KARNATAKA ★ 3.72 12

CHHATTISGARH ★ 1.92 26

TRIPURA ★ 3.12 16

KERALA ★ 2.46 20

ANDHRA PRADESH ★ 5.04 2

TAMIL NADU ★ 4.68 6

Note: Map not to scale

THEME 2: SCORE & RANK
WITH SUB THEME WISE SCORE & RANK

STATE ★ SCORE RANK

PERCENTAGE
0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100

State	Empowered City Administration — Out of 15		Control and Training of Human Resources for Functions under City Government — Out of 6		Devolution and Control of 18 functions mentioned in the Twelfth Schedule — Out of 9	
	Score	Rank	Score	Rank	Score	Rank
Maharashtra	5.34	1	0.00	17	5.34	1
Andhra Pradesh	5.04	2	0.60	12	4.44	2
West Bengal	4.86	3	1.50	7	3.36	9
Arunachal Pradesh	4.80	4	1.20	8	3.60	7
Jharkhand	4.80	5	2.40	4	2.40	14
Goa	4.68	6	3.30	1	1.38	22
Tamil Nadu	4.68	6	0.60	12	4.08	4
Chandigarh	4.44	8	0.00	17	4.44	2
Uttarakhand	3.96	9	3.30	1	0.66	27
Madhya Pradesh	3.90	10	0.00	17	3.90	5
Himachal Pradesh	3.84	11	0.00	17	3.84	6
Karnataka	3.72	12	0.60	12	3.12	11
Gujarat	3.54	13	0.00	17	3.54	8
Rajasthan	3.36	14	0.00	17	3.36	9
Bihar	3.12	15	0.00	17	3.12	11
Tripura	3.12	16	1.80	6	1.32	23
Mizoram	3.06	17	2.70	3	0.36	29
Haryana	2.82	18	0.00	17	2.82	13
Telangana	2.76	19	1.20	8	1.56	21
Jammu and Kashmir	2.46	20	0.60	12	1.86	18
Kerala	2.46	20	0.60	12	1.86	18
Odisha	2.40	22	0.00	17	2.40	14
Punjab	2.40	22	0.00	17	2.40	14
Uttar Pradesh	2.22	24	2.10	5	0.12	31
Nagaland	1.98	25	1.20	8	0.78	26
Chattisgarh	1.92	26	0.00	17	1.92	17
Sikkim	1.74	27	1.20	8	0.54	28
Delhi	1.74	28	0.00	17	1.74	20
Assam	1.26	29	0.00	17	1.26	24
Manipur	1.08	30	0.00	17	1.08	25
Meghalaya	0.30	31	0.00	17	0.30	30

2.4. THEME 3: SCORE & RANK

THEME 3: EMPOWERED CITIZENS

PERCENTAGE

| 0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

STATE

★ SCORE | RANK

Score out of 25

JAMMU AND KASHMIR ★ 15.00 | 9

HIMACHAL PRADESH ★ 15.00 | 9

CHANDIGARH ★ 10.00 | 21

UTTARAKHAND ★ 11.00 | 20

★ 9.50 | 23
ARUNACHAL PRADESH

PUNJAB ★ 8.50 | 25

SIKKIM ★ 5.75 | 31

★ 10.00 | 21
ASSAM

HARYANA ★ 16.50 | 4

★ 14.50 | 12
BIHAR

★ 11.50 | 17
MEGHALAYA

DELHI ★ 8.00 | 27

RAJASTHAN ★ 15.50 | 8

UTTAR PRADESH ★ 9.00 | 24

MADHYA PRADESH ★ 17.00 | 3

GUJARAT ★ 16.00 | 5

MAHARASHTRA ★ 16.00 | 5

WEST BENGAL ★ 11.50 | 17

MANIPUR ★ 6.00 | 30

TELANGANA ★ 19.00 | 2

JHARKHAND ★ 14.50 | 12

NAGALAND ★ 8.00 | 27

GOA ★ 11.50 | 17

ODISHA ★ 21.00 | 1

MIZORAM ★ 8.50 | 25

KARNATAKA ★ 12.50 | 14

CHHATTISGARH ★ 16.00 | 5

TRIPURA ★ 8.00 | 27

KERALA ★ 15.00 | 9

ANDHRA PRADESH ★ 12.50 | 14

TAMIL NADU ★ 12.50 | 14

Note: Map not to scale

THEME 3: SCORE & RANK

WITH SUB THEME WISE SCORE & RANK

STATE ★ **SCORE** **RANK**

PERCENTAGE
| 0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

State	Empowered Citizens (Out of 25)		=	Accessible Open Data Portal (Out of 8.75)		+	Right to Elect Mayor and Recall Elected City Representatives (Out of 5)		+	Formal and Active Citizen Consultative mechanism (Out of 5)		+	Active Grievance Redressal Mechanism (Out of 6.25)	
	Score	Rank		Score	Rank		Score	Rank		Score	Rank		Score	Rank
Odisha	21.00	1		7.75	1		2.00	8		5.00	1		6.25	1
Telangana	19.00	2		5.75	15		2.00	8		5.00	1		6.25	1
Madhya Pradesh	17.00	3		6.75	4		4.00	1		0.00	15		6.25	1
Haryana	16.50	4		3.75	25		4.00	1		2.50	4		6.25	1
Chattisgarh	16.00	5		5.75	15		4.00	1		0.00	15		6.25	1
Gujarat	16.00	5		7.75	1		2.00	8		2.50	4		3.75	7
Maharashtra	16.00	5		7.75	1		2.00	8		2.50	4		3.75	7
Rajasthan	15.50	8		4.75	21		2.00	8		2.50	4		6.25	1
Himachal Pradesh	15.00	9		6.75	4		2.00	8		5.00	1		1.25	17
Jammu and Kashmir	15.00	9		6.75	4		2.00	8		2.50	4		3.75	7
Kerala	15.00	9		6.75	4		2.00	8		2.50	4		3.75	7
Bihar	14.50	12		6.75	4		4.00	1		2.50	4		1.25	17
Jharkhand	14.50	12		6.75	4		4.00	1		0.00	15		3.75	7
Andhra Pradesh	12.50	14		6.75	4		2.00	8		2.50	4		1.25	17
Karnataka	12.50	14		6.75	4		2.00	8		0.00	15		3.75	7
Tamil Nadu	12.50	14		6.75	4		2.00	8		0.00	15		3.75	7
Goa	11.50	17		5.75	15		2.00	8		2.50	4		1.25	17
Meghalaya	11.50	17		5.75	15		2.00	8		0.00	15		3.75	7
West Bengal	11.50	17		5.75	15		2.00	8		0.00	15		3.75	7
Uttarakhand	11.00	20		5.75	15		4.00	1		0.00	15		1.25	17
Assam	10.00	21		6.75	4		2.00	8		0.00	15		1.25	17
Chandigarh	10.00	21		6.75	4		2.00	8		0.00	15		1.25	17
Arunachal Pradesh	9.50	23		3.75	25		2.00	8		2.50	4		1.25	17
Uttar Pradesh	9.00	24		3.75	25		4.00	1		0.00	15		1.25	17
Mizoram	8.50	25		2.75	29		2.00	8		2.50	4		1.25	17
Punjab	8.50	25		2.75	29		2.00	8		0.00	15		3.75	7
Delhi	8.00	27		4.75	21		2.00	8		0.00	15		1.25	17
Nagaland	8.00	27		4.75	21		2.00	8		0.00	15		1.25	17
Tripura	8.00	27		4.75	21		2.00	8		0.00	15		1.25	17
Manipur	6.00	30		2.75	29		2.00	8		0.00	15		1.25	17
Sikkim	5.75	31		3.75	25		2.00	8		0.00	15		0.00	31

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

2.5. THEME 4: SCORE & RANK

THEME 4: FISCAL EMPOWERMENT

PERCENTAGE

| 0 to 10 | 10 to 20 | 20to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

STATE

★ SCORE RANK

Score out of 30

JAMMU AND KASHMIR
★ 4.80 27

HIMACHAL PRADESH
★ 14.37 14

CHANDIGARH
★ 4.80 27

UTTARAKHAND
★ 13.14 16

★ 4.80 27
ARUNACHAL PRADESH

PUNJAB
★ 10.65 20

SIKKIM
★ 13.26 15

★ 14.70 13
ASSAM

HARYANA
★ 7.95 24

★ 9.03 23
BIHAR

★ 5.34 26
MEGHALAYA

DELHI
★ 14.76 12

RAJASTHAN
★ 15.42 9

UTTAR PRADESH
★ 16.92 6

MADHYA PRADESH
★ 15.84 8

WEST BENGAL
★ 15.30 11

MANIPUR
★ 4.80 27

GUJARAT
★ 17.46 5

MAHARASHTRA
★ 21.15 2

TELANGANA
★ 11.64 19

JHARKHAND
★ 5.88 25

NAGALAND
★ 4.80 27

GOA
★ 10.56 21

ODISHA
★ 16.44 7

MIZORAM
★ 19.53 3

KARNATAKA
★ 11.70 18

CHHATTISGARH
★ 15.36 10

TRIPURA
★ 9.48 22

KERALA
★ 23.22 1

ANDHRA PRADESH
★ 12.18 17

TAMIL NADU
★ 18.06 4

Note: Map not to scale

THEME 4: SCORE & RANK

WITH SUB THEME WISE SCORE & RANK

STATE ★ SCORE RANK

PERCENTAGE

| 0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |

STATE	Fiscal Empowerment ₹ Out of 30		Devolution of Financial Power Out of 12		Systemic Fiscal Transfers Out of 9		Financial Accountability Out of 9	
	Score	Rank	Score	Rank	Score	Rank	Score	Rank
Kerala	23.22	1	9.00	1	6.30	1	7.92	4
Maharashtra	21.15	2	9.00	1	3.15	8	9.00	1
Mizoram	19.53	3	9.00	1	3.15	8	7.38	8
Tamil Nadu	18.06	4	3.30	17	6.30	1	8.46	2
Gujarat	17.46	5	9.00	1	0.00	14	8.46	2
Uttar Pradesh	16.92	6	9.00	1	0.00	14	7.92	4
Odisha	16.44	7	3.30	17	6.30	1	6.84	10
Madhya Pradesh	15.84	8	9.00	1	0.00	14	6.84	10
Rajasthan	15.42	9	1.20	21	6.30	1	7.92	4
Chattisgarh	15.36	10	3.30	17	6.30	1	5.76	16
West Bengal	15.30	11	9.00	1	0.00	14	6.30	13
Delhi	14.76	12	9.00	1	0.00	14	5.76	16
Assam	14.70	13	4.80	11	6.30	1	3.60	24
Himachal Pradesh	14.37	14	3.30	17	3.15	8	7.92	4
Sikkim	13.26	15	1.20	21	6.30	1	5.76	16
Uttarakhand	13.14	16	9.00	1	0.00	14	4.14	23
Andhra Pradesh	12.18	17	4.80	11	0.00	14	7.38	8
Karnataka	11.70	18	5.40	10	0.00	14	6.30	13
Telangana	11.64	19	4.80	11	0.00	14	6.84	10
Punjab	10.65	20	1.20	21	3.15	8	6.30	13
Goa	10.56	21	4.80	11	0.00	14	5.76	16
Tripura	9.48	22	4.80	11	0.00	14	4.68	20
Bihar	9.03	23	1.20	21	3.15	8	4.68	20
Haryana	7.95	24	1.20	21	3.15	8	3.60	24
Jharkhand	5.88	25	1.20	21	0.00	14	4.68	20
Meghalaya	5.34	26	4.80	11	0.00	14	0.54	31
Arunachal Pradesh	4.80	27	1.20	21	0.00	14	3.60	24
Chandigarh	4.80	27	1.20	21	0.00	14	3.60	24
Jammu and Kashmir	4.80	27	1.20	21	0.00	14	3.60	24
Manipur	4.80	27	1.20	21	0.00	14	3.60	24
Nagaland	4.80	27	1.20	21	0.00	14	3.60	24

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

3
KEY
INSIGHTS

3.1. KEY INSIGHTS - EMPOWERED MAYOR AND EMPOWERED COUNCILLOR

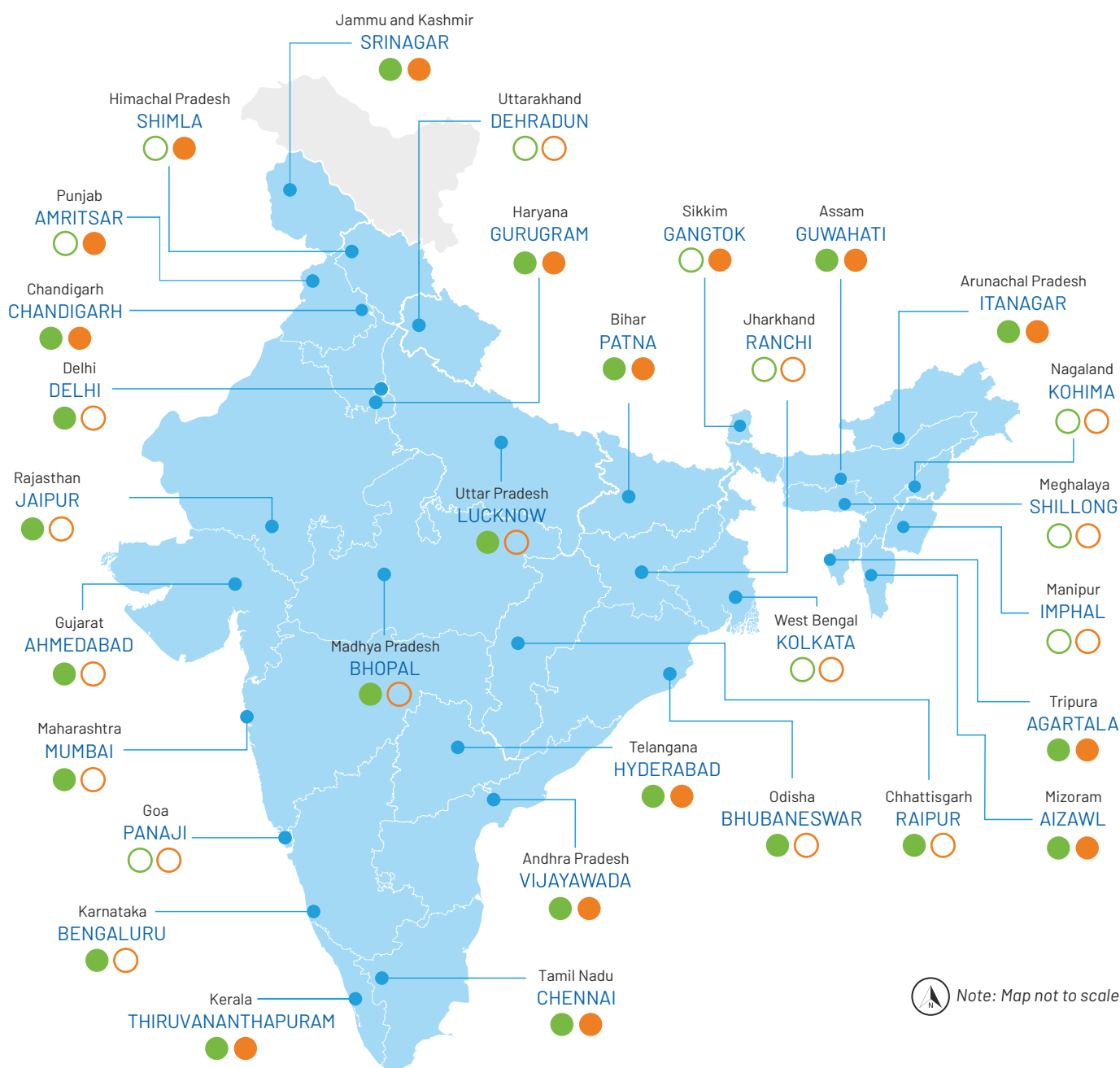Note: Map not to scale
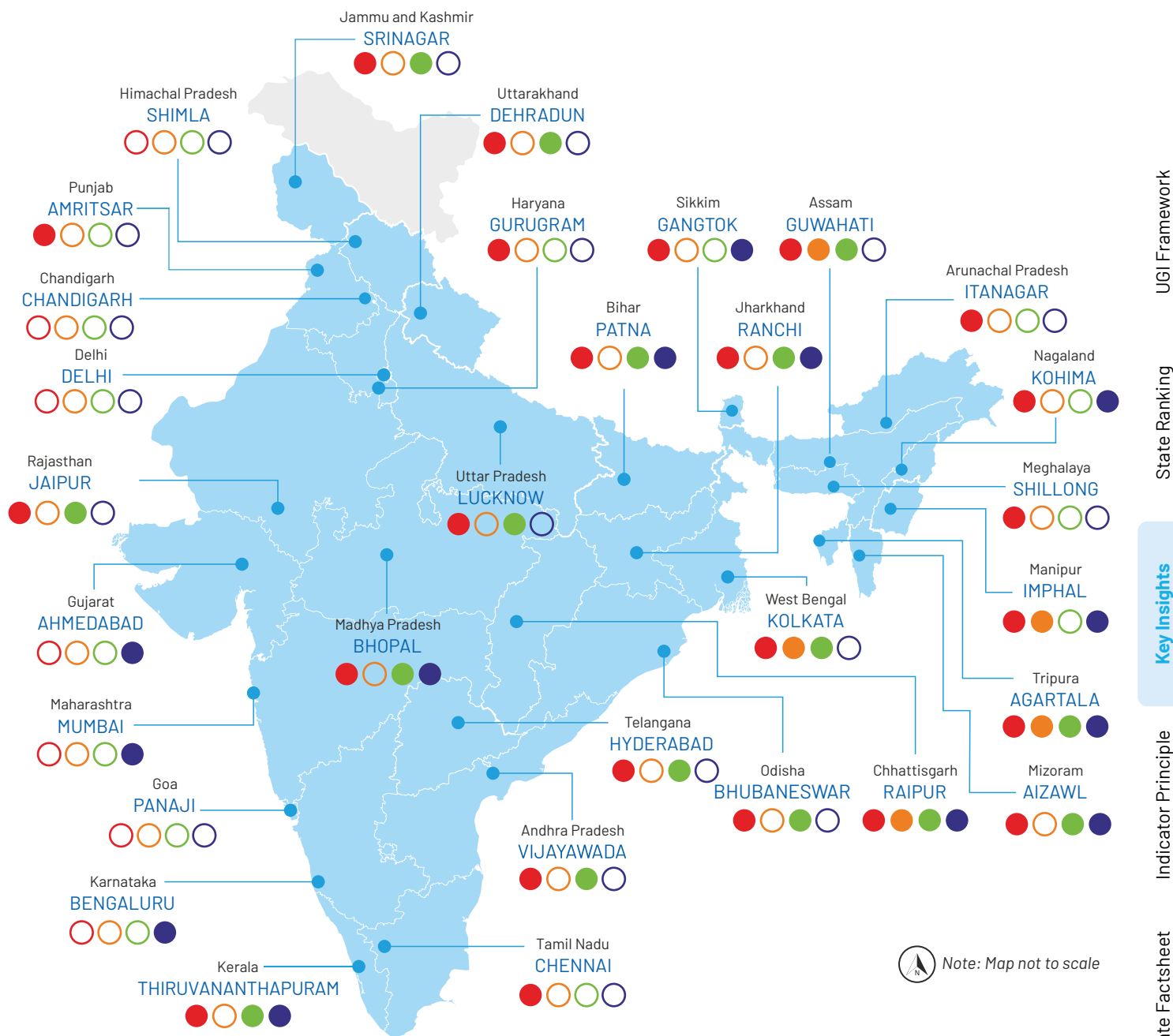
LEGENDS		
Empowered Mayor and Empowered Councillor	**Yes**	**No**
Is the post of Mayor co-terminus with the term of City Government?	🔴	⭕
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees?	🟠	⭕
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee?	🟢	⭕
Do the councillors receive monthly fixed salary?	🔵	⭕

INSIGHTS :

- In 7 cities, viz., Chandigarh, Delhi, Panaji, Ahmedabad, Shimla, Bengaluru & Mumbai the post of the Mayor is not co-terminus with the city government.
- Only in states of Assam, Chhattisgarh, Manipur, Tripura & West Bengal the Mayor has the authority to appoint chairperson of Standing/Subject Committees.
- In 15 cities viz., Itanagar, Chandigarh, Delhi, Panaji, Ahmedabad, Gurugram, Shimla, Bengaluru, Mumbai, Imphal, Shillong, Kohima, Amritsar, Gangtok & Chennai the Mayor is not the chairperson of the apex committee.
- Councillors receive a fixed salary in 13 cities viz., Patna, Raipur, Ahmedabad, Ranchi, Bengaluru, Thiruvananthapuram, Bhopal, Mumbai, Imphal, Aizawl, Kohima, Gangtok, Agartala.
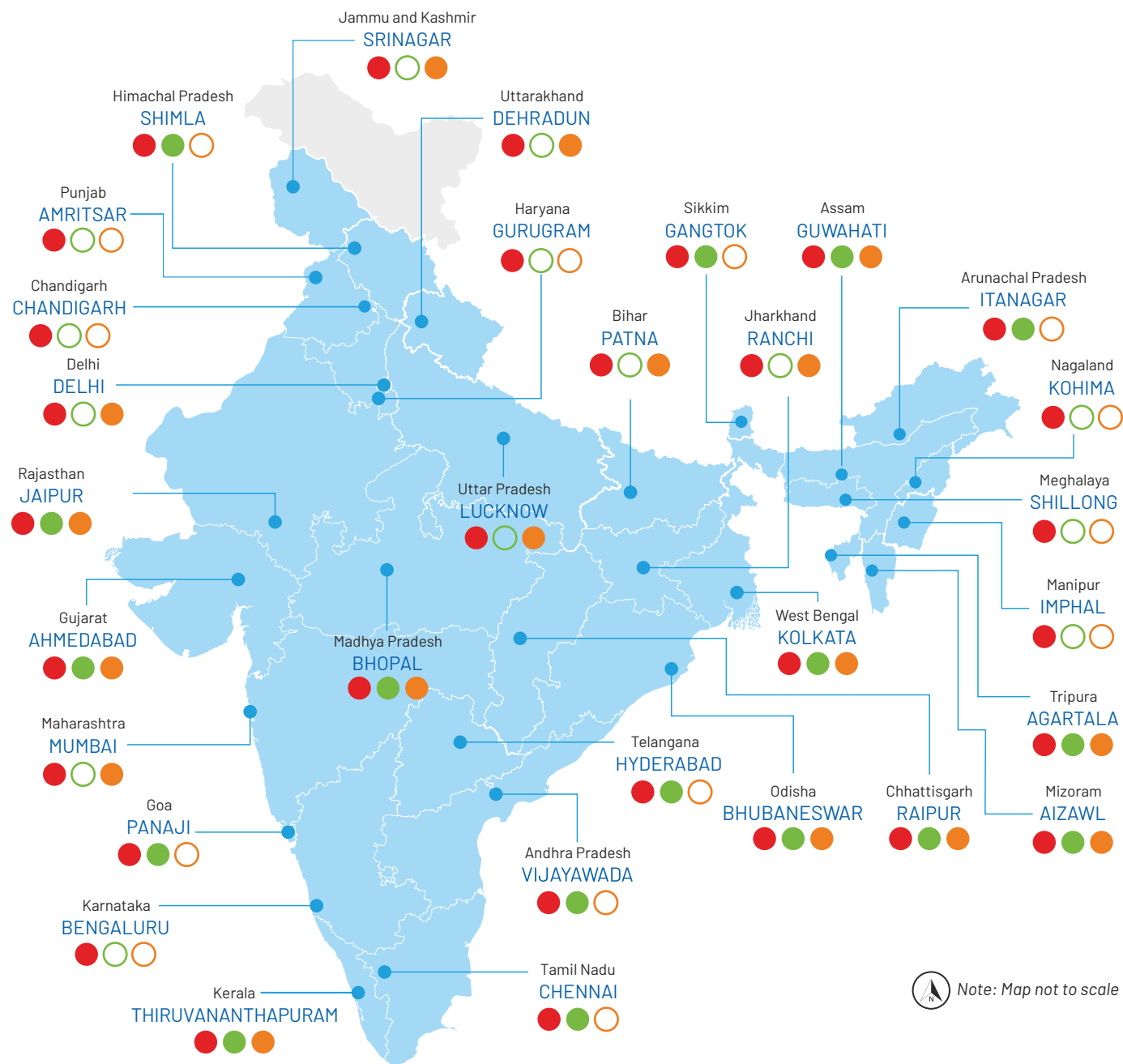
3.2. KEY INSIGHTS - EMPOWERED COUNCIL

Jammu and Kashmir
SRINAGAR

Himachal Pradesh
SHIMLA

Uttarakhand
DEHRADUN

Punjab
AMRITSAR

Haryana
GURUGRAM

Sikkim
GANGTOK

Assam
GUWAHATI

Arunachal Pradesh
ITANAGAR

Chandigarh
CHANDIGARH

Bihar
PATNA

Jharkhand
RANCHI

Nagaland
KOHIMA

Delhi
DELHI

Rajasthan
JAIPUR

Uttar Pradesh
LUCKNOW

Meghalaya
SHILLONG

Gujarat
AHMEDABAD

Madhya Pradesh
BHOPAL

West Bengal
KOLKATA

Manipur
IMPHAL

Maharashtra
MUMBAI

Telangana
HYDERABAD

Tripura
AGARTALA

Goa
PANAJI

Odisha
BHUBANESWAR

Chhattisgarh
RAIPUR

Mizoram
AIZAWL

Karnataka
BENGALURU

Andhra Pradesh
VIJAYAWADA

Tamil Nadu
CHENNAI

Kerala
THIRUVANANTHAPURAM

Note: Map not to scale

LEGENDS		
Empowered Council	**Yes**	**No**
Does the City Government have Procedure for Conduct and Business Rules?	🟢	⭕
Do the Councillors have authority to pass no confidence motion against the Mayor?	🟠	⭕

INSIGHTS :

- 10 cities, viz., Panaji, Shimla, Ranchi, Imphal, Shillong, Kohima, Amritsar, Gangtok, Dehradun & Kolkata do not have a procedure to conduct business rules.
- 15 cities viz., Vijayawada, Itanagar, Guwahati, Patna, Chandigarh, Gurugram, Shimla, Srinagar, Thiruvananthapuram, Aizawl, Amritsar, Gangtok, Chennai, Hyderabad & Agartala have provision for the council to pass no confidence motion against the Mayor.

3.3. KEY INSIGHTS - CONSTITUTION OF DELIBERATIVE COMMITTEES

Note: Map not to scale

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

LEGENDS		
Constitution of Deliberative Committees	**Yes**	**No**
Does the State Municipal Act have a provision for committees?	🔴	⭕
Has the City Government constituted committees according to State Municipal Act?	🟢	⭕
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/ steering committee?	🟠	⭕

INSIGHTS :

- 14 cities viz., Patna, Chandigarh, Delhi, Gurugram, Srinagar, Ranchi, Bengaluru, Mumbai, Imphal, Shillong, Kohima, Amritsar, Lucknow & Dehradun have not constituted committees as per the State Municipal Act.
- 14 cities viz., Vijayawada, Itanagar, Chandigarh, Panaji, Gurugram, Shimla, Bengaluru, Imphal, Shillong, Kohima, Amritsar, Gangtok, Chennai & Hyderabad do not have a provision for constitution of an apex committee in the State Municipal Act.

3.4. KEY INSIGHTS - DEVOLUTION OF FINANCIAL POWER

Map of India showing cities with their devolution of financial power indicators:

- Jammu and Kashmir — SRINAGAR
- Himachal Pradesh — SHIMLA
- Uttarakhand — DEHRADUN
- Punjab — AMRITSAR
- Haryana — GURUGRAM
- Sikkim — GANGTOK
- Assam — GUWAHATI
- Arunachal Pradesh — ITANAGAR
- Chandigarh — CHANDIGARH
- Bihar — PATNA
- Jharkhand — RANCHI
- Nagaland — KOHIMA
- Delhi — DELHI
- Rajasthan — JAIPUR
- Uttar Pradesh — LUCKNOW
- Meghalaya — SHILLONG
- Gujarat — AHMEDABAD
- West Bengal — KOLKATA
- Manipur — IMPHAL
- Madhya Pradesh — BHOPAL
- Maharashtra — MUMBAI
- Telangana — HYDERABAD
- Tripura — AGARTALA
- Goa — PANAJI
- Odisha — BHUBANESWAR
- Chhattisgarh — RAIPUR
- Mizoram — AIZAWL
- Karnataka — BENGALURU
- Andhra Pradesh — VIJAYAWADA
- Kerala — THIRUVANANTHAPURAM
- Tamil Nadu — CHENNAI

Note: Map not to scale

LEGENDS

Devolution of Financial Power	Yes	No
Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act?	🔴 (red filled)	⭕ (red open)
Does the City Government hold independent authority to revise the tax rates/charges?	🟠 (orange filled)	⭕ (orange open)
Does the council have independent authority to approve the budget according to the State Municipal Act?	🟢 (green filled)	⭕ (green open)

INSIGHTS :

- Only 12 cities viz, Raipur, Delhi, Ahmedabad, Bengaluru, Thiruvananthapuram, Bhopal, Mumbai, Aizawl, Chennai, Lucknow, Dehradun & Kolkata have the independent authority to introduce new taxes/charges as per the assigned list in the State Municipal Act.
- Only 12 cities viz., Delhi, Ahmedabad, Shimla, Bengaluru, Thiruvananthapuram, Bhopal, Mumbai, Aizawl, Bhubaneswar, Lucknow, Dehradun & Kolkata have the independent authority to revise existing taxes/charges.
- Cities of Bhubaneshwar & Shimla can only revise existing taxes/charges whereas Raipur and Chennai can only introduce new taxes/charges as per the assigned list in the State Municipal Act.
- 16 cities including Itanagar, Patna, Chandigarh, Raipur, Gurugram, Shimla, Srinagar, Ranchi, Bengaluru, Imphal, Kohima, Bhubaneswar, Amritsar, Jaipur, Gangtok & Chennai do not have the independent authority to approve their budget.

3.5. KEY INSIGHTS – DEVOLUTION OF 18 FUNCTIONS

State	18 Functions																			
	1	2	3	4	5	6a	6b	7	8	9	10	11	12	13a	13b	14	15	16	17a	17b	18
Andhra Pradesh																					
Arunachal Pradesh																					
Assam																					
Bihar																					
Chandigarh																					
Chhattisgarh																					
Delhi																					
Goa																					
Gujarat																					
Haryana																					
Himachal Pradesh																					
Jammu and Kashmir																					
Jharkhand																					
Karnataka																					
Kerala																					
Madhya Pradesh																					
Maharashtra																					
Manipur																					
Meghalaya																					
Mizoram																					
Nagaland																					
Odisha																					
Punjab																					
Rajasthan																					
Sikkim																					
Tamil Nadu																					
Telangana																					
Tripura																					
Uttar Pradesh																					
Uttarakhand																					
West Bengal																					

Legend:
- Functions under city government
- Functions under multiple agencies
- Functions under State government

1 Urban planning including town planning.
2 Regulation of land-use and construction of buildings.
3 Planning for economic and social development
4 Roads and bridges
5 Water supply for domestic, industrial and commercial purposes
6a Public health, sanitation conservancy
6b Solid waste management
7 Fire services
8 Urban forestry, protection of the environment and promotion of ecological aspects
9 Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded
10 Slum improvement and upgradation
11 Urban poverty alleviation
12 Provision of urban amenities and facilities such as parks, gardens, playgrounds
13 a Promotion of cultural and aesthetic aspects.
13 b Promotion of Education
14 Burials and burial grounds; cremations, cremation grounds
15 Cattle pounds; prevention of cruelty to animals
16 Vital statistics including birth and death registration
17 a Public amenities including street lighting, parking lots and public conveniences.
17 b Bus stops
18 Regulation of slaughter houses and tanneries

3.6. EXECUTIVE SUMMARY

The Urban Governance Index (UGI) 2024 is the second edition of this metric, building upon UGI 2020. This study has comprehensively mapped the progress, developments, and policy changes undertaken by state and city governments across 42 UGI indicators. The average score for 28 states, 2 Union Territories, and the National Capital Territory of Delhi stands at 39.70%. Cities have increasingly adopted technology to enhance their websites, which now serve as accessible Open Data Portals, offering transparency into municipal operations. Despite these advancements, a significant concern is the high vacancy rate in sanctioned posts within Municipal Corporations. Additionally, 18 functions devolved to city governments under the 12th Schedule of the Constitution are increasingly managed by multiple agencies, reducing the independent authority of city governments. The persistent issue of a weak mayoral system across many states continues to constrain the executive role of city leadership.

Regarding policy reforms, several state and city governments have introduced significant changes. Tamil Nadu has established the Tamil Nadu Urban Local Bodies Rule 2023, which complements the state's Municipal Act and provides a structured framework for municipal operations. Karnataka has enacted a new Municipal Act specifically for Bengaluru, creating a distinct governance model for the city. In Itanagar, the Mayor's tenure is now co-terminus with the city government, aligning leadership with governance. Bihar has implemented direct elections for Mayors, enhancing citizen participation in selecting city leadership. Conversely, Assam has amended its Act to remove provisions for Ward Committees and Area Sabha, which may reduce community involvement in local governance.

Key observations for the four thematic areas are summarised as follows:

Empowering Elected Representatives and Legislative Structures:
1. The average score for 31 cities is 39.19%.
2. Five states (Assam, Chhattisgarh, Madhya Pradesh, Tripura, and West Bengal) have Mayor-in-Council system as per their State Municipal Act.
3. Kerala is the only state to give the Mayor the authority to write an 'Annual Confidential Report' of the Commissioner.
4. Shimla is the only Municipal Corporation that facilitates a digital mechanism for councillors to submit their questions.
5. In seven cities (Chandigarh, Delhi, Panaji, Ahmedabad, Shimla, Bengaluru & Mumbai) the post of the Mayor is not co-terminus with the city government.
6. Only four states (Chhattisgarh, Kerala, Mizoram, and Odisha) mandate that every councillor should be part of at least one deliberative committee.
7. No state has provisions for regular training for councillors.
8. 10 cities (Panaji, Shimla, Ranchi, Imphal, Shillong, Kohima, Amritsar, Gangtok, Dehradun, and Kolkata) do not have a procedure to conduct business rules.
9. Municipal Acts of three states (Assam, Meghalaya and Nagaland) do not have provisions to constitute zonal/ward committees.
10. Only four states and one union territory (Gujarat, Haryana, Karnataka, Maharashtra and Jammu and Kashmir) have made provision for all committees (including councils) to hold meetings at least once a month in their Municipal Acts.

Empowered City Administration
1. The average score for 31 cities is 21.02%
2. City Administrations of only three states (Goa, Uttar Pradesh, and Uttarakhand) have sanctioning authority for recruitment.
3. Three states (Jharkhand, Mizoram, and Tripura) have made provisions for the training of city administration in the Municipal Act.
4. No state has devolved all 18 functions listed in the 12th Schedule of the Constitution to city governments. In Mumbai, 11 functions are under the independent control of the city, the highest among all states, while in three states (Meghalaya, Uttar Pradesh, and Uttarakhand) just one function is under the independent control of city governments.

Empowered Citizens
1. The average score for 31 cities is 49.71%
2. All 31 cities have a functional website.
3. Seven states (Bihar, Chhattisgarh, Haryana, Jharkhand, Madhya Pradesh, Uttar Pradesh, and Uttarakhand) conduct direct elections for the Mayor.
4. No state has a provision giving the citizens the right to recall their councillors.
5. Only three cities (Chandigarh, Srinagar, and Bhubaneswar) have enabled citizens to communicate their suggestions (needs and wants) through their websites.

Fiscal Empowerment
1. The average score for 31 cities is 41.22%
2. Nine State Governments and one Union Territory (Delhi, Gujarat, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Uttar Pradesh, Uttarakhand, and West Bengal) have given independent authority to introduce new taxes/ charges in their Municipal Acts as well as the authority to revise tax rates/charges.
3. 16 cities (Itanagar, Patna, Chandigarh, Raipur, Gurugram, Shimla, Srinagar, Ranchi, Bengaluru, Imphal, Kohima, Bhubaneswar, Amritsar, Jaipur, Gangtok and Chennai) out of 31 do not have an independent authority to approve the budget according to the State Municipal Act.
4. No city governments receive a direct percentage share of GST
5. 13 State Municipal Acts (Andhra Pradesh, Chhattisgarh, Goa, Gujarat, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Punjab, Tamil Nadu, Telangana and West Bengal) make it mandatory to publish the budget and accounts in the public domain.
6. Meghalaya is the only state where the Municipal Act does not make provision for conducting an external audit.

4

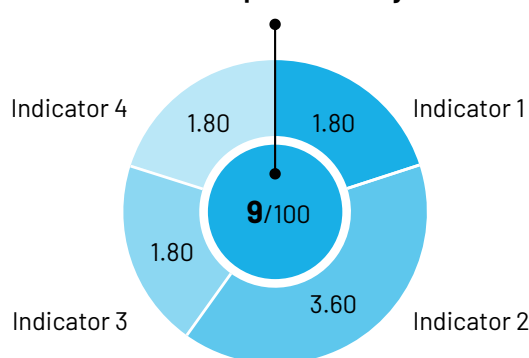# INDICATOR – DIRECTIVE PRINCIPLES

As mentioned earlier, the themes of the Urban Governance Index (UGI) are divided into sub-themes, and these sub-themes are further broken down into set of indicators. The chapter focuses on explaining the directive principle behind each of these indicators included in the UGI. The principles will give brief explanation on 'what does the indicator mean exactly?' and conclude with the explanation on 'how is the Indicator Score calculated for the indicator?'. The weightage and final score of the indicators are also mentioned for each indicator. Each indicator holds a weightage under the respective sub-theme it falls under. The Indicator Score is the maximum score assigned for each indicator. Finally, the source of each indicator has also been mentioned.

4.1. EMPOWERED CITY ELECTED REPRESENTATIVES AND LEGISLATIVE STRUCTURE

4.1. Empowered City Elected Representatives and Legislative Structure

30 /100
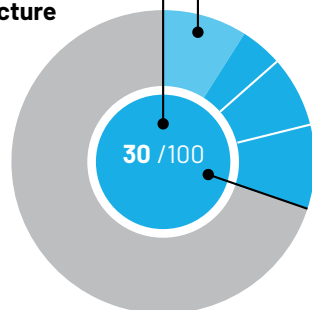
4.1.1. Empowered Mayor

Indicator 4 — 1.80
Indicator 1 — 1.80
Indicator 3 — 1.80
Indicator 2 — 3.60

9 /100

Indicator 01	Indicator Score 1.80 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Is the post of Mayor co-terminus with the term of City Government?

Directive Principle

The Office of the Mayor needs to be coterminous with the term of the City Government as this allows for experience gathering, execution of envisioned projects and ultimately fulfilment of citizens' mandate. Article 243U of the Constitution (Seventy-fourth Amendment) Act, 1992 mandates the duration of the City Government to be five years from the date of appointment for its first meeting. When the term of the Mayor is co-terminus with the term of the City Government, it allows for synchronised planning, execution and decision making for the office of the Mayor.

Therefore, as per the State Municipal Act, if the Mayor's term is coterminous with the term of the City Government, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 02	Indicator Score 3.60 *out of total UGI score (100)*	Weightage 40% *out of total sub-thematic weightage*

Does the Mayor hold executive authority over the Commissioner?

Sub-Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner?

Directive Principle

As the head of the City Government, the Mayor needs to hold executive authority over the Commissioner who needs to be fully accountable to the Mayor, similar to the functioning of Central and State Governments. This can be effectively done if the Mayor has the authority to write the ACR of the Commissioner.

Sub-Indicator 2.2: Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR?
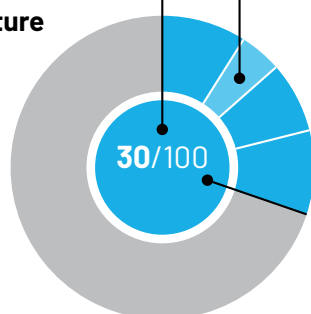
Directive Principle

While Mayor holding the authority to write an ACR of the Commissioner is a key mechanism to ensure accountability of the administration, there is also need for authority to take actions based on the review of the ACR filed by the Mayor. If actions are not taken in accordance with the performance appraisal, then the mechanism holds no significance.

Indicator 02	Indicator Score 3.60 *out of total UGI score (100)*	Weightage 40% *out of total sub-thematic weightage*

Sub-Indicator 2.3: Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council?

Directive Principle

The control over appointment and termination of the Union Cabinet Secretary and State Chief Secretaries in the Union and State governments are exercised by the Prime Minister and Chief Ministers respectively. Likewise, there should be a mechanism which allows the Mayor to determine appointment and termination of the Commissioner, provided that the decision is ratified in the council (or house or board) of the City Government for approval.

Cities where the State Municipal Act has provisions for the Mayor to hold executive authority over the Commissioner i.e., (i) authority to write the ACR of the Commissioner; (ii) holding of independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR and (iii) authority to appoint and terminate the Commissioner, subject to ratification of council, are given maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 03	Indicator Score 1.80 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees?

Directive Principle

Council of Ministers in the Union and State Governments are appointed by the President and Governor respectively. But, the Prime Minister and Chief Minister has authority to give their recommendations for the appointment. Likewise, the City Government being the third tier of Governance, the Mayor should have the authority to appoint the chairpersons of various committees (Standing/Subject committees).

Therefore, as per the State Municipal Act, the Mayor holds independent authority to appoint chairpersons of Standing/Subject committees, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 04	Indicator Score 1.80 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee?

Directive Principle

The Union Government constitutes the Union Cabinet which is headed by the Prime Minister and Union Government Cabinet Rank Ministers. A similar system is followed in each State wherein the State Government constitutes the State Government Cabinet headed by the respective Chief Minister. Likewise, the City Government being the third tier of Governance, a cabinet system which functions as an apex committee with strong decision-making powers should be constituted. The committee should be headed by the Mayor and various Standing/Subject committee heads should be the members of the apex body.

Hence, as per the State Municipal Act, if the Mayor is the chairperson of such apex committees like Mayor in Council (MIC)/Steering committee, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

4.1. Empowered City Elected Representatives and Legislative Structure

4.1.2. Empowered Councillor

30/100

Indicator 7 — 1.35

4.50/100

Indicator 5 — 1.58
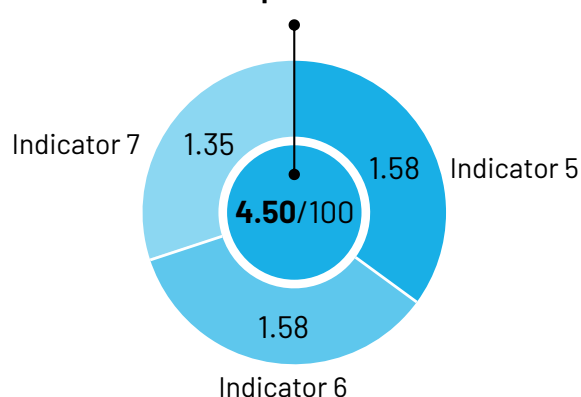
Indicator 6 — 1.58

Indicator 05	Indicator Score 1.58 *out of total UGI score (100)*	Weightage 35% *out of total subthematic weightage*

Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)?

Directive Principle

The role of Councillor primarily involves representing and addressing issues raised by citizens of the city, through various mechanisms. These mechanisms involve, the Councillor raising issues of their constituencies and participating in decision making through various deliberative committees. Hence, it is crucial that every Councillor be entitled to participate in at least one committee (Standing/ Subject) that has been constituted by the Council.

Therefore, as per the State Municipal Act, if every Councillor is a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee), it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 06	Indicator Score 1.58 *out of total UGI score (100)*	Weightage 35% *out of total subthematic weightage*

Does the State Municipal Act have provision for regular trainings to be conducted for Councillors?
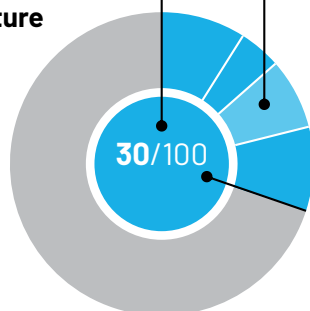
Directive Principle

For effective deliberation and decision making, Councillors need to understand their roles, duties and responsibilities. Regular capacity building trainings held for the Councillor during their term of office enables them to better fulfil their Constitutional responsibilities. This can also lead Councillors to make the best use of various schemes which are available for development and best practices in the functions that come under their responsibility.

Hence, if the State Municipal Act has provisions for regular trainings to be conducted for Councillors, it will result to maximum Indicator Score as mentioned.
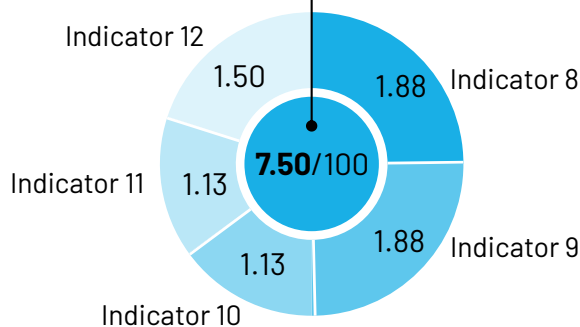
Source: State Municipal Act

Do the Councillors receive salary and office allowances commensurate with their post?

Sub-Indicator 7.1: Do councillors receive monthly fixed salary?

Directive Principle

As elected Councillors in the City Government, they are holding the highest office. Therefore, it is expected that the job they are performing is largely a '24X7 job'. To do this effectively, the basic needs of the Councillor needs to be taken care of. In account of this, it would be prudent to give them fixed monthly salaries. In line with the same, the Mayor, committee chairpersons and Councillors should receive salary and allowances commensurate to the post. In this indicator, we have considered remuneration and honorarium as a salary.

Sub-Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner?

Directive Principle

The Commissioner should report to the Councillors as a whole. Therefore, the fixed salary that the Councillor receives should be at par or more than that of the Commissioner.

Sub-Indicator 7.3: Do Councillors receive allowances for office expense and designated staff?

Directive Principle

For the Councillor to effectively perform their duties and responsibilities, they need a support staff and an office space. This will enable the Councillors to conduct research and hence, they should receive an allowance to support these requirements. For this indicator, we have looked whether Councillors receive any allowance to perform their duties and or get an office space; and designated staff support.

In account of all of the above, if the State Municipal Act has provisions for Councillors to receive commensurate salary and office allowances i.e., (i) Councillors to receive monthly fixed salary; (ii) Councillors to receive fixed salary at par or more than that of the Commissioner; and (iii) Councillors to receive allowances for office expense and designated staff, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

4.1. Empowered City Elected Representatives and Legislative Structure

4.1.3. Empowered Council

30/100

7.50/100

Indicator 12 — 1.50
Indicator 11 — 1.13
Indicator 10 — 1.13
Indicator 8 — 1.88
Indicator 9 — 1.88

Indicator 08	Indicator Score 1.88 *out of total UGI score (100)*	Weightage 25% *out of total subthematic weightage*

Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government?

Directive Principle

The council is tasked with the responsibility to deliberate and make important resolutions. On the policy front, issues faced, vary from city to city. Hence, council should have independent authority to draft city level policies and action plans, which are vital for effectively resolving pressing issues.

Therefore, as per State Municipal Act, the Council has independent authority to frame bye-laws and regulations for functions under the control of City Government, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 09	Indicator Score 1.88 *out of total UGI score (100)*	Weightage 25% *out of total subthematic weightage*

Does the City Government have Procedure for Conduct and Business Rules?

Directive Principle

The City Government council should function with prescribed set of rules similar to that of the functioning of the State Legislative Assemblies and the Parliament. The conduct of business in the City Government council meetings should adhere by the rules with regard to the functioning.
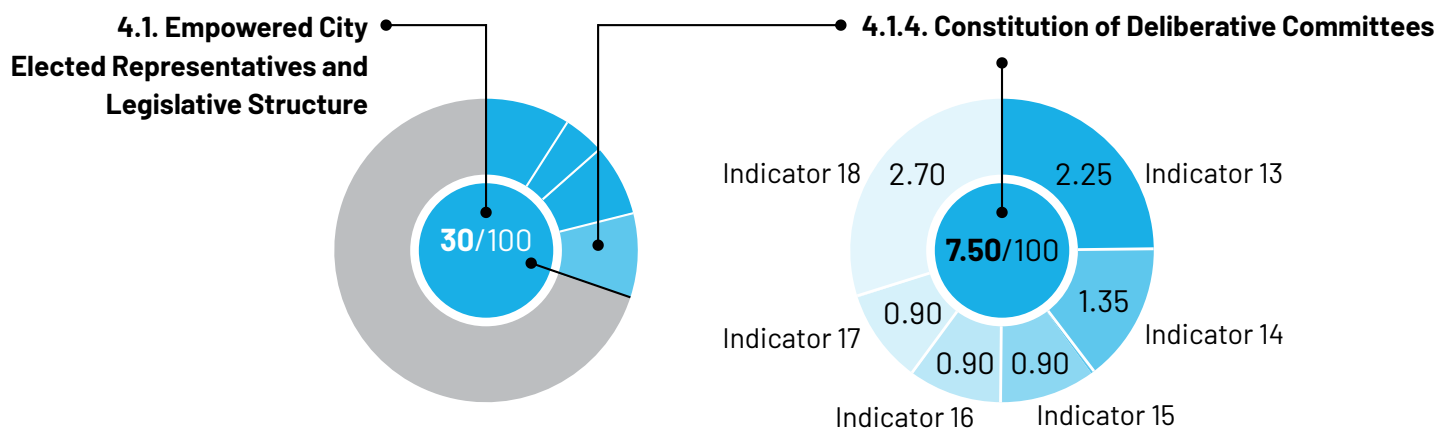
Hence, cities where the City Government has Procedure for Conduct and Business Rules, are given maximum Indicator Score as mentioned.

Source: Procedure for Conduct and Business Rules

Indicator 10	Indicator Score 1.13 *out of total UGI score (100)*	Weightage 15% *out of total subthematic weightage*

Does the council have privileges and immunity against all statements made/acts done in the course of their duty?

Directive Principle

Articles 105 and 194 of the Constitution mandate specific privileges and immunity for the Parliament and the State Legislatures respectively. This provides for freedom of speech and immunity against votes given and any publications that are made in the Parliament and the State Legislatures.

In order to uphold the spirit of local governance, such privileges and immunity need to be applicable to City Governments as well. This will not only improve the quality of deliberations in the council but will also pave the way for improved city level policies, action plans and decision making.

Therefore, as per the State Municipal Act, if the council is entitled to privileges and immunity against all statements made/acts done in the course of their duty, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 11	Indicator Score 1.13 *out of total UGI score (100)*	Weightage 15% *out of total subthematic weightage*

Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time?

Directive Principle

One of important aspects behind enacting the Constitution (Seventy-fourth Amendment) Act, 1992 was the 'irregular municipal elections' across the country. As per clause (3) of the Article 243U of the Act, "the election to constitute a Municipality shall be completed before the expiry of its duration of 5 years unless dissolved". Keeping this constitutional mandate as a base, conducting elections before the term of the corporation ends is essential to maintain a continuous functioning City Government council at all times. Hence, if the State Municipal Act has provisions for conducting municipal elections strictly before the expiry of its duration and if the last held municipal election were conducted before expiry of the duration as per State Municipal Act, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 12	Indicator Score 1.50 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Do the councils have authority to pass no confidence motion against the Mayor?

Directive Principle

The Mayor is the chief functionary of the City Government and is accountable for all the actions taken. Hence, in order to account for checks and balances, the council should have the authority to pass a no confidence motion against the Mayor if they believe that the Mayor is not performing duties in accordance with the established provisions of law.

Therefore, as per State Municipal Act, if the council has the authority to pass no confidence motion against the Mayor, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

4.1. Empowered City Elected Representatives and Legislative Structure

30/100

4.1.4. Constitution of Deliberative Committees

7.50/100

Indicator 18 — 2.70
Indicator 13 — 2.25
Indicator 17 — 0.90
Indicator 14 — 1.35
Indicator 16 — 0.90
Indicator 15 — 0.90

Indicator 13	Indicator Score 2.25 *out of total UGI score (100)*	Weightage 25% *out of total subthematic weightage*

Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act?

Directive Principle

The duty of the City Government council and committees is to meet and deliberate upon issues of concern and over respective subject matters. There are various committees constituted at different levels in the City Government. Each committee has its own importance and specific purposes and follows a hierarchical order. The State Municipal Act specifies provisions on constituting committees in the City Government. Hence, the City Government should adhere to the respective State Municipal Act and constitute the committees for which provisions have been made.

Therefore, cities where City Government has constituted committees according to the State Municipal Act and if committees have been constituted, it will lead to maximum Indicator Score as mentioned.

Source: State Municipal Act; Interviews

Indicator 14	Indicator Score 1.35 *out of total UGI score (100)*	Weightage 15% *out of total subthematic weightage*

Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month?

Directive Principle

The City Government is expected to provide most of the basic services which are of utmost importance in the day to day activities of citizens. Committees that deliberate upon policy making and implementation of basic services need to therefore be proactive in discharging their functions. Hence, it is prudent that the committees meet at least once a month.

Therefore, if the State Municipal Act has provision for all committees (including council) to hold meetings at least once a month, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

| Indicator 15 | Indicator Score 0.90 *out of total UGI score (100)* | Weightage 10% *out of total subthematic weightage* |

Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee?

Directive Principle

The Central Government constitutes the Union Cabinet which is headed by the Prime Minister and the Cabinet Rank Ministers. A similar system is followed in each State wherein the State Government constitutes the State Cabinet headed by the respective Chief Minister. Likewise, a cabinet system which functions as an apex committee with strong decision-making powers should be constituted in the City Government. Therefore, the State municipal acts should mandate the constitution of a committee of a similar nature such as the Mayor-In-Council system/Steering Committee.

Hence, states where the State Municipal Acts have a provision for constituting an apex committee such as Mayor in Council/Steering committee, are given maximum Indicator Score as mentioned.

Source: State Municipal Act

| Indicator 16 | Indicator Score 0.90 *out of total UGI score (100)* | Weightage 10% *out of total subthematic weightage* |

Does the State Municipal Act have provision for constituting subject/standing committees?

Directive Principle

The Union cabinet ministers and the State cabinet ministers are heads of ministries and departments on specific subjects (such as Defence, Urban Development etc.). A similar structured system needs to be followed in the City Governments with regard to functions which are under its control and are of high importance at city level. In support to this, the Article 243W (b) of the Constitution (Seventy-fourth Amendment) Act, 1992 has made provisions to constitute committees with regard to various responsibilities of the City Government and the functions that are under its control with respect to the Twelfth Schedule. Therefore, the State Municipal Acts should mandate the constitution of Standing/Subject (the terminology varies from state to state) committees over different functions.

Hence, states where the State Municipal Act has provisions for constituting subject/standing committee, are given maximum Indicator Score as mentioned.

Source: State Municipal Act

| Indicator 17 | Indicator Score 0.90 *out of total UGI score (100)* | Weightage 10% *out of total subthematic weightage* |

Does the State Municipal Act have provision for constituting zonal/ward committees?

Directive Principle

The Article 243S of the Constitution (Seventy-fourth Amendment) Act, 1992 has provided a mandate on the 'Constitution and composition of Wards Committee'. These committees will act as platforms with designated functions and responsibilities and enact the same through the City Government allocated funds for the area. Consequently, this will ensure local level deliberations among Councillors along with local area representatives leading to decentralised development.

Hence, states where the State Municipal Act has provisions for constituting Zonal/Ward committee, are given maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator **18**	Indicator Score **2.70** *out of total UGI score (100)*	Weightage **30**% *out of total subthematic weightage*

Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER?

Sub-Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC?

Sub-Indicator 18.2: Is the Chairperson of the DPC/MPC an ER?

Directive Principle

Article 243ZD and 243ZE of the Constitution (Seventy-fourth Amendment) Act, 1992 mandates the constitution of District Planning Committees (DPC) in all districts across states and Metropolitan Planning Committees (MPC) in all metropolitan areas across states respectively. The provisions were made to enable preparation of draft development plan by discussing subjects of common interest and resource planning between the municipalities and panchayats in the respective district or metropolitan area accordingly.
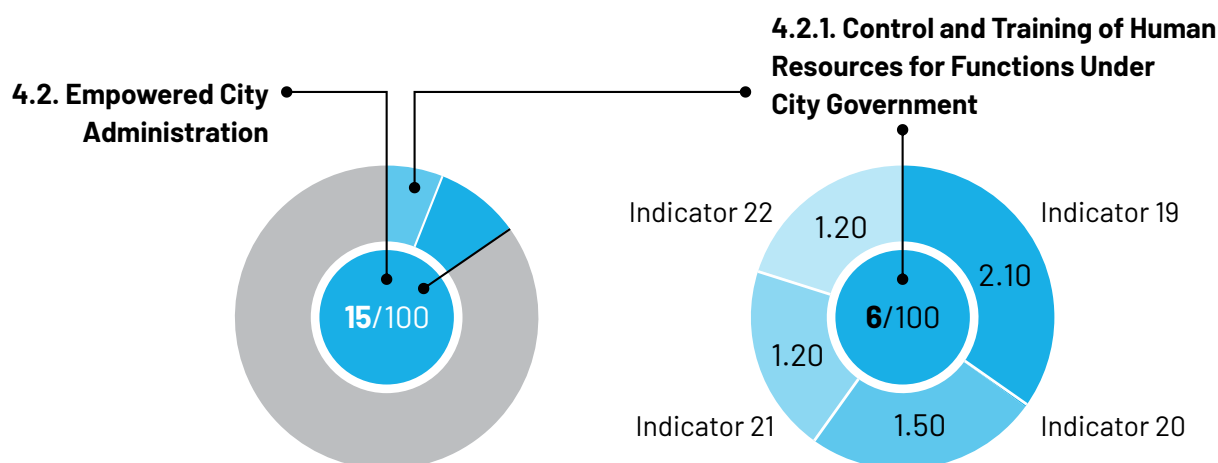
The constitutional mandate specifies that the DPC should consist of four-fifth representation of elected representatives with respect to the proportion of municipalities and panchayats in the district. Likewise, the same should be followed in the case of the MPC.

It is crucial that the head of this committee is an elected representative, who should be elected from amongst the members. It is also critical for ERs to participate and drive the planning process, thereby ensuring that citizen's interests are represented.

Hence, states where the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of ERs and the Chairperson is an ER as per the State Town Planning Act/District Panchayat Act/Panchayati Raj Act, are given maximum Indicator Score as mentioned.

Source: State Town Planning Act/DPC Act/Panchayati Raj Act

4.2. EMPOWERED CITY ADMINISTRATION

4.2. Empowered City Administration

4.2.1. Control and Training of Human Resources for Functions Under City Government

15/100

Indicator 22 — 1.20
Indicator 19 — 2.10
Indicator 21 — 1.20
Indicator 20 — 1.50

6/100

Indicator 19	Indicator Score 2.10 *out of total UGI score (100)*	Weightage 35% *out of total subthematic weightage*

Does the city administration hold sanctioning authority for recruitments?

Directive Principle

City Governments require adequate number of functionaries with the required capacity to perform the functions and deliver the services effectively. With respect to this, the authority to sanction should be under the purview of the city administration to recruit as per the plans of the City Government. This will also ensure accountability towards city elected representatives.

Therefore, as per the State Municipal Act, if the city administration holds sanctioning authority for recruitments, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator 20	Indicator Score 1.50 *out of total UGI score (100)*	Weightage 25% *out of total subthematic weightage*

Is there an autonomous body to recruit municipal officials for City Government?

Directive Principle

For envisioning concepts such as sustainable cities and implementing city services with updated technology and to increase efficiency, specialised and skilled officials/employees are of utmost importance. Hence, it is suggested that a dedicated system of recruiting municipal cadre officials be adopted. These officials will need to be tested on the required skills and relevant knowledge to enter the cadre for municipal services. In line with this, it is necessary that an independent recruitment body is set up to monitor all matters with regard to municipal service recruitment in the state.

Hence, states where the State Municipal Act has provisions for an autonomous body to recruit municipal officials for City Government, are given maximum Indicator Score under this as mentioned.

Source: State Municipal Act

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 21	Indicator Score 1.20 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Percentage of vacant posts in the city administration

Directive Principle

City Governments require human resources of various capacities in order to provide service delivery efficiently. It is necessary for City Governments to have sufficient number of employees or adequate strength of workforce to operate effectively. Hence, it is important to have all sanctioned permanent posts filled with employees. Therefore, the scoring is calculated on the number of permanent and contractual posts that are vacant as per the official City Government records/interview responses quoted from records as follows:

1. No. of Vacant Posts is less than 10% of the total sanctioned permanent post = Maximum Indicator Score as mentioned.

2. No. of Vacant Posts is more than 10% and less than 25% of the total sanctioned permanent post = 50% of the maximum Indicator Score shown below.

3. No. of Vacant Posts is more than 25% of the total sanctioned permanent post = zero (0) score

Source: Official Document; Interviews

Indicator 22	Indicator Score 1.20 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Is there a provision of providing training to the administration in the State Municipal Act?

Directive Principle

City Government requires skilled officials who have the necessary and regular training and capacity-building support to function efficiently. This will need to be done through training institutions and by assigning budget provisions and planning. This can be prioritised and regularly implemented only if it is mandated through provisions in the State Municipal Acts. Therefore, if the State Municipal Act has provisions on providing regular training to the administration, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

4.2. Empowered City Administration
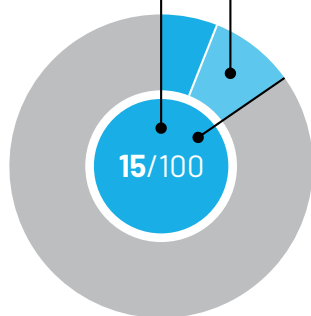
4.2.2.Devolution and Control of 18 Functions Mentioned in The Twelfth Schedule

Indicator 25

1.80

3.60 Indicator 23

15/100

9/100

3.60
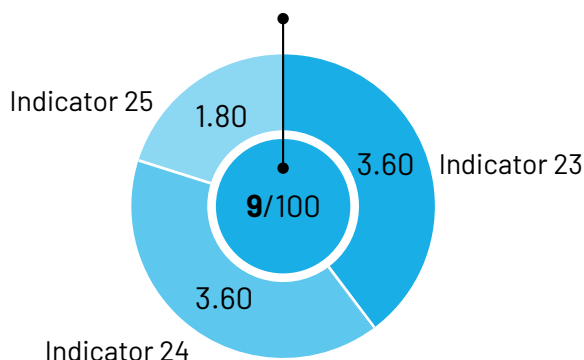
Indicator 24

Indicator 23	Indicator Score 3.60 *out of total UGI score (100)*	Weightage 40% *out of total subthematic weightage*

Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration?

Directive Principle

Article 243W of the Constitution (Seventy-fourth Amendment) Act, 1992 has recommended the State Governments to devolve 18 functions listed in the Twelfth Schedule to the City Governments. However, it has been more than 25 years since the Constitutional amendment came into force, the 18 functions have not been completely transferred to the City Governments. The listed functions are of high importance and should be delivered through performing decentralised delivery of services. Therefore, the State Governments need to ensure that devolution of the listed functions to City Governments is done.

Similarly, any parastatal body or an Special Purpose Vehicle (SPVs) such as the Smart City, which operates within the jurisdiction of the City Government which delivers services and projects, needs to function under the control of City Government for better coordination and execution of projects in the spirit of local self-governance. Hence, it is prudent to have the Smart City SPV which currently executes smart city projects in many of the cities to be brought under the control of the City Government. Cities that are not part of the Smart City Mission have not been assessed under the Indicator for 'Independent control of Smart City SPV under city administration'.

Hence, in cities where all the 18 functions mentioned in Twelfth Schedule and smart city SPV are under independent control of city administration, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act; Interviews

Indicator 24	Indicator Score 3.60 *out of total UGI score (100)*	Weightage 40% *out of total subthematic weightage*

How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration?

Directive Principle

 Article 243W of the Constitution (Seventy-fourth Amendment) Act, 1992 has recommended the State Governments to devolve the 18 functions listed in the Twelfth Schedule to the City Governments. The listed functions need to be devolved with utmost priority as this will not only ensure decentralisation of service delivery at the local level, but, will also remove multiplicity of agencies operating on delivering services in the city. Therefore, this indicator looks at the number of listed functions that have been devolved to the City Government and encourages states to devolve more functions.

Hence, the City Governments with independent control over highest number of functions out of the 18 functions relatively (higher the better), are given maximum Indicator Score as mentioned.

Source: State Municipal Act; Interviews

Indicator 25	Indicator Score 1.80 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

How many functions out of 18 functions in Twelfth Schedule involves the role of city administration?

Directive Principle

Another aspect of the devolution of the 18 functions, some of the states have allowed City Governments to also parallelly participate in delivering some of the functions along with parastatal bodies which operate in the city. More the City Governments participate in delivering the services in the city, more will be the growth in the capacity towards independent control of services and this can eventually encourage State Government to devolve the function completely under the control of the City Government. Here, we are looking at the number of listed functions mentioned in Twelfth Schedule which involve both partial role of City Government and functions that are completely under the independent control of the City Government.

Hence, the City Governments participating in the highest number of functions out of the 18 functions relatively (higher the better), are given maximum Indicator Score as mentioned.

Source: State Municipal Act; Interviews

4.3. EMPOWERED CITIZENS

4.3. Empowered Citizens ●────────────────● **4.3.1. Accessible Open Data Portal**
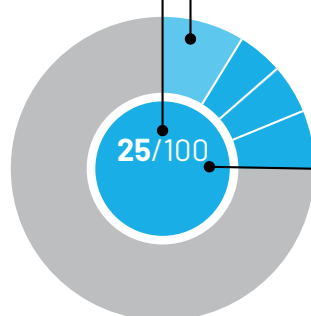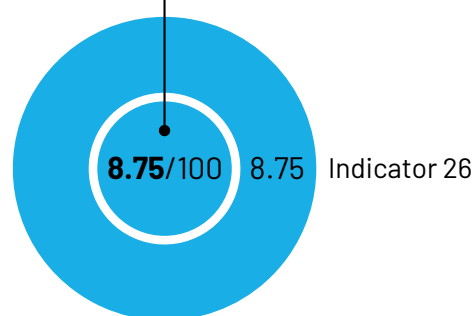

25/100

8.75/100 8.75 Indicator 26

Indicator **26**	Indicator Score **8.75** *out of total UGI score (100)*	Weightage **100**% *out of total subthematic weightage*

Is there an easy-to-access open data portal/tab on City Government website?

Directive Principle

Data has gained enormous importance in today's world. It can be considered to be the 'Oil of the Century'. In the same line, transparency of data is a crucial aspect of Governance. The City Governments serve the urban citizens and hence, citizens have the right to know how their City Government is performing. This disclosure of information will help civil society and academia to identify gaps and provide feedback. With regard to this, open data portals need to be set up by every City Government that functions as a platform to access datasets, documents, services, tools and applications. This indicator is further divided into 11 sub-indicators, each assessing different aspects of the open data portal. Two of which are covered further in incators 29 (availability of minute of the general body & committees on the website) & 41.3 (availability of last 3 years accounts on the website) and hence are not mentioned here. Scores are awarded based on the fulfillment of these sub-indicators by the City Government.

Sub-Indicator 26.1: Does the Municipal Corporation have a desktop version of their website?

Directive Principle

Accessibility and transparency of municipal data in the digital age should be facilitated by a desktop version of the Municipal Corporation website. The website should be user-friendly, regularly updated, and provide comprehensive details on the corporation's initiatives and governance. Therefore, if the city government has a functional desktop version website, the maximum sub-indicator Score is given.

Sub-Indicator 26.2: Does the Municipal Corporation have a mobile version of their website?

Directive Principle

Indian citizens currently have a significant access to mobile devices including smart phones. A mobile responsive website ensures ease of access to citizens. Hence, if the city government has a mobile responsive website, full sub-indicator score is achieved.

Sub-Indicator 26.3: Are details of the city government's annual programmes, projects or budget speech available online?

Directive Principle

Access to the details of city government's annual programmes and projects through annual report or budget speech informs citizens about upcoming projects and resource allocation. This fosters greater public trust and engagement in municipal governance. Full sub-indicator score is alotted if these details are available on the city government website.

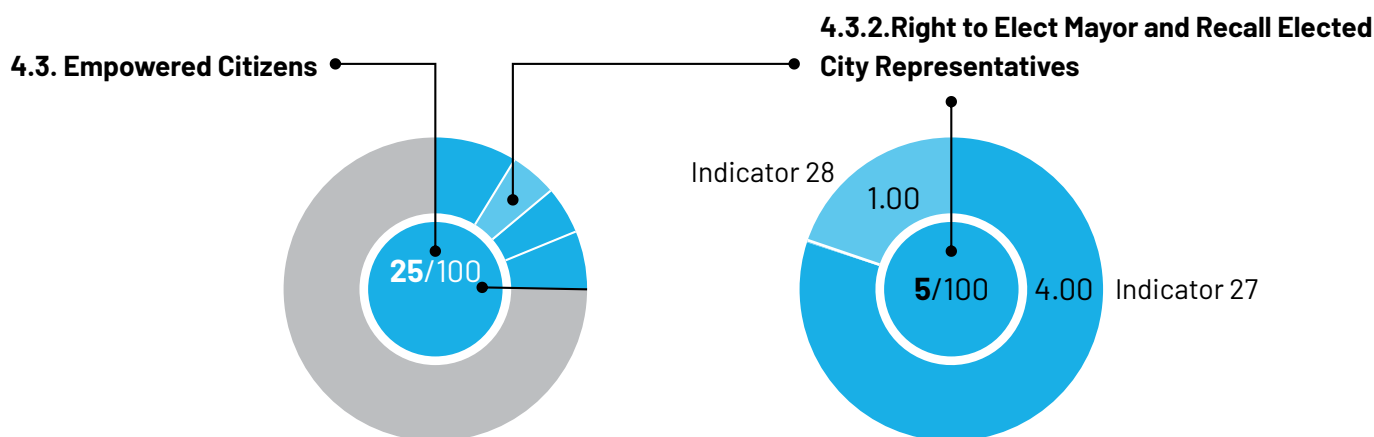**Sub-Indicator 26.4:** Is the contact details of department-specific key city officials available on the website?

Directive Principle

Key officials of City government departments should be accessible to citizens to directly reach out for issues and a more responsive, citizen-centric governance. Full Sub-indicator score are allotted if department specific numbers are available.
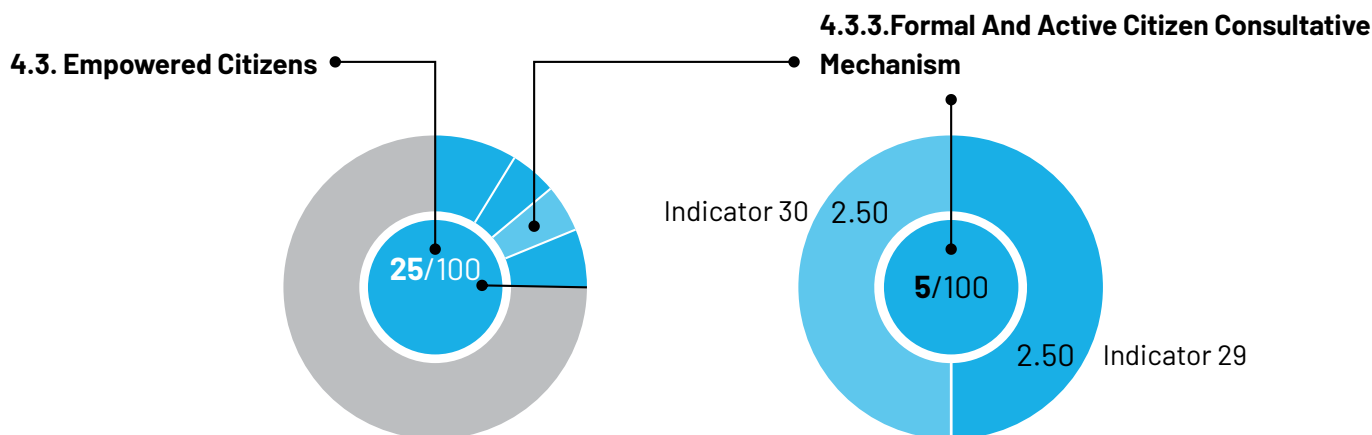
| Indicator 26 | Indicator Score 8.75 *out of total UGI score (100)* | Weightage 100% *out of total subthematic weightage* |

Sub-Indicator 26.5: Is there an organogram or organisation chart of the city government available on the website?

Directive Principle

An organisation chart on a city government website informs citizens of the hierarchy in the city government structure. It helps in identifying who citizens can approach to escalate issues if their needs are not addressed.

Sub-Indicator 26.6: Are citizens able to access online services?

Directive Principle

Citizens should be able to access services online provided by the city government. For this indicator, we have considered common services like registration of birth & death, payment of property tax & other taxes/charges. The availability of such online services enhances convenience, reduces bureaucratic delays, and increases the efficiency of municipal service delivery. Full sub-indicator score are given if these basic services are available online.

Sub-Indicator 26.7: Is department specific information or a citizen's charter available on the Website?

Directive Principle

The citizen's charter outlines the services provided by various departments of the city government. If the city government website has department specific information or citizen's charter published online, full sub-indicator score is allotted.

Sub-Indicator 26.8: Is there an online mechanism for citizens to provide suggestions for their ward/city?

Directive Principle

A digital platform that empowers citizens to express their needs and wants in the municipal ward or city enables active citizen participation ensuring a citizen-centric approach when planning for service delivery and infrastructure provisions. Cities which have a dedicated functionality on their portal for suggestions different from their grievance redressal functionality receive full sub-indicator score here.

Sub-Indicator 26.9: Are details of national, state & city government policies accessible on the Website?

Directive Principle

Providing details about union, state, and city government schemes and welfare policies helps citizens understand the benefits available to them and the process for accessing them. Cities that have made information on local government schemes, as well as state and union government programs such as PMAY, DAY-NULM and various housing or health schemes readily accessible have been awarded full sub-indicator score here.

Source: City Government Website

4.3. Empowered Citizens ●

Indicator 28
1.00

25/100

5/100   4.00   Indicator 27

Indicator 27	Indicator Score 4.00 *out of total UGI score (100)*	Weightage 80% *out of total subthematic weightage*

Do the citizens have right to elect the Mayor?

Directive Principle

In a democracy, citizens will feel more empowered, if they are able to directly influence the election of the head of the City Government i.e., Mayor. Hence, it would be desirable to have a directly elected Mayor.

Therefore, as per the State Municipal Act, if it is a direct election - Mayoral system, it will result to maximum Indicator Score as mentioned. However, in the case of the indirect election- Mayoral system, it will result to 50% of the Indicator Score shown.

Source: State Municipal Act

Indicator 28	Indicator Score 1.00 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor?

Directive Principle

Empowerment of citizens is a core component towards strengthening city governance. Citizens directly elect the Councillors from their respective constituency. The duty of the ER is to act as public servants, and in doing so, they are accountable for their actions towards the citizens. Therefore, in case of any malpractices or poor performance by the ERs i.e., Councillors, the citizens should hold final authority in removing them from office.

Hence, for states where the State Municipal Act has provisions for the electoral college i.e. citizens to hold final authority of 'right to recall' a Councillor, maximum Indicator Score is given as mentioned.

Source: State Municipal Act

4.3. Empowered Citizens

4.3.3. Formal And Active Citizen Consultative Mechanism

25/100

Indicator 30 2.50

5/100

2.50 Indicator 29

Indicator 29	Indicator Score 2.50 *out of total UGI score (100)*	Weightage 50% *out of total subthematic weightage*

Are minutes of meetings of committee (including councils) published on the website?

Directive Principle

The City Governments serve the citizens and hence, citizens have the right to know how the City Government is performing and what measures the elected representatives are taking in resolving issues in the city. With regard to this, to establish a transparency in governance towards citizens, all the minutes of meetings of the council and committees need to be published online periodically on the City Government website.

Therefore, if the minutes of the meetings of the committees including council have been published on the City Government's website, maximum Indicator Score is given as mentioned.

Source: City Government Website

Indicator 30	Indicator Score 2.50 *out of total UGI score (100)*	Weightage 50% *out of total subthematic weightage*

Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee?

Directive Principle

 Area level representatives who are elected from the respective areas would help in better functioning of the grass root democratic processes, as it will enable scope for bringing local information, knowledge and community initiatives in the area. Taking this further along with the constitutional mandate i.e., Article 243S on constituting Wards Committee, these area level representatives from respective areas from a ward(s), need to be members of the committee. This will form a linkage between the Councillor, who is the chairperson of the Ward(s) committee and the local citizens from different areas of the ward(s), through the respective area level representatives.

Therefore, as per the State Municipal Act, if the elected area level representatives who are enrolled in the electoral list of the area (other than councillor), are members of the ward/wards committee, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

4.3. Empowered Citizens

4.3.4. Active Grievance Redressal Mechanism

25/100

6.25/100
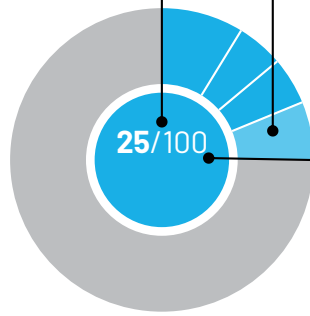
Indicator 33 — 2.50
Indicator 31 — 1.25
Indicator 32 — 2.50
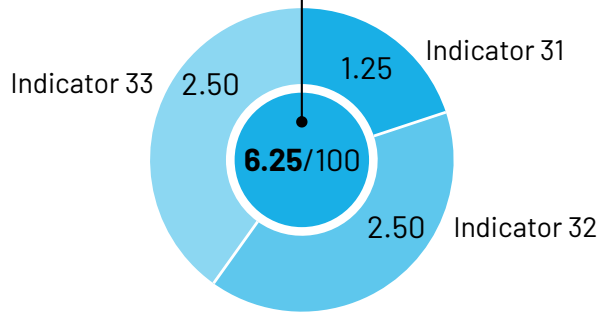
Indicator 31	Indicator Score 1.25 *out of total UGI score (100)*	Weightage 20% *out of total subthematic weightage*

Does City Government website have digital Grievance Redressal Mechanism (GRM)?

Directive Principle

As a service provider, it is important that the City Government has a robust system to solve grievances and take feedback from citizens. In today's age and day, the system needs to be digital, so that efficient tracking and management of the grievances can be done. Such a system can be owned and operated by the City Government or it could be a shared resource made available by the State Government. [If it is a shared resource, there needs to be a provision (tab/link) in the City Government's website for accessing the concerned resource]. However, the City Government should have an effective role in tuning the system as per requirements.

Therefore, if the City Government's website has a digital Grievance Redressal Mechanism (GRM), maximum Indicator Score is given as mentioned.

Source: City Government Website

Indicator 32	Indicator Score 2.50 *out of total UGI score (100)*	Weightage 40% *out of total subthematic weightage*

Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)?

Directive Principle

The digitalised Grievance Redressal Mechanism (GRM) needs to be a centralised system with an ability to take in grievances registered through multiple modes. The modes can be a telephone number, mobile application, in-person office/kiosks/ ward/zonal office visit by citizens, online system such as through website/portal etc. It should be ensured that there is only a single input system (for e.g., single phone number, single mobile application, single website page etc.).

Hence, cities where the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app), are given maximum Indicator Score as mentioned.

Source: City Government Website; Interviews

Indicator 33	Indicator Score 2.50 *out of total UGI score (100)*	Weightage 40% *out of total subthematic weightage*

Are the registered complaints/grievances closed by the respective citizen?

Directive Principle

For a robust Grievance Redressal Mechanism (GRM), it is important that the complainant's final satisfaction should be taken into account. The complaint should not be auto closed by an official independently.

Hence, cities where the GRM has a provision for the registered complaints to be closed by the respective citizen, are given maximum Indicator Score as mentioned.

Source: City Government Website; Interviews

Are the registered complaints/grievances closed by the respective citizen?

4.4. FISCAL EMPOWERMENT

4.4. Fiscal Empowerment ● ────────── ● **4.4.1.Devolution of Financial Power**

Indicator 37

1.20

Indicator 36 3.00

30/100

12/100 4.20 Indicator 34

3.60

Indicator 35

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator **34**	Indicator Score **4.20** *out of total UGI score (100)*	Weightage **35**% *out of total subthematic weightage*

Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?

Sub-Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act?

Sub-Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges?

Directive Principle

Article 243X of the Constitution (Seventy-fourth Amendment) Act, 1992 has recommended State Governments to transfer powers to City Governments to assign and levy taxes and charges. City Governments should aim to be self-sustainable and independent in their functioning. Furthermore, State Governments should ensure that the constitutional principles are upheld in terms of financial empowerment of the City Government. For this to take place in its true spirit, the City Government should be empowered with independent authority to perform the following: (i) Introduce new taxes and charges from the prescribed list provided by the state government and (ii) Revise existing rates of taxes and charges being levied.

Hence, as per the State Municipal Act, if the City Government holds independent authority to (i) introduce new taxes/charges from the prescribed list; and (ii) revise the tax rates/charges, it will result in the maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator **35**	Indicator Score **3.60** *out of total UGI score (100)*	Weightage **30**% *out of total subthematic weightage*

Does the council have independent authority to approve the municipal budget according to the State Municipal Act?

Directive Principle

The City Governments should be empowered to prepare and approve its own budgets. It is the City Government which can best represent the mandate of its citizens. This can be done through city level planning and prioritising projects and schemes, with the financial resources available. Hence, City Governments should be allowed to hold independent authority to allocate its financial resources accordingly, and also be able to independently approve budgets (which should be under the prerogative of the council of the City Government).

Hence, as per the State Municipal Act, if the council has independent authority to approve the budget, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

Indicator **36**	Indicator Score **3.00** *out of total UGI score (100)*	Weightage **25**% *out of total subthematic weightage*

Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city?

Directive Principle

Most of the Indian cities have various parastatal agencies, that are involved in functions/delivering services that were recommended by the Constitution (Seventy-fourth Amendment) Act, 1992 to be devolved to the City Government. On this note, to monitor the service delivery in the city by the multiple parastatal agencies, it is important that the budgets of the parastatal agency are reflected in the City Government budget.

Hence, if the State Municipal Act has provisions that mandate the City Government's budget to include budget allocated by parastatal agencies in the city, maximum Indicator Score is given under this as mentioned.

Source: State Municipal Act

Indicator **37**	Indicator Score **1.20** *out of total UGI score (100)*	Weightage **10**% *out of total subthematic weightage*

Does the City Government hold authority to access market borrowings?

Directive Principle

City Governments should aim to be self-sustainable and independent in its functioning. One of the mechanisms to funding can be through the system of borrowing, but on the prescribed limits that are set and through proactive planning of repayment. This should be in line with the system of borrowings followed at the Central Government and State Government level. Hence, City Government should be authorised to borrow, subject to conditions.

Therefore, as per the State Municipal Act, if the City Government hold authority to access market borrowings, it will result to maximum Indicator Score as mentioned.

Source: State Municipal Act

4.4. Fiscal Empowerment

4.4.2. Systemic Fiscal Transfers

30/100

Indicator 40   2.70

9/100

3.15   Indicator 38
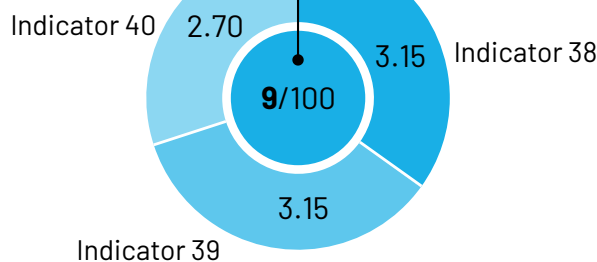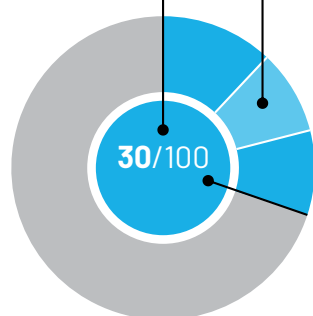
Indicator 39   3.15

Indicator 38	Indicator Score 3.15 *out of total UGI score (100)*	Weightage 35% *out of total subthematic weightage*

Does the State Finance Commission (SFC) have 6th SFC report published on official website?

Directive Principle

As per Article 243Y of the Constitution (Seventy-fourth Amendment) Act, 1992 , States should constitute State Finance Commission (SFC) every five years in order to conduct the review of financial status of Local Governments in the state and furnish a SFC report with recommendations. Hence, in this context, since the Constitution (Seventy-fourth Amendment) Act, 1992 came into force, the latest SFC to be constituted in each state is supposed to be the 6th SFC. Therefore, through this indicator, we have looked at whether the 6th SFC reports have been published by the States on the respective State Finance Commission website.

Here, we have made exceptions to States that were formed post the year 1992. The calculations for constitution and publishing of the SFC report for the states have been taken from the respective date of formation of those states.

Therefore, states where the SFC has published the 6th SFC report on an official website, are given maximum Indicator Score as mentioned.

Source: City Government/State Government Website/SFC Website

Indicator 39	Indicator Score 3.15 *out of total UGI score (100)*	Weightage 35% *out of total subthematic weightage*

Is the Action Taken Report of latest SFC published on the official website of the State Government?

Directive Principle

The constitutional provision of Article 243Y Clause (2) states that SFC should also file an Action Taken Report (ATR) with details on the actions taken with respect to the recommendations made in the SFC report to the State Legislature. Hence, from the perspective of transparency of the recommendations and the actions being taken, the ATR file of the latest SFC should be published on an official website by the State Government.

Therefore, states where the ATR of latest SFC is published on the official website by State Government, maximum Indicator Score is given as mentioned.

Source: City Government/State Government Website/SFC Website

Indicator 40	Indicator Score 2.70 *out of total UGI score (100)*	Weightage 30% *out of total subthematic weightage*

Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.)

Directive Principle

The GST has subsumed taxes levied by the State, but it has made a provision of sharing of taxes between the Centre and the State. The subsumed list of taxes also includes local taxes, however, there is no 'direct sharing' of taxes allotted for the City Governments. There are only indirect funds coming through schemes and programmes. City Government should also be entitled to receive a direct regular share of the GST revenue collection by the Central Government similar to that of State Government receiving a direct share (State GST and Integrated GST). This direct share to City Governments must be done via mechanisms such as escrow account system. This can be mandated by both the Centre and the State for allocation of direct share of GST to City Governments.

Hence, as per the State Municipal Act/GST Act, if there is a provision for City Government to receive a direct percentage share of GST, it will result to maximum Indicator Score as mentioned.

Source: Central and State Goods and Services Tax Acts

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

4.4. Fiscal Empowerment

4.4.3. Financial Accountability

30/100

Indicator 42

9/100

3.60
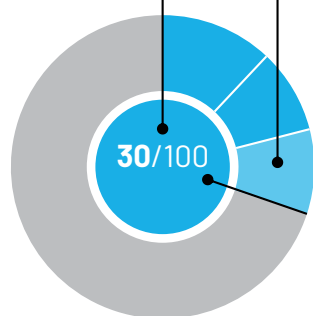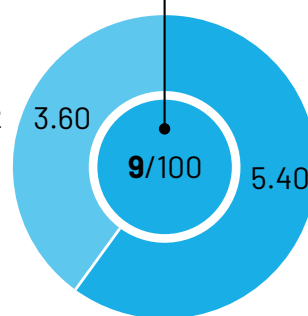
5.40 Indicator 41

Indicator 41	Indicator Score 5.40 *out of total UGI score (100)*	Weightage 60% *out of total subthematic weightage*

Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years?

Sub-Indicator 41.1: Do the State Municipal Act make it mandatory to publish the budget and accounts?

Sub-Indicator 42.2: Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)?

Sub-Indicator 43.3: Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)?

Directive Principle

Citizens should know how the public money is being used and operationalised for the development of the city. Hence, City Government should ensure financial transparency through publishing of annual budget and accounts. The scoring for the above indicators is as follows:

1. If the State Municipal Act has made it mandatory to publish the budget and accounts and if the City Government has published its budgets and accounts on the website in the last three years, then maximum Indicator Score is given as mentioned.

2. In case the City Government has published the budget only of the last two or one year, then partial scoring is given accordingly. The same is applicable for publishing of accounts.

Source: State Municipal Act, City Government website

Indicator 42	Indicator Score 3.60 *out of total UGI score (100)*	Weightage 40% *out of total subthematic weightage*

Does the State Municipal Act have provision for conducting external audit?

Directive Principle

As a part of the federal structure of the democratic system followed in the country, it is critical that checks and balances be established within the structure through a higher level of authority. In the context of public finance, the accounts of the Centre and the State are subjected to scrutiny by an independent agency. On similar lines, as the City Government also runs on public money, there should be accountability through established checks and balances. Therefore, the accounts of the City Governments should also be audited either by the State Government or by an independent agency of the City Government.

Hence, if the State Municipal Act has the provision for conducting external audit, maximum Indicator Score is given as mentioned.

Source: State Municipal Act

5

STATE FACTSHEET

Andhra Pradesh

Andhra Pradesh has four Acts for constitution of City Governments namely Andhra Pradesh Municipal Corporations Act, 1994; Vijayawada Municipal Corporation Act, 1981; Vishakhapatnam Municipal Corporation Act, 1979 and Andhra Pradesh Municipalities Act, 1965. Vijayawada Municipal Corporation has been considered for the purpose of Urban Governance Index. Vijayawada Municipal Corporation Act, 1981, Section 7 states that 'all provision of the Greater Hyderabad Municipal Corporation, 1955 (GHMCA, 1955) shall apply mutatis mutandis to the Corporation. Therefore, GHMCA, 1955 will be referred for the sections.

Rank
★ Score

UGI
11/31
★ 44.01/100

10
★ 14.29/30
Empowered City Elected Representatives and Legislative Structure

2
★ 5.04/15
Empowered City Administration

14
★ 12.50/25
Empowered Citizens

17
★ 12.18/30
Fiscal Empowerment
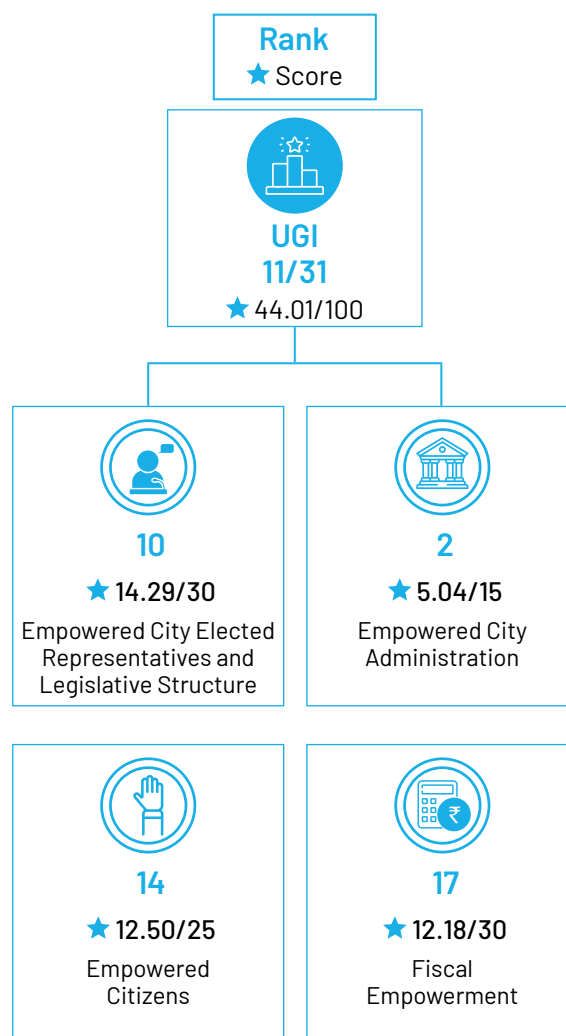
Key Observations

- To improve its urban governance structure, the state needs to grant the Mayor executive authority over the Commissioner, ensure commensurate salary and allowances for Councillors, and provide the council with the authority to pass a no-confidence motion against the Mayor.
- Although the city government has access to market borrowings, it does not have the authority to include new taxes or revise existing ones.
- In the Fiscal Empowerment theme it has secured 17th rank (Score 12.18/30). The state needs to empower the City Governments financially by devolving financial power and ensuring systemic fiscal transfers.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 33.27 | Rank: 15   **UGI 2024 Score: 44.01 | Rank: 11**

Score and Rank have improved due to the development of an Accessible Open Data Portal, the formation of Committees according to the State Municipal Act and the city government gaining control over more functions listed in the 12th Schedule

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Greater Hyderabad Municipal Corporation Act (GHMCA), 1955 – Section 90 (2), 6*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *GHMCA, 1955 – No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *GHMCA, 1955 – Section 104 (1,3)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *GHMCA, 1955 – Section 98(4)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *GHMCA, 1955 – Section 93(2)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *GHMCA, 1955 – Section 174 (h)*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *GHMCA, 1955 – Section 174 (h)*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *GHMCA, 1955 – No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: GHMCA, 1955 – Section 585*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: GHMCA, 1955 – Section 7, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: GHMCA, 1955 – Section 91(a)*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: GHMCA, 1955 – Section 93, 8A, 98, 99, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: GHMCA 1955, 88(a)*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: GHMCA, 1955 – Section 93*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: GHMCA, 1955 – Section 98, 99*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: GHMCA, 1955 – Section 8a*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Andhra Pradesh District Planning Committees Act, 2005 – Section 4*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Andhra Pradesh District Planning Committees Act, 2005 – Section 4*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* *GHMCA, 1955 – Section 132A*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* *GHMCA, 1955 – Section 132A*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* *Human Resource data from Municipal Corporation, Interviews*	17%	0.60/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* *Interviews*	7	3.24/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* *Interviews*	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 29.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: *City Government's Website*		

Indicator 27	Directly/Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* GHMCA, 1955 – Section 90	Indirectly Elected	2.00/4.00
Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* GHMCA, 1955 – No provision in the Municipal Act	No	0.00/1.00
Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50
Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* GHMCA, 1955 – Section 8A (2ii)	Yes	2.50/2.50
Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? Sub Indicator 34.1 Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* GHMCA, 1955 – Section 197 (1), (2) and (3)	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* GHMCA, 1955 – Section 198	No	
Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* GHMCA, 1955 – Section 187	Yes	3.60/3.60
Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* GHMCA, 1955 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source: GHMCA, 1955 - Section 149*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source: State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source: State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source: The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source: GHMCA, 1955 - Section 686-A*	Yes, Yes	3.78/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source: City Government's Website*	Yes, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source: City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source: GHMCA, 1955 - Section 196*	Yes	3.60/3.60

Arunachal Pradesh

Arunachal Pradesh has two Acts for constitution of City Governments namely The Arunachal Pradesh Municipal Corporation Act, 2019 and The Arunachal Pradesh Municipal Act, 2007. Itanagar Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
26/31
★ 30.24/100

17
★ 11.14/30
Empowered City Elected Representatives and Legislative Structure

4
★ 4.80/15
Empowered City Administration

23
★ 9.50/25
Empowered Citizens

27
★ 4.80/30
Fiscal Empowerment
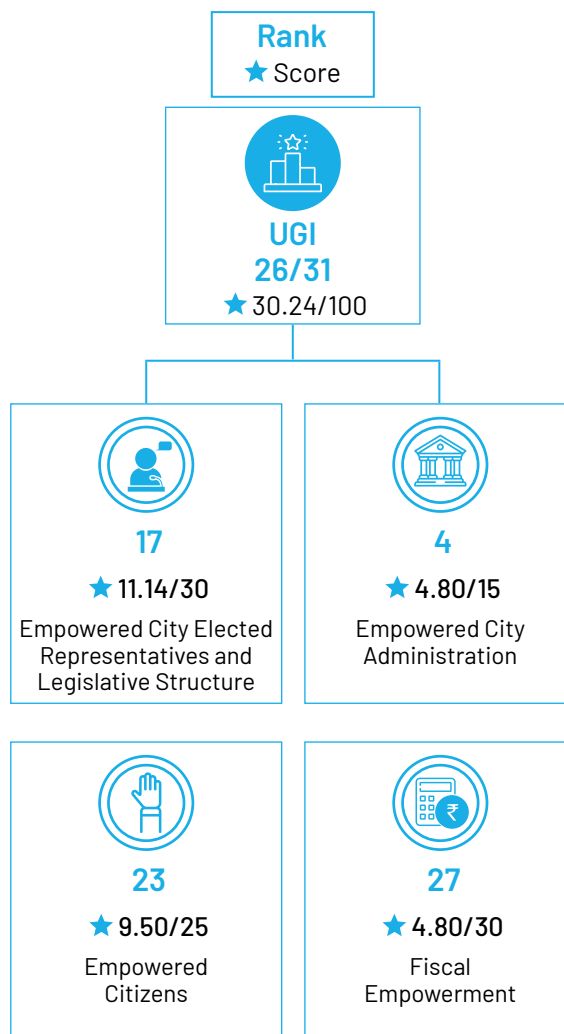
Key Observations

- The state needs to empower its Mayor with executive authority over commissioner. There should be a provision for each Councillor to be part of at least one deliberative committee, and Councillors should receive training, commensurate salaries, and office allowances.
- According to The Arunachal Pradesh Municipal Corporation (Amendment) Act, 2021, the mayor's term has been extended from 2.5 years to 5 years, aligning it with the term of the corporation.
- Due to a relatively low scores in Empowered City Elected Representatives and Legislative Structure (11.14/30) and Fiscal Empowerment (4.80/30), the state has received overall 26th rank making Arunachal Pradesh one of the lowest performing state.
- The State Municipal Act should make it mandatory for the City Government to publish its budget and accounts.
- The City Governments should update its website periodically with budget & account documents, include a grievance redressal portal and ensure online accessibility to municipal services.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 21.32 | Rank: 26   **UGI 2024 Score: 30.24 | Rank: 26**

The score has been improved due to the development of an Accessible Open Data Portal and Mayoral term becoming co-terminus with the term of Municipal Corporation. Rank remained same due to relatively better performance by other states

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* *Arunachal Pradesh Municipal Corporation Act(APMCA), 2019 - Section 53(2)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* *APMCA, 2019 - Section 72*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* *APMCA, 2019 - Section 57(6)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* *APMCA, 2019 - Section 52*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* *APMCA, 2019 - Section 52*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* *APMCA, 2019 - Section 52*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *APMCA, 2019 - Section 446, 448*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *APMCA, 2019 - Section 5(2), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *APMCA, 2019 - Section 54*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *APMCA, 2019 - Section 57, 64, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *APMCA, 2019 - No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *APMCA, 2019 - Section 57*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *APMCA, 2019 - Section 64*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *Arunachal Pradesh District Planning Committees (Constitution, Powers and Functions) Act, 2011 - Section 3*	Yes	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *Arunachal Pradesh District Planning Committees (Constitution, Powers and Functions) Act, 2011 - Section 3*	No	

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: APMCA, 2019 - Section 94*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: APMCA, 2019 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews* * Itanagar has excess number of employees than the total sanctioned positions.	–3%*	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: APMCA,2019 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	7	3.24/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	13	0.36/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	3.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: APMCA, 2019 - Section 53*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: APMCA, 2019 - Section 51*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: APMCA, 2019 - Section 64(2)*	Yes	2.50/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: APMCA, 2019 - Section 111 (1 - 4)*	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: APMCA, 2019 - Section 111 (1 - 3)*	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: APMCA, 2019 - Section 107 (3)*	No	0.00/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: APMCA 2019 - No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* APMCA, 2019 - Section 159	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* APMCA, 2019 - No provision in the Municipal Act	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* APMCA, 2019 - Section 176(3), 177	Yes	3.60/3.60

Assam

Assam has two Acts for constitution of city governments namely The Guwahati Municipal Corporation Act, 1971 and Assam Municipal Act, 1956. Guwahati Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
14/31
★ 41.49/100

5
★ 15.53/30
Empowered City Elected Representatives and Legislative Structure

29
★ 1.26/15
Empowered City Administration

21
★ 10.00/25
Empowered Citizens

13
★ 14.70/30
Fiscal Empowerment
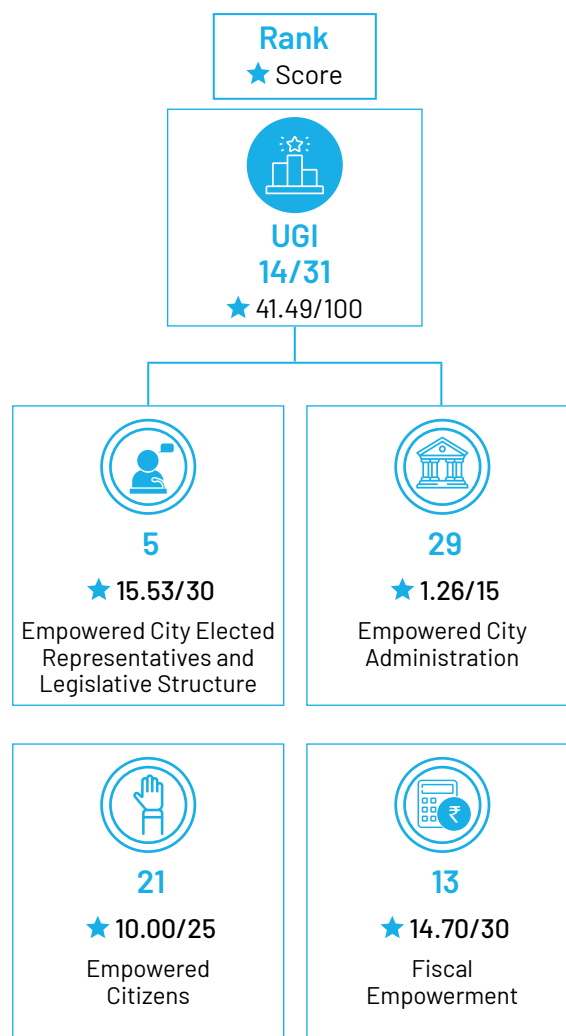
Key Observations

- To improve the urban governance structure in Assam, the state needs to focus more on the theme of Empowered City Administration by devolving sanctioning authority, ensuring regular training for officials, and devolving functions to the City Government.
- As per Guwahati Municipal Corporation Election (Amendment) Act, 2021 and its Amendment in the year 2022 the provision for consitiution of the Area Sabhas and Ward Committee of the Corporation was eliminated under section 20A.
- The State Act does not have provision for conducting elections before the council is dissolved, which is very crucial for an empowered council.
- The City Government in Assam also needs to establish open data portal and city government's active grievance redressal mechanism with centralised system where citizens can close the complaints.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 31.52 | Rank: 16   **UGI 2024 Score: 41.49 | Rank: 14**

Score and Rank have increased due to the development of an Accessible Open Data Portal and improved Municipal Staff ratio against the population.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Guwahati Municipal Corporation Act (GMCA), 1971 - Section 15*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: GMCA, 1971 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: GMCA, 1971 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: GMCA, 1971 - Section 17, 29*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: GMCA, 1971 - Section 15A*	Yes	1.80/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: GMCA, 1971 - Section 15A*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: GMCA, 1971 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: GMCA, 1971 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: GMCA, 1971 - Section 14*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: GMCA, 1971 - Section 14*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: GMCA, 1971 - Section 14*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *GMCA, 1971 – Section 415, 416(1)*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *GMCA, 1971 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *GMCA, 1971 – No provision in the Municipal Act, Interviews*	No, No	0.00/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *GMCA, 1971 – Section 15B(3)*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *GMCA, 1971 – Section 20, 20A, 12, 15A,*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *GMCA, 1971 – No provision in the Municipal Act*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *GMCA, 1971 – Section 15A*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *GMCA, 1971 – Section 20*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *Guwahati Municipal Corporation Election (Amendment) Act, 2019 – Section 20A*	No	0.00/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *Assam Panchayat Act, 1994 – Section 3(2)e*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *Assam Panchayat Act, 1994 – Section 3(2)e, (5)*	Yes	

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* *GMCA, 1971 - Section 67*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* *GMCA, 1971 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* *Human Resource data from Municipal Corporation, Interviews*	34%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* *GMCA, 1971 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* *Interviews*	3	0.72/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* *Interviews*	14	0.54/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: *City Government's Website*		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* GMCA, 1971 - Section 15	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* GMCA, 1971 - No provision in the Municipal Act	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* Guwahati Municipal Corporation Election (Amendment) Act, 2019 - Section 20A	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? Sub Indicator 34.1 Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* GMCA, 1971 - Section 145	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* GMCA, 1971 - Section 145, 146	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* GMCA, 1971 - Section 120	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* GMCA, 1971 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *GMCA, 1971 - Section 124*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *GMCA, 1971 - No provision in the Municipal Act*	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *GMCA, 1971 - Section 138*	Yes	3.60/3.60

Bihar

Bihar has The Bihar Municipal Act, 2007 for constitution of city governments. Patna Municipal Corporation has been considered for the purpose of Urban Governance Index

Rank
★ Score

UGI
15/31
★ 41.12/100

9
★ 14.47/30
Empowered City Elected Representatives and Legislative Structure

15
★ 3.12/15
Empowered City Administration

12
★ 14.50/25
Empowered Citizens

23
★ 9.03/30
Fiscal Empowerment
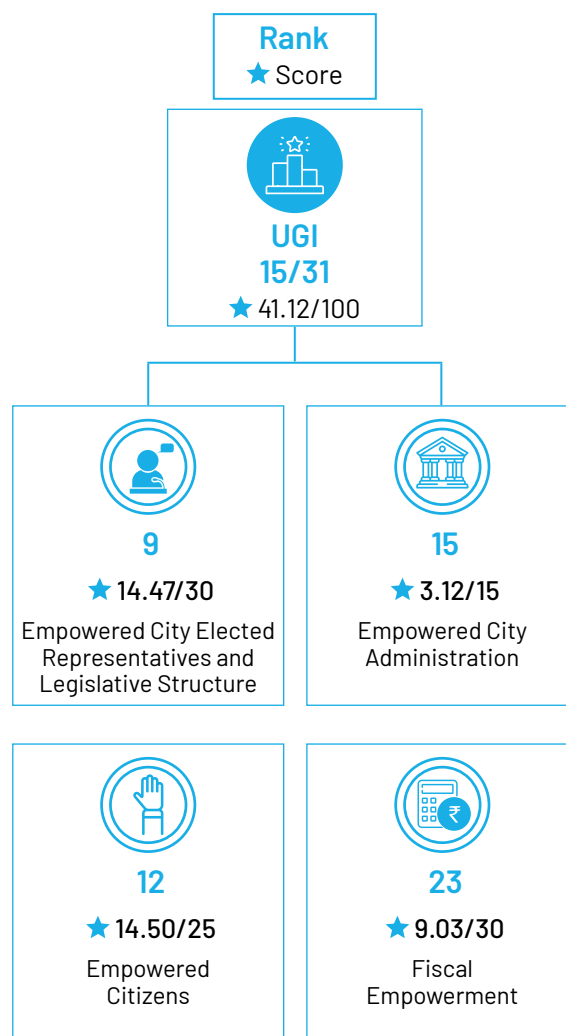
Key Observations

- The Bihar State Municipal Act has provision for a robust deliberative committee structure; however, the committees have not been formed in practice, and the Act does not mandate that committees meet at least once a month.
- The council also should be given authority to frame rules, regulations and byelaws independently.
- The city administration of Bihar should be empowered by giving sanctioning authority for recruitment and ensuring regular training of the employees.
- Mode of election of the Mayor has changed from an indirect election to direct election.
- As per the State Municipal Act, the Patna Municipal Corporation (PMC) reserves 33 percent of seats for female candidates, currently PMC has 60 percent female councillors.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 36.19 | Rank: 10   **UGI 2024 Score: 41.12 | Rank: 15**

The score has increased due to direct elections of Mayor. Rank has decreased due to relatively better performance by other states.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Bihar Municipalities Act (BMA), 2007 - Section 16, 27*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: BMA, 2007 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: BMA, 2007 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: BMA, 2007 - Section 36(7)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: BMA, 2007 - Section 32(6)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: BMA, 2007 - Section 21(5)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: BMA, 2007 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: BMA, 2007 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: BMA, 2007 - Section 19*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: BMA, 2007 - Section 19*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: BMA, 2007 - Section 19*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: BMA, 2007 - Section 421, 424*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: BMA, 2007 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: BMA, 2007 - Section 12(6-9), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: BMA, 2007 - Section 25(4)*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: BMA, 2007 - Section 3, 30, 32, 21*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: BMA, 2007 - Section 21, 30, 31, 32, 48*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: BMA, 2007 - Section 21(1)*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: BMA, 2007 - Section 32(1)*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: BMA, 2007 - Section 30 and 31*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: The Bihar Panchayat Raj Act, 2006 - Section 167(2)*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Bihar Panchayat Raj Act, 2006 - Section 167(5)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* BMA, 2007 - Section 37	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* BMA, 2007 - No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews	89%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* BMA, 2007 - No provision in the Municipal Act	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	5	2.16/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	16	0.96/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* BMA, 2007 - Section 23	Directly Elected	4.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* BMA, 2007 - Section 17	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* Bihar Urban Local Body (Community Participation) Rules, 2013 - Section 4, 15	Yes	2.50/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* BMA, 2007 - Section 127(1), (2), 128	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* BMA, 2007 - Section 127(1), (2)	No	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* BMA, 2007 - Section 84	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* BMA, 2007 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* BMA, 2007 - Section 107(1), 113, 114	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* BMA, 2007 - No provision in the Municipal Act	No, No	1.08/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	Yes, Yes, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* BMA, 2007 - Section 97	Yes	3.60/3.60

Chandigarh

Chandigarh has the The Punjab Municipal Corporation Act. 1976 (as Extended to the Union Territory, Chandigarh) for the constitution of city governments. Chandigarh Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
28/31
★ 26.66/100

28
★ 7.43/30
Empowered City Elected Representatives and Legislative Structure

8
★ 4.44/15
Empowered City Administration

21
★ 10.00/25
Empowered Citizens

27
★ 4.80/30
Fiscal Empowerment

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures
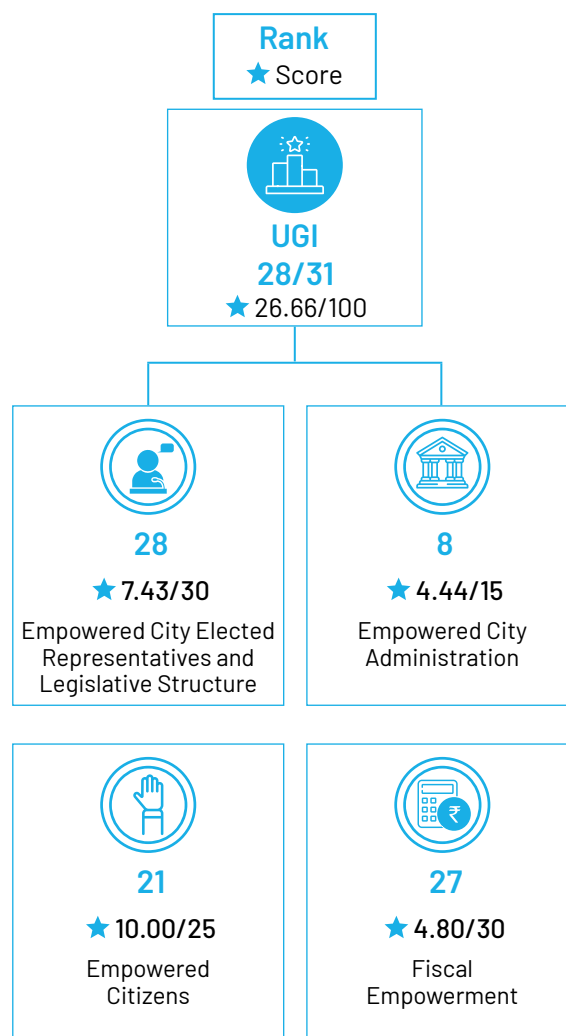
Key Observations

- To strengthen the Mayor's position, Chandigarh needs to ensure that the term of the Mayor (currently set at one year) is aligned with the duration of the city government and provide the Mayor executive authority over the Commissioner.
- There should be provision for each Councillor to be a part of at least one deliberative committee and training of Councillors, commensurate salary and office allowances should be given as well.
- To improve fiscal empowerment of city government the municipal corporation should have independent authority to approve it's budget.
- The Municipal Corporation Chandigarh (MCC) website has a functionality for citizens to provide their suggestions (needs and wants) through an online portal.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: N/A | Rank: N/A   UGI 2024 Score: 26.66 | Rank: 28

Newly included city

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Punjab Municipal Corporation Act (PMCA), 1976 – Section 38*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: PMCA, 1976 – Section 47*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: PMCA, 1976 – Section 42*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: PMCA, 1976 – Section 37*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: PMCA, 1976 – Section 37*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: PMCA, 1976 – Section 37*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye–laws and regulations for functions under the control of City Government? *Source: PMCA, 1976 – Section 399*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: PMCA, 1976 – Section 7, Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: PMCA, 1976 – Section 39*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: PMCA, 1976 – Section 41A, 41E, 41F, 42, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: PMCA, 1976 – Section 55, Corporation Procedure Rules – Section 59*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: PMCA, 1976 – Section 42*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: PMCA, 1976 – Section 41A*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: PMCA, 1976 – Section 41F*	No	0.00/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: PMCA, 1976 – Section 41F*	No	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* PMCA, 1976 - Section 71A	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* PMCA, 1976 - No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews	29%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* PMCA, 1976 - No provision in the Municipal Act	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	7	3.24/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	Yes	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* PMCA, 1976 – Section 38	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* PMCA, 1976 – Section 36	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* PMCA, 1976 – Section 3	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? Sub Indicator 34.1 Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* PMCA, 1976 – Section 90	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* PMCA, 1976 – Section 90(3)	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* PMCA, 1976 – Section 86	No	0.00/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* PMCA, 1976 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *PMCA, 1976 - Section 158*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *PMCA, 1976 - No provision in the Municipal Act*	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *PMCA, 1976 - Section 176*	Yes	3.60/3.60

Chhattisgarh

Chhattisgarh has two Municipal Acts for constitution of City Governments namely Chhattisgarh Municipal Corporation Act, 1956 and Chhattisgarh Municipalities Act, 1961. Raipur Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
4/31
★ 51.31/100

2
★ 18.03/30
Empowered City Elected Representatives and Legislative Structure

26
★ 1.92/15
Empowered City Administration

5
★ 16.00/25
Empowered Citizens

10
★ 15.36/30
Fiscal Empowerment
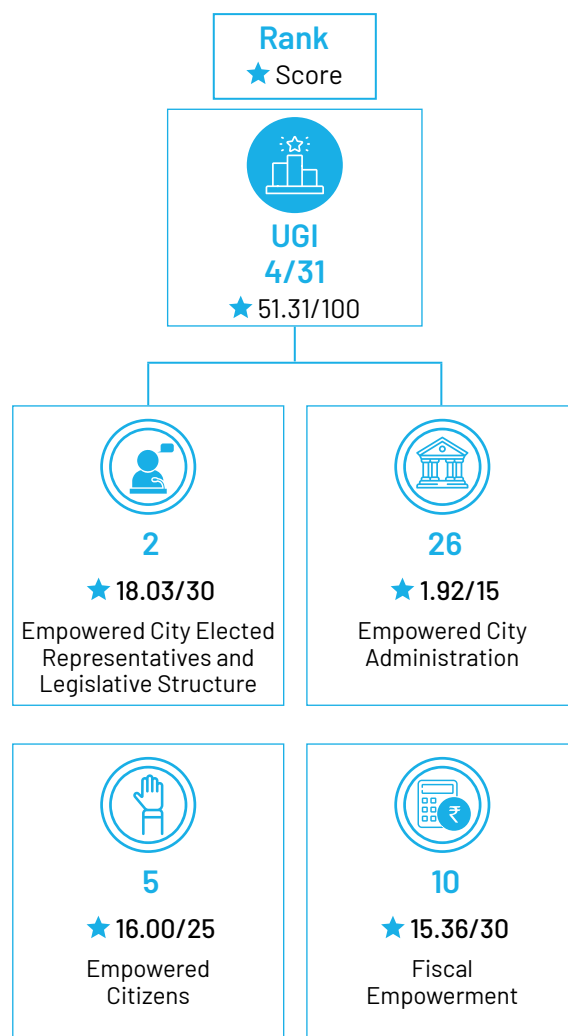
UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Key Observations

- The state ranked in the top 5 in the themes of Empowered City Elected Representatives and Legislative Structure and Empowered Citizens but ranked 26th for Empowered City Administration.
- Chhattisgarh has scored the most in the Empowered Mayor (5.40/9.00) and Empowered Councillor (Score1.98/4.50) sub-themes with a robust Deliberative Committee. The Mayor is the chairperson of the Mayor in Council (MIC) and also has the independent authority to nominate the members of the MIC.
- To improve the urban governance structure further, the city administration should have sanctioning authority for recruitments, less vacancy rate in the city administration, provision for training of officials and all 18 functions listed under the 12th Schedule of 74th Constitutional Amendment Act devolved to the city government.
- The council also should be given authority to frame rules, regulations and byelaws independently and citizens should have right to recall the Councillors.
- City administrations in Chhattisgarh should be empowered by granting them the authority to approve recruitment and ensuring that employees receive regular training.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 49.68 | Rank: 3   UGI 2024 Score: 51.31 | Rank: 4

Score increased but rank decreased due to relatively better performance by other states.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Chhattisgarh Municipal Corporation Act (CMCA), 1956 – Section 20(4)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *CMCA, 1956 – No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *CMCA, 1956 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *CMCA, 1956 – Section 54*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *CMCA, 1956 – Section 37(2), 46*	Yes	1.80/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *CMCA, 1956 – Section 37(5)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *CMCA, 1956 – Section 46*	Yes	1.58/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *CMCA, 1956 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *CMCA, 1956 – Section 25B*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *CMCA, 1956 – Section 25B*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *CMCA, 1956 – Section 25B*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *CMCA, 1956 - No provision in the Municipal Act*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *CMCA, 1956 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *CMCA, 1956 - Section 20(2), Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *CMCA, 1956 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *CMCA, 1956 - Section 48-A, 48, 48-B, 46, 131-A, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *CMCA, 1956 - Section 27*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *CMCA, 1956 - Section 37(1)*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *CMCA, 1956 - Section 46(1)*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *CMCA, 1956 - Section 48A*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *The Chhattisgarh Zila Yojana Samiti Adhiniyam, 1995 - Section 4*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *Chhattisgarh Zila Yojana Samiti Adhiniyam, 1995 - Section (3)(a)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: CMCA, 1956 – Section 58*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: CMCA, 1956 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	29%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: CMCA, 1956 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	3	0.72/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	5.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* CMCA, 1956 – Section 9	Directly Elected	4.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* CMCA, 1956 – Section 19	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* CMCA, 1956 – Section 48 A(5)	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* CMCA, 1956 – Section 132	Yes	2.10/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* CMCA, 1956 – Section 133B	No	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* CMCA, 1956 – Section 98	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* CMCA, 1956 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* CMCA, 1956 – Section 102 (1), 93, 116	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* CMCA, 1956 – Section 130C	Yes, Yes	2.16/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	Yes, Yes, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* CMCA, 1956 – No specific mention in the Municipal Act	Yes	3.60/3.60
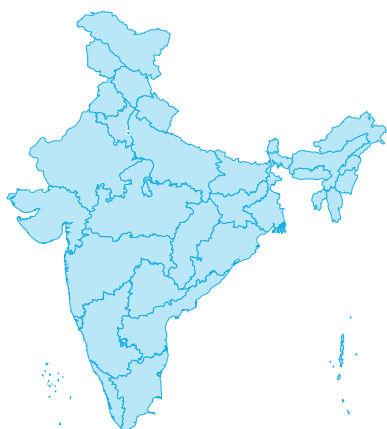
Delhi

Delhi has The Delhi Municipal Corporation Act, 1957 for constitution of city governments. Municipal Corporation of Delhi has been considered for the purpose of Urban Governance Index

Rank
★ Score

UGI
24/31
★ 32.11/100

27
★ 7.61/30
Empowered City Elected Representatives and Legislative Structure

28
★ 1.74/15
Empowered City Administration

27
★ 8.00/25
Empowered Citizens

12
★ 14.76/30
Fiscal Empowerment
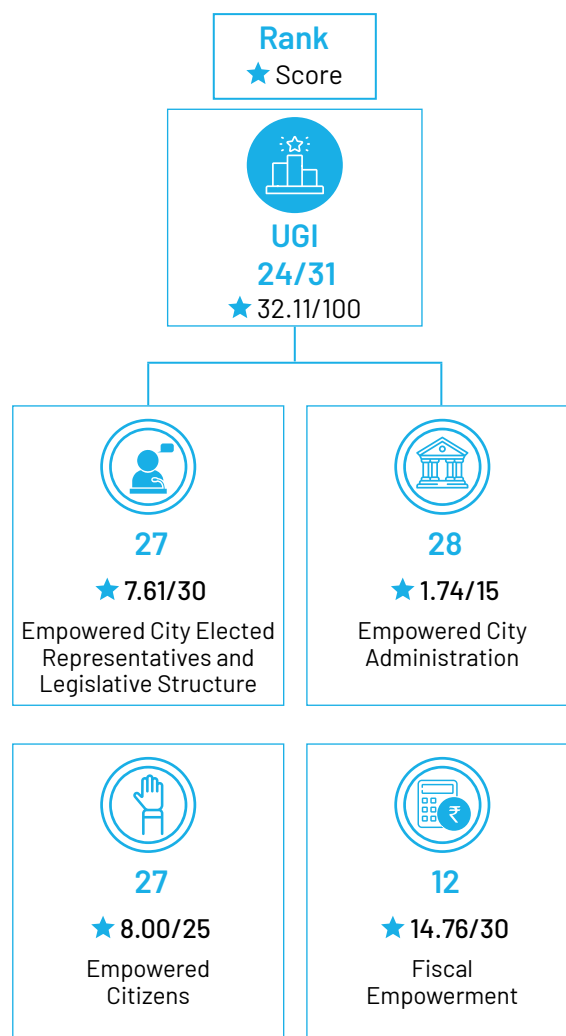
Key Observations

- The Mayor of Delhi is one of the least empowered since the Mayor does not have a term (currently set at one year) that is co-terminus with that of the City Government, no executive authority over commissioner, no authority to appoint chairperson of Standing/Subject Committee and the Mayor is also not the chairperson of the apex committee.
- Delhi does not have provision for training of Councillors or commensurate salary and office allowances. City Administration is also less empowered as the recruitment and training of officials is not with the City Government.
- To truly empower the city administration, all 18 functions listed under the 12th Schedule of 74th Constitutional Amendment Act should be devolved to the City Government. Currently Municipal Corporation of Delhi is involved in devolution of only 4 functions independently.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 33.80 | Rank:13   **UGI 2024 Score: 32.11 | Rank: 24**

Delhi's Rank and overall Score have decreased. This is due to non-formation of Standing, Subject and Zonal Committees as well as unavailability of data on human resources. Another reason being other states have relatively improved their score.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Delhi Municipal Corporation Act (DMCA), 1957 - Section 36(1)*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: DMCA, 1957 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: DMCA, 1957 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: DMCA, 1957 - Section 54*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: DMCA, 1957 - Section 40*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: DMCA, 1957 - Section 47*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: DMCA, 1957 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: DMCA, 1957 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: DMCA, 1957 - Section 34*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: DMCA, 1957 - Section 34*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: DMCA, 1957 - Section 34*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: DMCA, 1957 – Section 481 A*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: DMCA, 1957 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: DMCA, 1957 – Section 4 (2i), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: DMCA, 1957 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: DMCA, 1957 – Section 45, 50, 40, 39, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: DMCA, 1957 – Section 72*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: DMCA, 1957 – Section 45*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: DMCA, 1957 – Section 40*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: DMCA, 1957 – Section 50*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: The National Capital Region Capital Region Planning Boars Act, 1985 – No specific mention as per the Act*	No	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: The National Capital Region Capital Region Planning Boars Act, 1985 – Section 3(3)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* DMCA, 1957 – Section 89, 92A	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* DMCA, 1957 – No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews * Municipal Corporation of Delhi could not provide records of current employees within the Municipal Corporation as it does not have a centralised database of Human Resources.	0%*	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* DMCA, 1957 – No provision in the Municipal Act	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	14	0.54/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	4.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* DMCA, 1957 – Section 35	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* DMCA, 1957 – No provision in the Municipal Act	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* DMCA, 1957 – Section 50	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* DMCA, 1957 – Section 113	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* DMCA, 1957 – Section 113	Yes	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* DMCA, 1957 – Section 109(1)	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* DMCA, 1957 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *DMCA, 1957 – Section 185*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *DMCA, 1957 – No provision in the Municipal Act*	No, No	2.16/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *DMCA, 1957 – Section 205*	Yes	3.60/3.60

Goa

Goa has two Acts for constitution of city governments namely City of Panaji Corporation Act 2002 and The Goa Municipalities Act, 1968. The CPCA, 2002 for the Corporation of the City of Panaji has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
23/31
★ 34.61/100

26
★ 7.88/30
Empowered City Elected Representatives and Legislative Structure

6
★ 4.68/15
Empowered City Administration

17
★ 11.50/25
Empowered Citizens

21
★ 10.56/30
Fiscal Empowerment
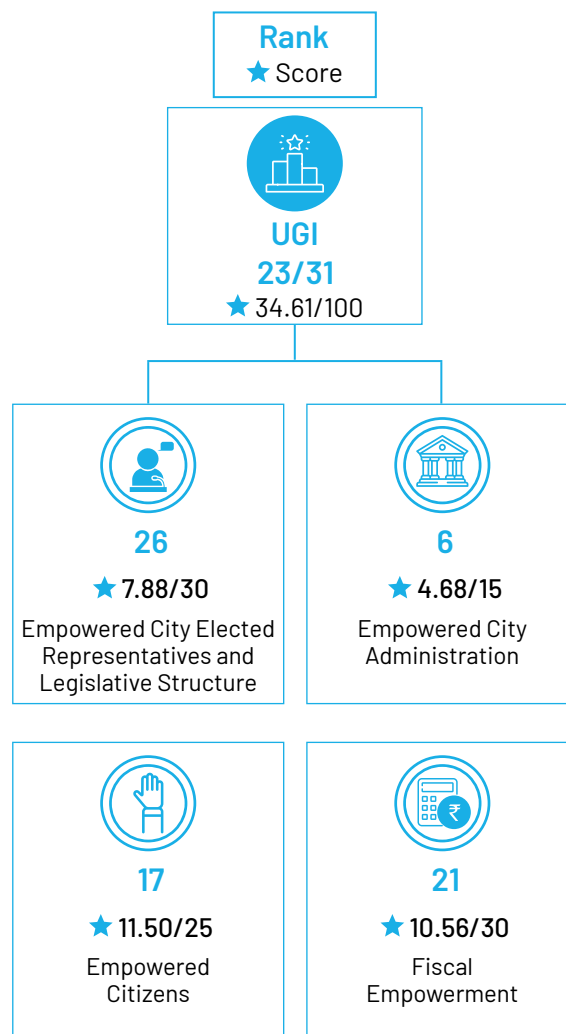
Key Observations

- To improve the urban governance structure, Goa needs to ensure that the Mayoral term (currently set at one year) is co-terminus with that of the City Government. The Mayor should also have executive authority over the commissioner, the authority to appoint the chairpersons of subject or standing committees, and should serve as the chairperson of the apex committee.
- There is no provision for fixed salaries, office allowances, or for conducting training for Councillors.
- To improve the urban governance structure, Goa needs to have empowered council with authority to pass no confidence motion against the Mayor.
- The City Government should be given independent authority to introduce new taxes/charges as per the assigned list under the State Municipal Act and revise existing tax/charges.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 26.93 | Rank: 21   **UGI 2024 Score: 34.61 | Rank: 23**

Score increased due to the development of an Accessible Open Data Portal. Rank decreased due to relatively better performance by other states.

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* *City Panaji Corporation Act (CPCA), 2002 - Section 17, 22*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* *CPCA, 2002 - Section 48*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* *CPCA, 2002 - Section 42*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* *CPCA, 2002 - Section 37*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* *CPCA, 2002 - No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: CPCA, 2002 - Section 389*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: CPCA, 2002 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: CPCA, 2002 - Section 19, Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: CPCA, 2002 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: CPCA, 2002 - Section 35, 41, 42*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: CPCA, 2002 - Section 25, 41(9)*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: CPCA, 2002 - Section 35*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: CPCA, 2002 - Section 42*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: CPCA, 2002 - Section 41(1)*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: The Goa Panchayat Raj Act, 1994 and Rules - Section 239(e)*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: The Goa Panchayat Raj Act, 1994 and Rules - Section 239(5)*	Yes	

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* CPCA, 2002 - Section 48, 51	Yes	2.10/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* CPCA, 2002 - No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews	2%	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* CPCA, 2002 - No provision in the Municipal Act	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	11	0.18/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	5.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* CPCA, 2002 - Section 22	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* CPCA, 2002 - No provision in the Municipal Act	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* CPCA, 2002 - Section 41(2)	Yes	2.50/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? Sub Indicator 34.1 Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* CPCA, 2002 - Section 104(1), (2)	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* CPCA, 2002 - Section 104(3), 107	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* CPCA, 2002 - Section 87(4)	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* CPCA, 2002 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *CPCA, 2002 - Section 91(1)*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *CPCA, 2002 - Section 102*	No, Yes	2.16/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	Yes, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	Yes, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *CPCA, 2002 - Section 102*	Yes	3.60/3.60

Gujarat

Gujarat has two Acts for constitution of city governments namely Gujarat Provincial Municipal Corporations Act, 1949 (GPMCA, 1949) and Gujarat Municipalities Act, 1963. Ahmedabad Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
7/31
★ 48.05/100

18
★ 11.06/30
Empowered City Elected Representatives and Legislative Structure

13
★ 3.54/15
Empowered City Administration

5
★ 16.00/25
Empowered Citizens

5
★ 17.46/30
Fiscal Empowerment

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures
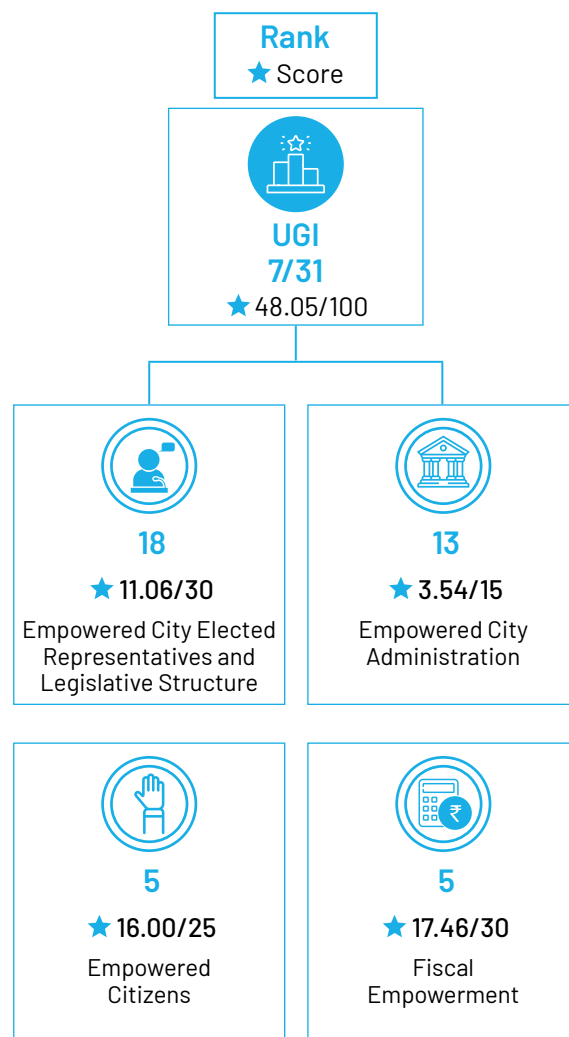
Key Observations

- To improve the urban governance structure, Gujarat needs to ensure that the Mayor has a term (currently set at one year) that is co-terminus with that of the City Government. The Mayor should also have executive authority over the commissioner, the authority to appoint the chairpersons of subject or standing committees, and should serve as the chairperson of the apex committee.
- The council should have independent authority to frame bye-laws and regulations for functions under the City Government.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 39.52 | Rank: 7   UGI 2024 Score: 48.05 | Rank: 7

Score increased due to the development of an Accessible Open Data Portal. Rank remained the same due to relatively better performance by other states.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Gujarat Provincial Municipal Corporations Act (GPMC), 1949 - Section 19(1)*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: GPMCA, 1949 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: GPMCA, 1949 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: GPMCA, 1949 - Section 36*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: GPMCA, 1949 - Section 30(3)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: GPMCA, 1949 - Section 21(1)*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: GPMCA, 1949 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: GPMCA, 1949 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: GPMCA, 1949 - Section 19A*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: GPMCA, 1949 - Section 19A*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: GPMCA, 1949 - Section 19A*	No	

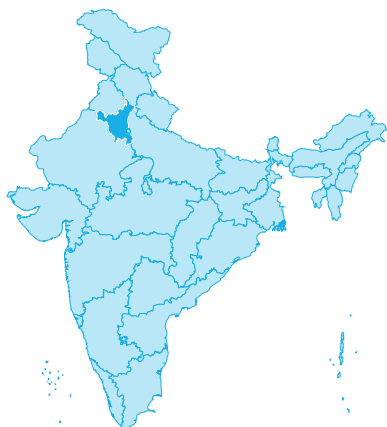| Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *GPMCA, 1949 – Section 458, 461*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *GPMCA, 1949 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *GPMCA, 1949 – Section 6B, Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *GPMCA, 1949 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *GPMCA, 1949 – Section 20, 29-A, 30, 25, 31, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *GPMCA, 1949 – Procedure for Conduct and Business Rules, Section 1, 3, 4*	Yes	1.35/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *GPMCA, 1949 – Section 20*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *GPMCA, 1949 – Section 25, 30*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *GPMCA, 1949 – Section 29A*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *Gujarat District Planning Committees Act, 2008 – Section 2*	Yes	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *Gujarat District Planning Committees Act,2008 – Section 3(2i)*	No	

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: GPMCA, 1949 – Section 45*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: GPMCA, 1949 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	41%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: GPMCA, 1949 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	6	2.88/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	15	0.66/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	7.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	Yes	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

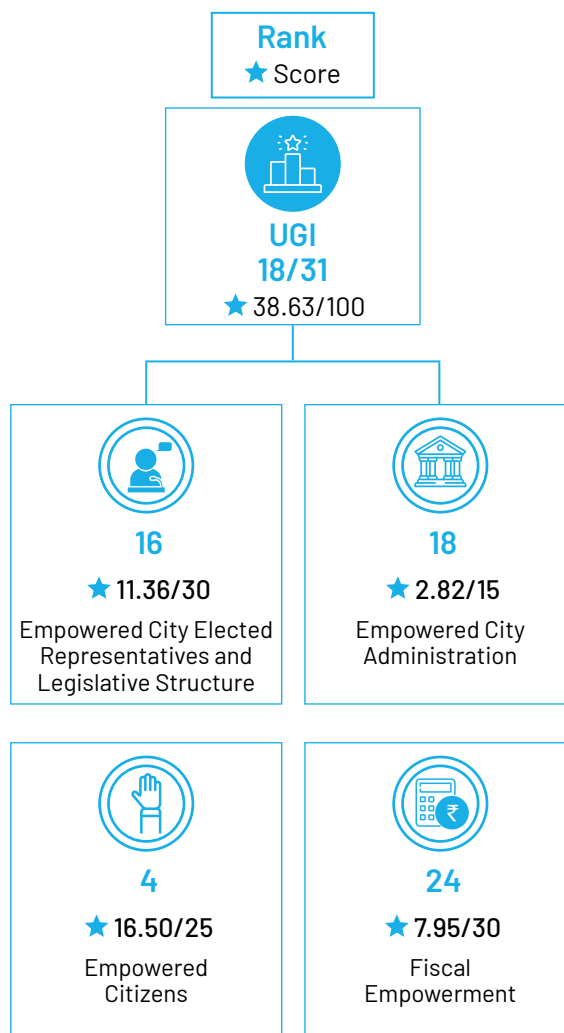| Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* *GPMCA, 1949 - Section 19*	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* *GPMCA,1949 - No provision in the Municipal Act*	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* *City Government's Website*	Yes	2.50/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* *GPMCA, 1949 - Section 29 A(2)*	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* *City Government's Website*	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* *City Government's Website, Interviews*	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* *City Government's Website, Interviews*	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* *GPMCA, 1949 - Section 127*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* *GPMCA, 1949 - Section 127*	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* *GPMCA, 1949 - Section 100*	Yes	3.60/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* *GPMCA, 1949 - No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *GPMCA, 1949 – Section 109*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *GPMCA, 1949 – No provision in the Municipal Act*	No, Yes	4.86/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *GPMCA, 1949 – Section 106*	Yes	3.60/3.60

Haryana

Haryana has two Acts for constitution of city governments namely Haryana Municipal Act, 1973 and Haryana Municipal Corporations Act, 1994. Municipal Corporation of Gurugram has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
18/31
★ 38.63/100

16
★ 11.36/30
Empowered City Elected Representatives and Legislative Structure

18
★ 2.82/15
Empowered City Administration

4
★ 16.50/25
Empowered Citizens

24
★ 7.95/30
Fiscal Empowerment

Key Observations

- To empower the Mayor, Haryana should make provisions where the Mayor has executive authority over the commissioner, the authority to appoint the chairpersons of subject or standing committees, and should serve as the chairperson of the apex committee.
- The City Government needs to improve its open data portal and should regularly publish the accounts on their website.
- To enable fiscal empowerment of city government, the State Municipal Act should empower the city government to introduce new taxes and revise the existing ones.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 24.84 | Rank: 23   **UGI 2024 Score: 38.63 | Rank: 18**

Score and Rank increased due to the development of an Accessible Open Data Portal, the addition of the functionality to close complaints/grievances by the citizens, and the publication of Committee Meeting Minutes on the website.

Indicator – Data Response

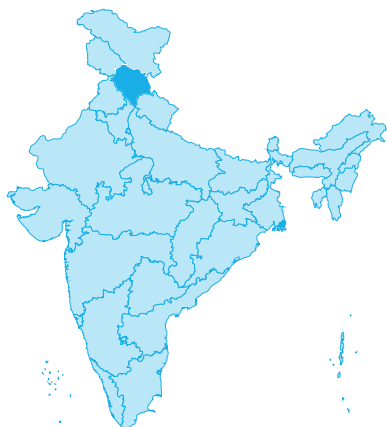| Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* *Haryana Municipal Corporation Act (HMCA), 1994 - Section 5 and Haryana Municipal Bye Laws - Section 5*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* *HMCA, 1994 - Section 45(1)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* *HMCA, 1994 - Section 40*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* *HMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* *HMCA, 1994 - Section 35*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: HMCA, 1994 – No provision in the Municipal Act*	No	0.00/1.88
Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88
Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: HMCA, 1994 – No provision in the Municipal Act*	No	0.00/1.13
Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: HMCA, 1994 – Section 9(3,4), Interviews*	Yes, No	0.56/1.13
Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: HMCA, 1994 – Section 37*	Yes	1.50/1.50
Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: HMCA, 1994 – Section 10, 40, 417, Interviews*	Yes, No	1.13/2.25
Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: HMCA, 1994 – Section 52 and Corporation Procedure Rules – Section 25*	Yes	1.35/1.35
Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: HMCA, 1994 – No provision in the Municipal Act*	No	0.00/0.90
Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: HMCA, 1994 – Section 40*	Yes	0.90/0.90
Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: HMCA, 1994 – Section 10*	Yes	0.90/0.90
Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Haryana Constitution of District Planning Committee Rules, 1997 – Section 3(2)*	Yes	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Haryana Constitution of District Planning Committee Rules, 1997 – Section 6*	No	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: HMCA, 1994 – Section 67*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: HMCA, 1994 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	53%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: HMCA, 1994 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	5	2.16/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	15	0.66/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	3.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* HMCA, 1994 – Section 36(1)	Directly Elected	4.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* HMCA, 1994 – Section 34	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	Yes	2.50/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* HMCA, 1994 – Section 10	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* HMCA, 1994 – Section 87, 88	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* HMCA, 1994 – Section 87, 88, 114	No	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* HMCA, 1994 – Section 83(2)	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* HMCA, 1994 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* HMCA, 1994 - Section 150	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* HMCA, 1994 - No provision in the Municipal Act	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* HMCA, 1994 - Section 169	Yes	3.60/3.60

Himachal Pradesh

Himachal Pradesh has two Acts for constitution of city governments namely The Himachal Pradesh Municipal Act, 1994 and Himachal Pradesh Municipal Corporation Act, 1994. Shimla Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
13/31
★ 42.02/100

25
★ 8.81/30
Empowered City Elected Representatives and Legislative Structure

11
★ 3.84/15
Empowered City Administration

9
★ 15.00/25
Empowered Citizens

14
★ 14.37/30
Fiscal Empowerment
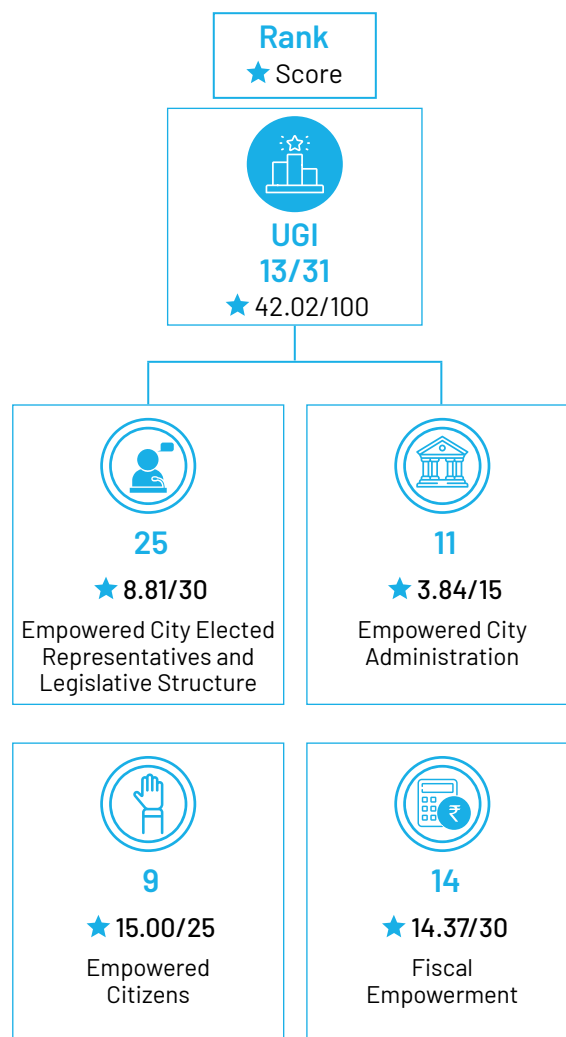
Key Observations

- To improve the urban governance structure, Himachal Pradesh needs to ensure that the Mayoral term (currently set at two and half years) is co-terminus with that of the City Government. The Mayor should also have executive authority over the commissioner, the authority to appoint the chairpersons of subject or standing committees, and should serve as the chairperson of the apex committee.
- The City government should have independent authority to frame rules, regulation and bye-laws and have a procedure for conduct and business rules for the City Government.
- The ward committees in Himachal Pradesh have provision for inclusion of 9 members nominated by the ward sabha ensuring empowerment of citizens. Additionally, 50 % of the seats are reserved for women.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 29.24 | Rank: 18

UGI 2024 Score: 42.02 | Rank: 13

Newly included city

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Himachal Pradesh Municipal Corporation Act, 1994 – Section 36*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *HPMCA, 1994 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *HPMCA, 1994 – No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *HPMCA, 1994 – Section 45(1)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *HPMCA, 1994 – Section 40(6)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *HPMCA, 1994 – Section 40(6)*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *HPMCA, 1994 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *HPMCA, 1994 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *HPMCA, 1994 – Section 35*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *HPMCA, 1994 – Section 35*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *HPMCA, 1994 – Section 35*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? ***Source:*** *HPMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? ***Source:*** *Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? ***Source:*** *HPMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? ***Source:*** *HPMCA, 1994 - Section 5, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? ***Source:*** *HPMCA, 1994 - Section 37*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? ***Source:*** *HPMCA, 1994 - Section 40, 44C, 421, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? ***Source:*** *HPMCA, 1994 - Section 44B (1), 44D, 53*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? ***Source:*** *HPMCA, 1994 - No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? ***Source:*** *HPMCA, 1994 - Section 40*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? ***Source:*** *HPMCA, 1994 - Section 44C*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? ***Source:*** *The Himachal Pradesh Panchayati Raj Act 1994 - Section 185(2)(d)*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? ***Source:*** *The Himachal Pradesh Panchayati Raj Act 1994 - Section 185(2)(a)*	Yes	

Side tab labels (right margin): UGI Framework · State Ranking · Key Insights · Indicator Principle · **State Factsheet** · Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: HPMCA, 1994 - Section 67*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: HPMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	42%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: HPMCA, 1994 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	6	2.88/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	16	0.96/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* HPMCA, 1994 - Section 36	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* HPMCA, 1994 - No provision in the Municipal Act	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	Yes	2.50/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* HPMCA, 1994 - Section 44C	Yes	2.50/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* HPMCA, 1994 - Section 84	No	2.10/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* HPMCA, 1994 - Section 84(3), 85	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* HPMCA, 1994 - Section 80	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* HPMCA, 1994 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *HPMCA, 1994 - Section 144, 77*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *HPMCA, 1994 - No provision in the Municipal Act*	No, Yes	4.32/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *HPMCA, 1994 - Section 161*	Yes	3.60/3.60

Jammu and Kashmir

Jammu and Kashmir has The Jammu and Kashmir Municipal Corporation Act, 2000 for constitution of city governments. Srinagar Municipal Corporation has been considered for the purpose of Urban Governance Index

Rank
★ Score

UGI
20/31
★ 37.67/100

6
★ 15.41/30
Empowered City Elected Representatives and Legislative Structure

20
★ 2.46/15
Empowered City Administration

9
★ 15.00/25
Empowered Citizens

27
★ 4.80/30
Fiscal Empowerment
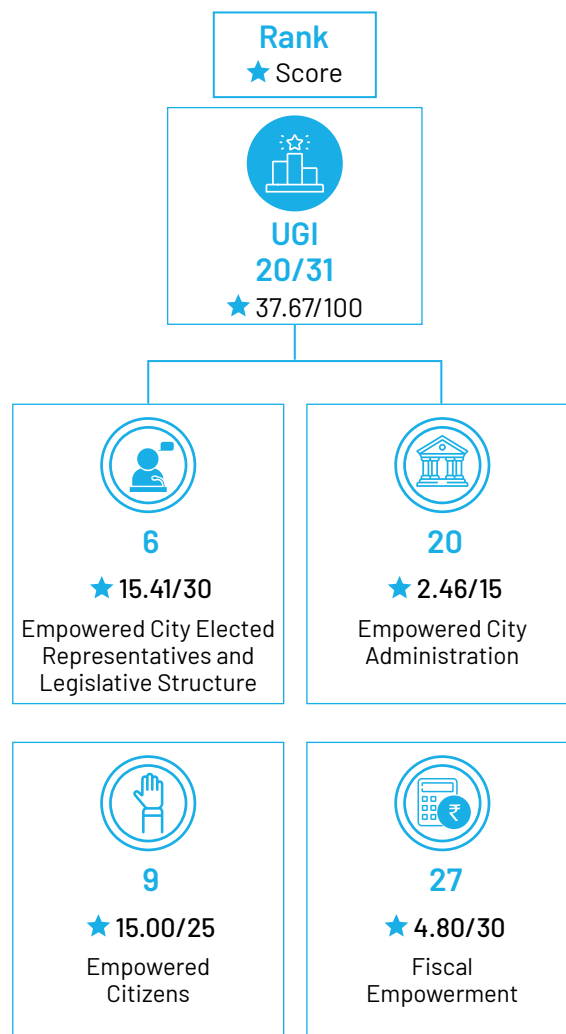
Key Observations

- Jammu & Kashmir (J & K) has secured 20th rank with a score of 37.67 overall. In the theme of Empowered Citizens Srinagar Municipal Corporation (SMC) has secured 9th rank. (Score 15.00/25.00) This is primarily due to robust city government website with a functionality for citizens to provide their suggestions (needs and wants) through an online portal.
- SMC has secured 6th rank in the theme of Empowered City Elected Representatives (Score 15.41/30.00) and Legislative Structure and 20th rank in the theme of Empowered City Administration (Score 2.46/15.00) due to only 4 independant functions under the city administartion's direct control.
- To improve its urban governance structure, the Mayor should also have executive authority over the commissioner and the authority to appoint the chairpersons of subject or standing committees.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: N/A | Rank: N/A   UGI 2024 Score: 37.67 | Rank: 20

Newly included city

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Jammu and Kashmir Municipal Corporation Act (JKMCA), 2000 - Section 36*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *JKMCA, 2000 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *JKMCA, 2000 - No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *JKMCA, 2000 - Section 45*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *JKMCA, 2000 - Section 40(8)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *JKMCA, 2000 - Section 40*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *JKMCA, 2000 - Section 40*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *JKMCA, 2000 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *JKMCA, 2000 - No provision in the Municipal Act*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *JKMCA, 2000 - No provision in the Municipal Act*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *JKMCA, 2000 - No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: JKMCA, 2000 - Section 395, 397*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: JKMCA, 2000 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: JKMCA, 2000 - Section 5, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: JKMCA, 2000 - Section 5*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: J&K Municipal Corporation (Amendment) Act - Section 40, 39A, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: JKMCA, 2000 - Section 53 and J&K Corporation Procedure Rules 2021 - Section 3*	Yes	1.35/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: J&K Municipal Corporation (Amendment) Act - Section 40*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: J&K Municipal Corporation (Amendment) Act - Section 40*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: J&K Municipal Corporation (Amendment) Act - Section 39A*	Yes	0.90/0.90

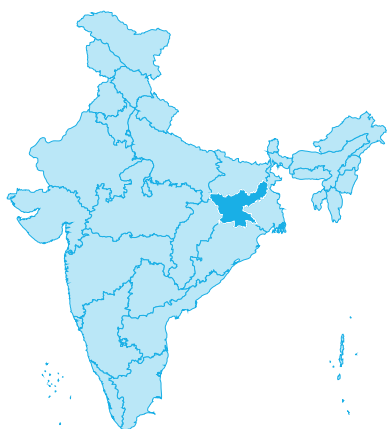| Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: JKMCA, 2000 - Section 421 and Panchayati Raj Act 1989 - Section 45*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: JKMCA, 2000 - Section 421 and Panchayati Raj Act 1989 - Section 45*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* *J&K Municipal Corporation (Amendment) Act - Section 67*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* *J&K Municipal Corporation (Amendment) Act - Section 67*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* *Human Resource data from Municipal Corporation, Interviews*	15%	0.60/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* *JKMCA, 2000 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* *Interviews*	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* *Interviews*	15	0.66/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	Yes	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: *City Government's Website*		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: J&K Municipal Corporation (Amendment) Act - Section 36 and Corporation Procedure Rules 2021 - Section 5*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: JKMCA, 2000 - Section 34*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: J&K Municipal Corporation (Amendment) Act - Section 39A*	Yes	2.50/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: JKMCA, 2000 - Section 84*	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: JKMCA, 2000 - Section 85*	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: JKMCA, 2000 - Section 80*	No	0.00/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: JKMCA, 2000 - No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *JKMCA, 2000 - Section 144*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *JKMCA, 2000 - No provision in the Municipal Act*	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *JKMCA, 2000 - Section 161*	Yes	3.60/3.60

Jharkhand

Jharkhand has Jharkhand Municipal Act, 2011 for constitution of city governments. Ranchi Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
22/31
★ 34.92/100

23
★ 9.74/30
Empowered City Elected Representatives and Legislative Structure

5
★ 4.80/15
Empowered City Administration

12
★ 14.50/25
Empowered Citizens

25
★ 5.88/30
Fiscal Empowerment
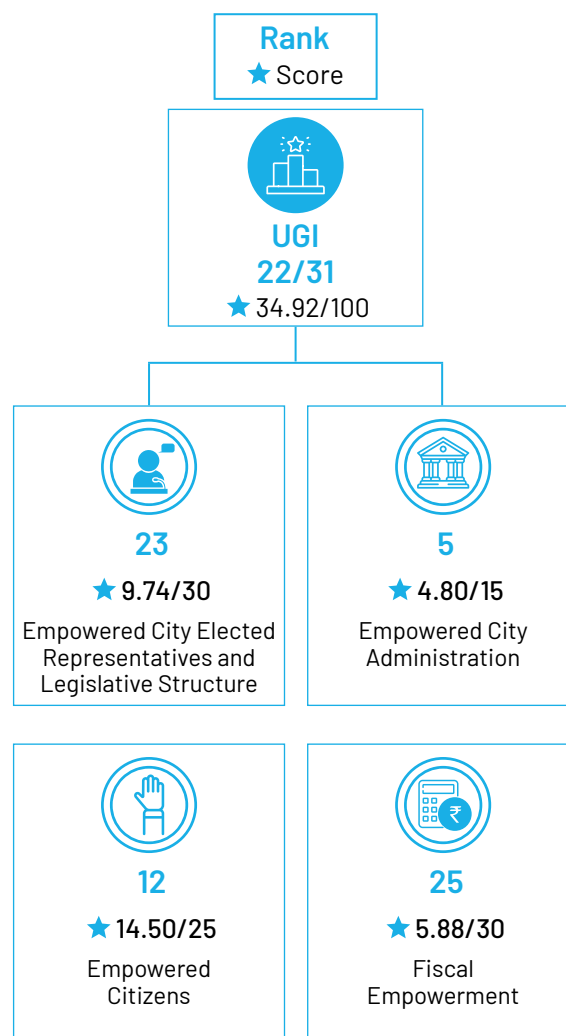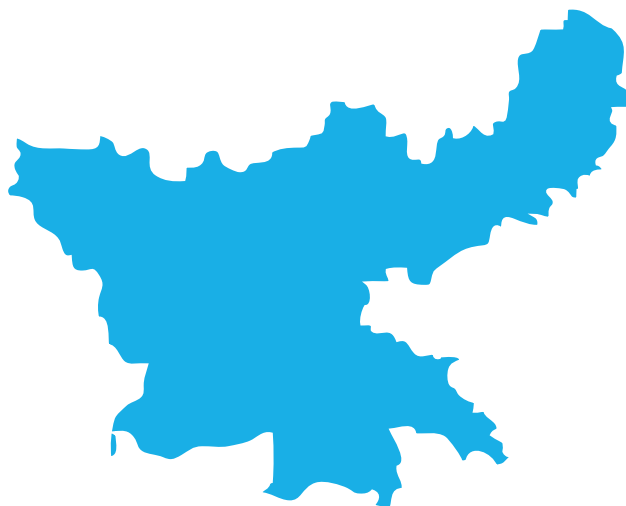
Key Observations

- To improve the urban governance structure, the Mayor should be empowered with executive authority over commissioner and authority to appoint chairperson of Subject/Standing committee should be entrusted with the Mayor. The Act should have provision for council to independently frame rules, regulation and bye-laws and a have procedure and conduct of business rules for the city government.
- The city administration should be given authority to sanction for recruitments and all 18 functions listed under the 12th Schedule of 74th Constitutional Amendment Act should be devolved to the City Government.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 21.72 | Rank: 25   **UGI 2024 Score: 34.92 | Rank: 22**

Score and Rank increased due to an increase in functions under the inependent authority of City Administration and Accessible Open Data Portal.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* *Jharkhand Municipal Act (JMA), 2011 – Section 26(5)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* *JMA, 2011 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* *JMA, 2011 - No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* *JMA, 2011 - Section 55(2), (8)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* *JMA, 2011 - Section 46(6)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* *JMA, 2011 - Section 24(3)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* *JMA, 2011 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* *JMA, 2011 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* *JMA, 2011 - Section 22*	Yes	0.41/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* *JMA, 2011 - Section 22*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* *JMA, 2011 - Section 22, 265*	No	

| Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: JMA, 2011 - Section 594*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: JMA, 2011 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: JMA, 2011 - Section 16(5), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: JMA, 2011 - Section 30(5)*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: JMA, 2011 - Section 24, 34, 49, 38, 46, 47, 48, 269, 383, 384, 405, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: JMA, 2011 - Section 39(3), 45(3), 49(10), 74(1)*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: JMA, 2011 - Section 24 (2)*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: JMA, 2011 - Section 46*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: JMA, 2011 - Sections 34(1), 49(1)*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: JMA, 2011 - Section 383, 384*	No	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: JMA, 2011 - Section 383, 384*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* JMA, 2011 - Section 55	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* JMA, 2011 - No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews * Ranchi has excess number of employees than the total sanctioned positions.	–43%*	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* JMA, 2011 - Section 55(7)	Yes	1.20/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* JMA, 2011 - Section 26	Directly Elected	4.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* JMA, 2011 - Section 21	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* JMA, 2011 - Section 34, 41	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* JMA, 2011 - Section 152(2), (8)	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* JMA, 2011 - Section 152(2), (8)	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* JMA, 2011 - Section 110	No	0.00/3.60

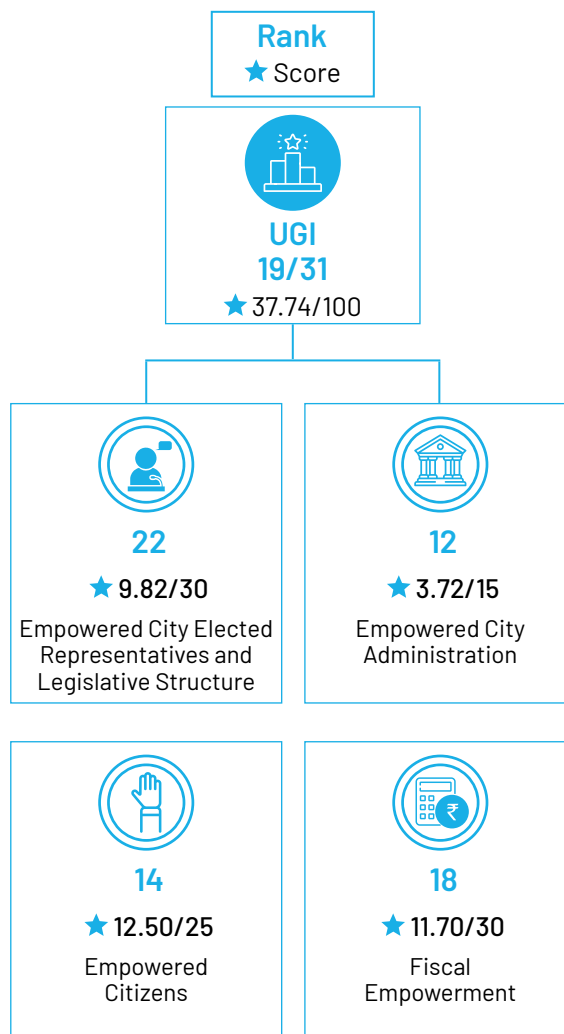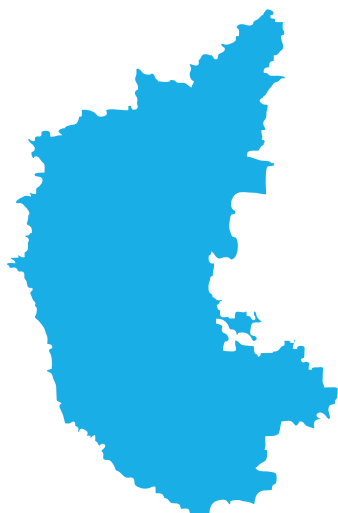| Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* JMA, 2011 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *JMA, 2011 - Section 133*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *JMA, 2011 - Section 52*	Yes, Yes	1.08/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *JMA, 2011 - Section 123*	Yes	3.60/3.60
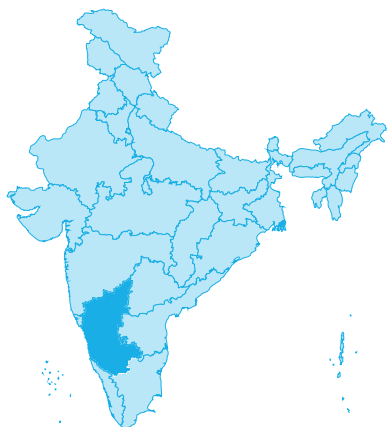
Karnataka

Karnataka has three Acts for constitution of city governments namely The Bruhat Bengaluru Mahanagara Palike Act, 2020, Karnataka Municipal Corporations Act, 1976 and Karnataka Municipalities Act, 1964. Bruhat Bengaluru Mahanagara Palike (i.e., Bengaluru City Municipal Corporation) and the corresponding Municipal Act i.e. The Bruhat Bengaluru Mahanagara Palike Act, 2020 has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
19/31
★ 37.74/100

22
★ 9.82/30
Empowered City Elected Representatives and Legislative Structure

12
★ 3.72/15
Empowered City Administration

14
★ 12.50/25
Empowered Citizens

18
★ 11.70/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, Karnataka needs to ensure that the Mayoral term (currently set at one year) is co-terminus with that of the City Government. The Mayor should also have executive authority over the commissioner, the authority to appoint the chairpersons of subject or standing committees, and should serve as the chairperson of the apex committee.
- There is no provision for council to pass no confidence motion against the Mayor and no provision to hold municipal election before the expiry of the term of the corporation.
- To improve fiscal empowerment of city government, Karnataka should empower its city governments to approve their own budget.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 25.73 | Rank: 22   UGI 2024 Score: 37.74 | Rank: 19

Newly included city

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Bruhat Bengaluru Mahanagara Palike Act (BBMPA), 2020 - Section 57*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: BBMPA, 2020 - Section 59, 80*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: BBMPA, 2020 - Section 62*	Yes	0.41/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: BBMPA, 2020 - Section 319*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: BBMPA, 2020 - Section 13, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: BBMPA, 2020 - Section 80, 82, 77, 75, 88, 301, 367, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: BBMPA, 2020 - Section 77, 85, 92, 88 and Corporation Procedure Rules - Section 10, 11*	Yes	1.35/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: BBMPA, 2020 - Section 80*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: BBMPA, 2020 - Section 77, 82*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Karnataka Gram Swaraj and Panchayat Raj Act, 1993 - Section 310*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Karnataka Gram Swaraj and Panchayat Raj Act, 1993 - Section 310*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: BBMPA, 2020 - Section 97*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: BBMPA, 2020 - Section 97*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	17%	0.60/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: BBMPA, 2020 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	5	2.16/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	16	0.96/1.80

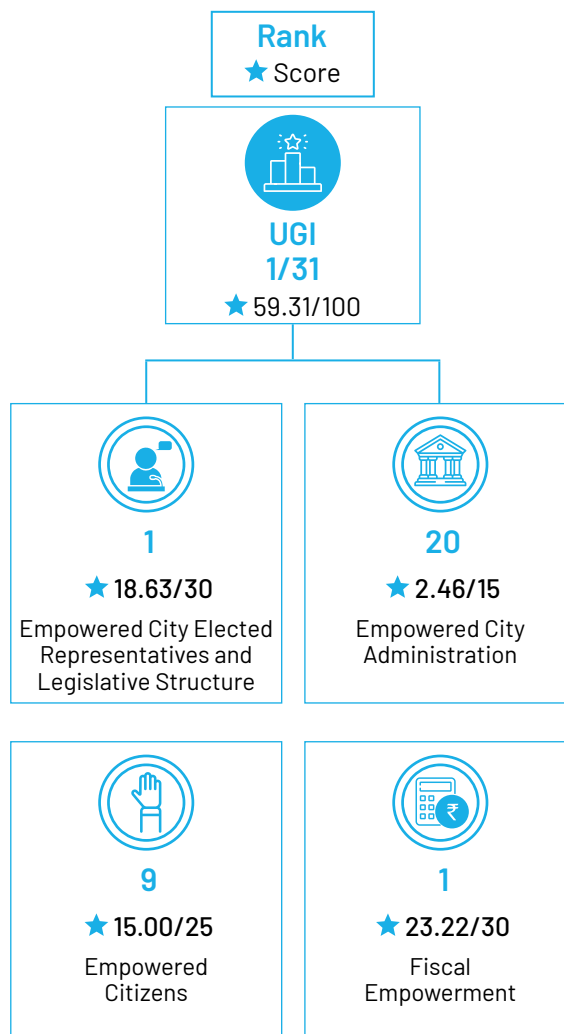| Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website? *Source: City Government's Website*	Yes	

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* BBMPA, 2020 – Section 56	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* BBMPA, 2020 – No provision in the Municipal Act	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* BBMPA, 2020 – Section 83	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* BBMPA, 2020 – Section 142	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* BBMPA, 2020 – Section 142	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* BBMPA, 2020 – Section 194, 196	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* BBMPA, 2020 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* BBMPA, 2020 - Section 184	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* BBMPA, 2020 - No provision in the Municipal Act	No, No	2.70/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	Yes, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* BBMPA, 2020 - Section 209	Yes	3.60/3.60

Kerala

Kerala has Kerala Municipality Act, 1994 for constitution of city governments. Thiruvananthapuram Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank ★ Score

UGI 1/31
★ 59.31/100

1
★ 18.63/30
Empowered City Elected Representatives and Legislative Structure

20
★ 2.46/15
Empowered City Administration

9
★ 15.00/25
Empowered Citizens

1
★ 23.22/30
Fiscal Empowerment

Key Observations

- Kerala ranked highest in Empowered City Elected Representatives and Legislative Structure (Score 18.63/30.00) and Fiscal Empowerment (Score 23.22/30.00). The Mayors in Kerala have the authority to write Annual Confidential Report (ACR) of the commissioner (named as secretary). The Act also has a provision to ensure all the Councillors are a part of at least one Subject/Standing committee.
- However, Kerala needs to empower the City Administration by devolving sanctioning authority for recruitment, ensuring provision for training of the city administration and devolution of all 18 functions listed under the 12th Schedule of the 74th Constitutional Amendment Act to the City Government.
- To ensure citizen empowerment Kerala should regularly publish audit report, minutes of meetings of the committees on the city government website.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 48.77 | Rank: 4   UGI 2024 Score: 59.31 | Rank: 1

Newly included city

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* *Kerala Municipality Act (KMA), 1994 – Section 10(8)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* *KMA, 1994 – Section 15(3b)*	Yes	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* *KMA, 1994 - No provision in the Municipal Act*	No	0.90/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* *KMA, 1994 - Section 48*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* *KMA, 1994 - Section 21*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* *KMA, 1994 - Section 23*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* *KMA, 1994 - Section 21*	Yes	1.58/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* *KMA, 1994 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* *KMA, 1994 - Section 13*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* *KMA, 1994 - Section 13*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* *KMA, 1994 - Section 13*	No	

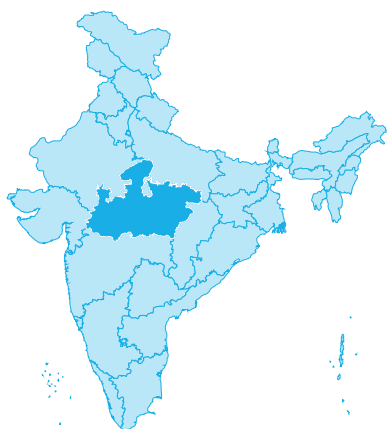| Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: KMA, 1994 - Section 572*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: KMA, 1994 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: KMA, 1994 - Section 7, Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: KMA, 1994 - Section 19*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: KMA, 1994 - Section 20, 42, 23, 35, 37, 42, 53, 54, 55, 65, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: KMA, 1994 - Section 44*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: KMA, 1994 - Section 23*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: KMA, 1994 - Section 20*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: KMA, 1994 - Section 42*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: KMA, 1994 - Section 53(2)*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: KMA, 1994 - Section 53(ii)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: KMA, 1994 - Section 222, 224*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: KMA, 1994 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	23%	0.60/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: KMA, 1994 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	15	0.66/1.80

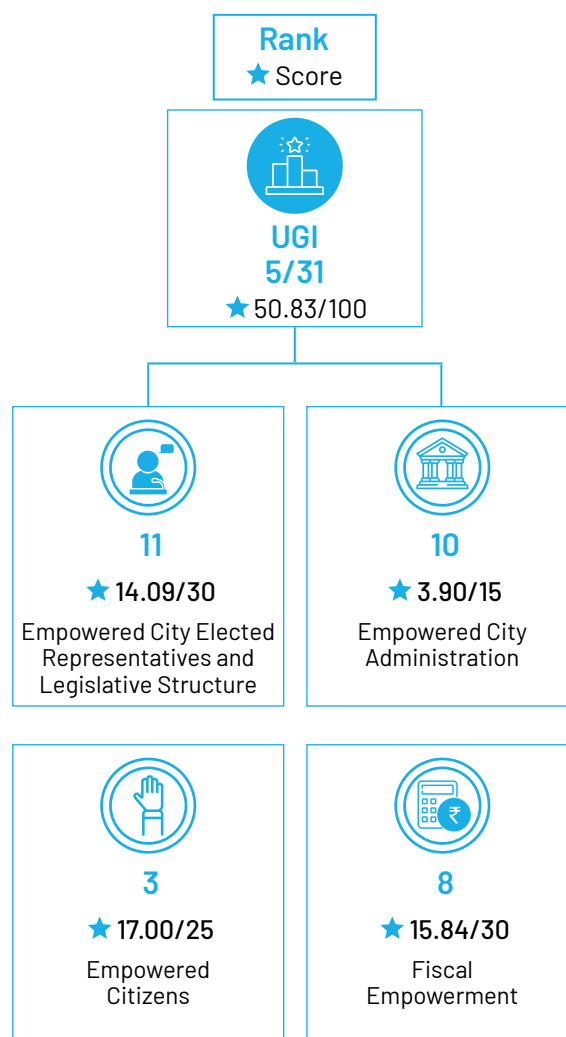| Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: KMA, 1994 - Section 10*	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: KMA, 1994 - No provision in the Municipal Act*	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: KMA, 1994 - Section 43*	Yes	2.50/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: KMA, 1994 - Section 230, 232*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: KMA, 1994 - Section 230, 232*	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: KMA, 1994 - Section 293*	Yes	3.60/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: KMA, 1994 - No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *KMA, 1994 – Section 297*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *KMA, 1994 – Section 294, 295*	Yes, Yes	4.32/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	Yes, No, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *KMA, 1994 – Section 295*	Yes	3.60/3.60

Madhya Pradesh

Madhya Pradesh has two Acts for constitution of city governments namely The Madhya Pradesh Municipal Corporation Act, 1956 and Madhya Pradesh Municipalities Act, 1961. Bhopal Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
5/31
★ 50.83/100

11
★ 14.09/30
Empowered City Elected Representatives and Legislative Structure

10
★ 3.90/15
Empowered City Administration

3
★ 17.00/25
Empowered Citizens

8
★ 15.84/30
Fiscal Empowerment

Key Observations

- Madhya Pradesh has a very robust deliberative committee but needs to include a provision for all committees to meet at least once a month.
- The City administration should hold sanctioning authority for recruitment, have a provision for providing training to the employees and devolve all 18 functions listed under the 12th Schedule of 74th Constitutional Amendment Act to the City Government.
- To improve its open data portal, city government should regularly publish minutes of committees and council meetings and its organisation structure along with a portal for citizens suggestions.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 45.94 | Rank: 5   UGI 2024 Score: 50.83 | Rank: 5

The score increased due to the development of an Accessible Open Data Portal.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Madhya Pradesh Municipal Corporation Act (MPMCA), 1956 – Section 20(4)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: MPMCA, 1956 – Section 37(5)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: MPMCA, 1956 – Section 25B*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: MPMCA, 1956 – Section 25B*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: MPMCA, 1956 – Section 25B*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? _Source: MPMCA, 1956 - Section 430_	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? _Source: Procedure for Conduct and Business Rules_	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? _Source: MPMCA, 1956 - No provision in the Municipal Act_	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? _Source: MPMCA, 1956 - Section 20(2), Interviews_	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? _Source: MPMCA, 1956 - Section 19B_	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? _Source: MPMCA, 1956 - Section 48A, 46, 48,, 48B, 131A, 443 Interviews_	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? _Source: MPMCA, 1956 - Section 27_	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? _Source: MPMCA, 1956 - Section 37_	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? _Source: MPMCA, 1956 - Section 45, 46_	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? _Source: MPMCA, 1956 - Section 48A_	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER?		
Sub Indicator 18.1 Is there 80% representation of ERs in the DPC /MPC? _Source: The M.P. Zila Yojana Samiti Adhiniyam 1995 - Section 4_	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? _Source: The M.P. Zila Yojana Samiti Adhiniyam 1995 - Section 4_	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: MPMCA, 1956 - Section 58*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: MPMCA, 1956 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	45%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: MPMCA, 1956 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	5	2.16/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	18	1.74/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	Yes	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: MPMCA, 1956 – Section 9*	Directly Elected	4.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: MPMCA, 1956 – Section 19*	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	Yes	2.50/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: MPMCA, 1956 – Section 132(6)*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: MPMCA, 1956 – Section 133, 135*	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: MPMCA, 1956 – Section 98*	Yes	3.60/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: MPMCA, 1956 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *MPMCA, 1956 – Section 102*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *MPMCA, 1956 – Section 130, 130A, 130B*	Yes, Yes	3.24/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021–22, 2022–23 and 2023–24)? *Source:* *City Government's Website*	Yes, Yes, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020–21, 2021–22 and 2022–23)? *Source:* *City Government's Website*	Yes, Yes, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *MPMCA, 1956 – Section 129*	Yes	3.60/3.60

Maharashtra

Maharashtra has three Acts for constitution of city governments namely The Maharashtra Municipal Corporations Act, 1949, The Mumbai Municipal Corporation Act , 1888 and Maharashtra Municipal Councils, Nagar Panchayats and Industrial Townships Act, 1965. Municipal Corporation of Greater Mumbai has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
3/31
★ 52.40/100

21
★ 9.91/30
Empowered City Elected Representatives and Legislative Structure

1
★ 5.34/15
Empowered City Administration

5
★ 16.00/25
Empowered Citizens

2
★ 21.15/30
Fiscal Empowerment
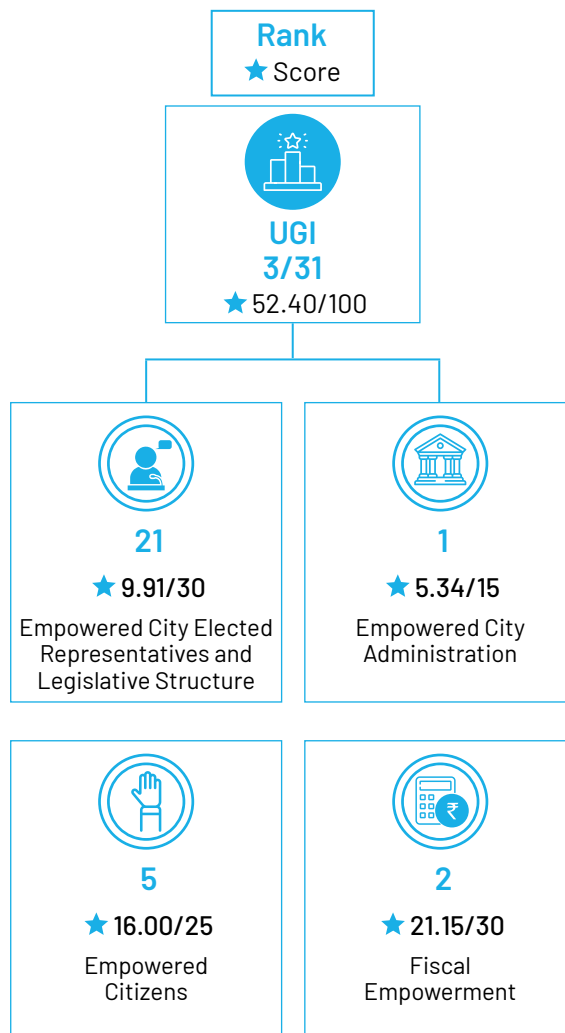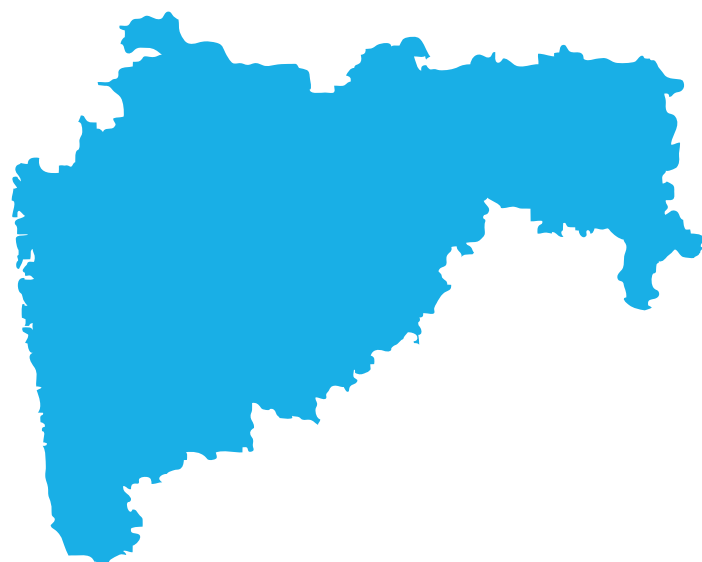
Key Observations

- To improve the urban governance structure, Mahrashtra needs to ensure that the Mayoral term (currently set at two and half years) is co-terminus with that of the City Government. The Mayor should also have executive authority over the commissioner, the authority to appoint the chairpersons of subject or standing committees, and should serve as the chairperson of the apex committee.
- This is the second instance since its formation that the Brihanmumbai Municipal Corporation (BMC) is operating without an elected wing, with the last elected body having completed its term in February 2022.
- BMC stands out as the only municipal corporation that performs 11 out of the 18 functions under the 12th Schedule of the 74th Constitutional Amendment Act.
- City government in Maharashtra has adequate fiscal empowerment since the City Government has independent authority to introduce new taxes, change tax rates and approve the budget.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 55.15 | Rank: 2   **UGI 2024 Score: 52.40 | Rank: 3**

Score and Rank decreased due to pending City Government elections and non-formation of the deliberative committees.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Mumbai Municipal Corporation Act (MMCA) 1888, Chapter 2 - Section 37*	No	0.00/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: MMCA, 1888 - Section 44*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: MMCA, 1888 - Section 37A*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: MMCA, 1888 - Section 37A*	No	0.95/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: MMCA, 1888 - Section 37A*	Yes	

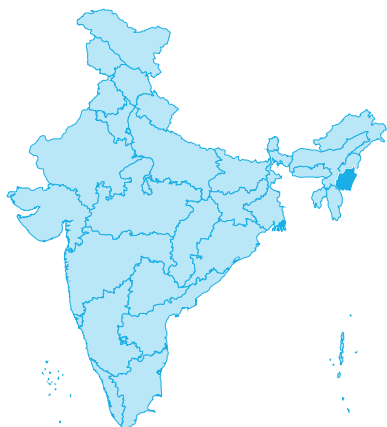| Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: MMCA, 1888 - Section 463*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: MMCA, 1888 - Section 6B, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: MMCA, 1888 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: MMCA, 1888 - Section 42, 50TT, 49B, 38A, 38B, 41, 50, 50G, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: MMCA, 1888 Act - Section 36, 49(a), 49L(a), 50D(2), 50P(a), 50 TT(9)*	Yes	1.35/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: MMCA, 1888 - Section 42*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: MMCA, 1888 - Section 38 A*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: MMCA, 1888 - Section 50TT*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Mumbai Metropolitan Region Development Authority Act, 1957 - Not specified in the Act*	No	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Mumbai Metropolitan Region Development Authority Act, 1957 (2)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: MMCA, 1888 – Section 74(3g)*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: MMCA, 1888 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	39%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: MMCA, 1888 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	11	3.60/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	18	1.74/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	Yes	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	7.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* *MMCA, 1888 – Section 37*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* *MMCA, 1888 – Section 18-1A*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* *City Government's Website*	Yes	2.50/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* *MMCA, 1888 – No provision in the Municipal Act*	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* *City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* *City Government's Website, Interviews*	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* *City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* *MMCA, 1888 – Section 139*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* *MMCA, 1888 – Section 139*	Yes	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* *MMCA, 1888 – Section 129*	Yes	3.60/3.60

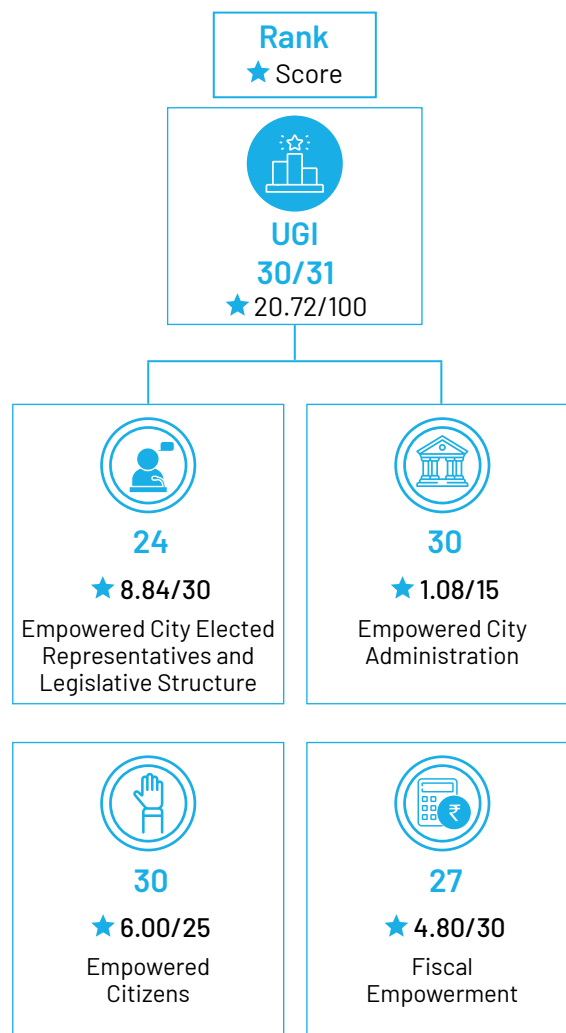| Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* *MMCA, 1888 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *MMCA, 1888 - Section 106*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *MMCA, 1888 - Section 123A, 129, 86B*	Yes, Yes	5.40/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *MMCA, 1888 - Section 137B*	Yes	3.60/3.60

Manipur

Manipur has The Manipur Municipalities Act, 1994 for constitution of city governments. Imphal Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank ★ Score

UGI
30/31
★ 20.72/100

24
★ 8.84/30
Empowered City Elected Representatives and Legislative Structure

30
★ 1.08/15
Empowered City Administration

30
★ 6.00/25
Empowered Citizens

27
★ 4.80/30
Fiscal Empowerment

Key Observations

- To improve urban governance structure, the City administration should hold sanctioning authority for recruitment, have a provision for providing training to the employees and all 18 functions listed under the 12th Schedule of 74th Constitutional Amendment Act should be devolved to the City Government.
- The City Governments should have an accessible open data portal for the citizens.
- The Manipur Municipality Community Participation Act, 2010 has a provison for establishing Ward Development Committees. The Ward Development Committee consists of the ward councillor as the chairperson, two persons elected from the ward and two persons representing the civil society nominated by the State Government. The duration of the Ward Development Committee is co-terminus with the city government. The last elections to the Ward Development Committee were held along with the Municipal Corporation elections.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 14.63 | Rank: 28   UGI 2024 Score: 20.72 | Rank: 30

Score increased due to the development of Accessible Open Data Portal

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Manipur Municipalities Tenth Amendment Act, 2016 - Section 100B(4)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *Manipur Municipalities Act (MMA), 1994 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *MMA, 1994 - No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *Manipur Municipalities Tenth Amendment Act, 2016 - Section 12P*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *MMA, 1994 - Section 57(3)*	Yes	1.80/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *MMA, 1994 - Section 57(3)*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *MMA, 1994 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *MMA, 1994 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *Manipur Municipalities Tenth Amendment Act, 2016 - Section 12(O)*	Yes	0.41/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *Manipur Municipalities Tenth Amendment Act, 2016 - Section 12(O)*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *Manipur Municipalities Tenth Amendment Act, 2016 - Section 12(O)*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: MMA, 1994 – Section 211*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: MMA, 1994 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: MMA, 1994 – Section 22(2), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: Manipur Municipalities Tenth Amendment Act, 2016 – Section 12J(1)*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: MMA, 1994 – Section 16, 56, 227, 228, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: MMA, 1994 – Section 49(1)*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: MMA, 1994 – No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: MMA, 1994 – Section 56(1)*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: MMA, 1994 – Section 16(1)*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Manipur Panchayati Raj Act, 1994 – Section 96(2)*	Yes	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Manipur Panchayati Raj Act, 1994 – Section 96(5)*	No	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: MMA, 1994 - Section 41*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: MMA, 1994 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	57%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: MMA, 1994 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	3	0.72/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	13	0.36/1.80

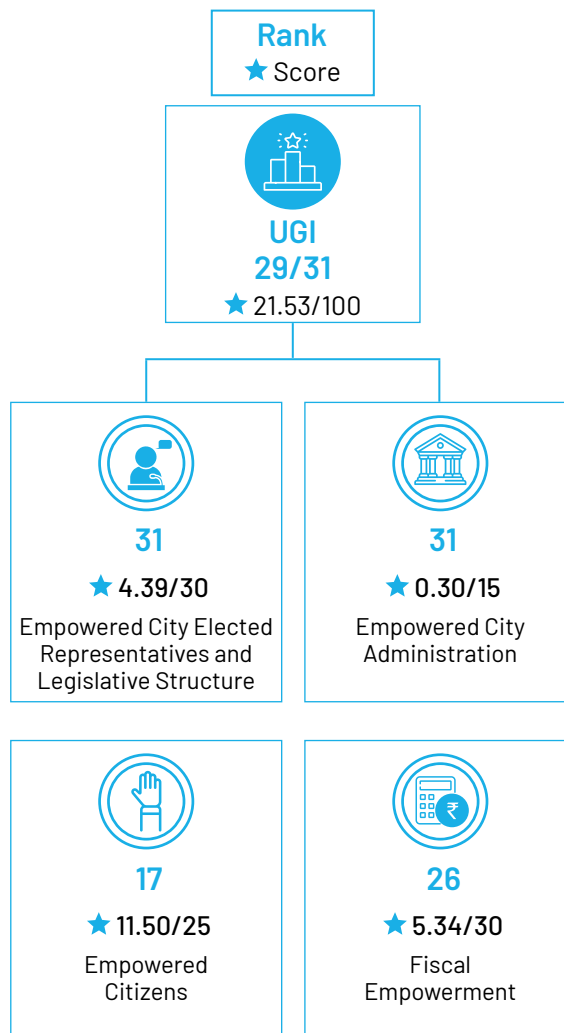| Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	No	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	No	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	2.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* *Manipur Municipalities Tenth Amendment Act, 2016 – Section 12E*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* *MMA, 1994 – No provision in the Municipal Act*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* *City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* *MMA, 1994 – Section 16*	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* *City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* *City Government's Website, Interviews*	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* *City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* *MMA, 1994 – Section 74, 75*	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* *MMA, 1994 – Section 75, 83*	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* *MMA, 1994 – Section 71(1)*	No	0.00/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* *MMA, 1994 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *MMA, 1994 – Section 69(1)*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *MMA, 1994 – No provision in the Municipal Act*	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *MMA, 1994 – Section 72*	Yes	3.60/3.60

Meghalaya

Meghalaya has The Meghalaya Municipal Act, 1973 for constitution of city governments. Shillong Municipal Board has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
29/31
★ 21.53/100

31
★ 4.39/30
Empowered City Elected Representatives and Legislative Structure

31
★ 0.30/15
Empowered City Administration

17
★ 11.50/25
Empowered Citizens

26
★ 5.34/30
Fiscal Empowerment

Key Observations

- There is no elected body in Shillong; municipal elections should be held at the earliest possible time to have a democratically functional municipality. Citizen participation is enabled through traditional forums like Durbar Shnongs, headed by a Rangbah Shnong (headman). The headman is elected by adult members of the Durbar Shnong.
- The City administration should hold sanctioning authority for recruitment, have a provision for providing training to the employees and all 18 functions listed under the 12th Schedule of 74th Constitutional Amendment Act should be devolved to the City Government.
- The City Governments should have an accessible open data portal for the citizens along with a robust digital grievance redressal mechanism with multiple modes of complaint registration.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 14.82 | Rank: 27   UGI 2024 Score: 21.53 | Rank: 29

Score increased due to the development of an Accessible Open Data Portal

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Meghalaya Municipal Act (MMA), 1973 - Section 34*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner?		
Sub Indicator 2.1 Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: MMA, 1973 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: MMA, 1973 - No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/1.58

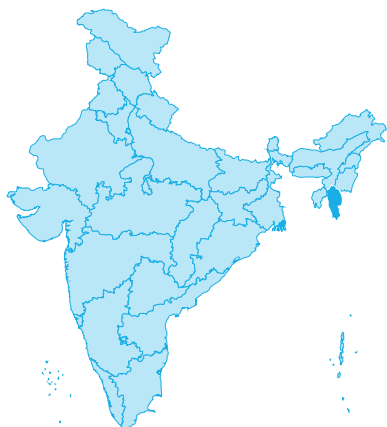| Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post?		
Sub Indicator 7.1 Do councillors receive monthly fixed salary? *Source: MMA, 1973 - Section 42*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: MMA, 1973 - Section 42*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: MMA, 1973 - No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: MMA, 1973 – Section 304*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: MMA, 1973 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: MMA, 1973 – Section 26 (1), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: MMA, 1973 – Section 28*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: MMA, 1973 – Section 48, 49, 335, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: MMA, 1973 – No provision in the Municipal Act*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: MMA, 1973 – No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: MMA, 1973 – Section 48*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: MMA, 1973 – No provision in the Municipal Act*	No	0.00/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: The District Planning and Development Council (DPDC)*	No	0.00/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: The District Planning and Development Council (DPDC)*	No	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	32%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	1	0.00/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	12	0.30/1.80

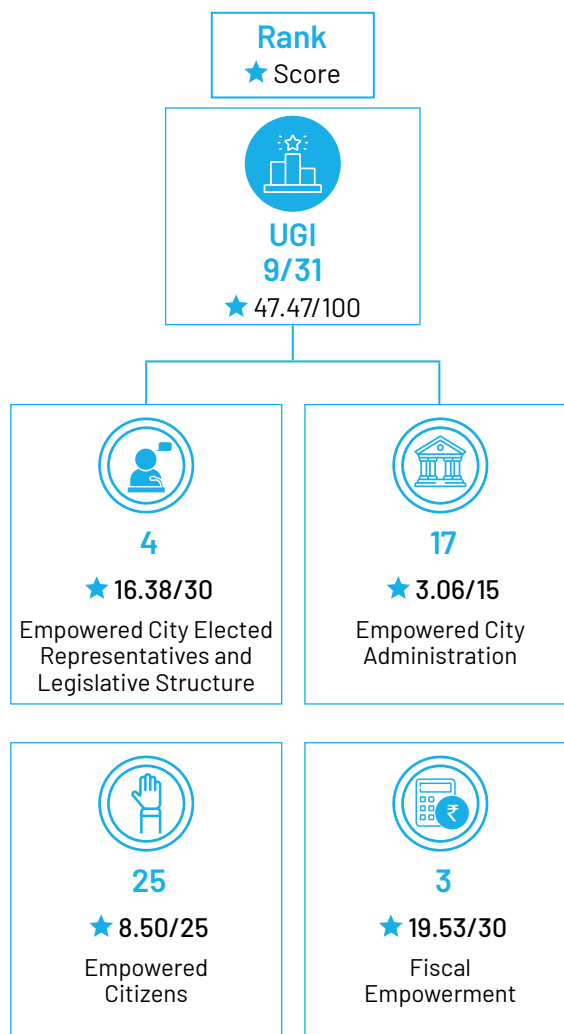| Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	No	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	5.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: MMA, 1973 - Section 24*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: MMA, 1973 - Section 29*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: MMA, 1973 - Section 68*	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: MMA, 1973 - Section 68*	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: MMA, 1973 - Section 43A*	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source: MMA, 1973 - Section 59*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source: State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source: State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source: The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source: MMA, 1973 - No provision in the Municipal Act*	No, No	0.54/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source: City Government's Website*	No, Yes, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source: City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source: MMA, 1973 - No provision in the Municipal Act*	No	0.00/3.60

Mizoram

Mizoram has The Mizoram Municipalities Act, 2007 for constitution of city governments. Aizawl Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank ★ Score

UGI
9/31
★ 47.47/100

4
★ 16.38/30
Empowered City Elected Representatives and Legislative Structure

17
★ 3.06/15
Empowered City Administration

25
★ 8.50/25
Empowered Citizens

3
★ 19.53/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, the Mayor of Mizoram should have the authority to appoint chairperson of Subject/Standing Committee. There should be a provision for regular and mandatory training of councillors in the Municipal Act
- The council should be given authority to independently frame rules, regulations and bye-laws and have authority to pass no confidence motion against the Mayor.
- The City administration should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- In the theme of Empowered Citizens it has secured 25th rank (Score 8.50/25.00) The citizens should have a robust open data portal with access to annual reports, an active grievance redressal system and information about schemes and programs.
- Mizoram has an autonomous body to look into the matters concerning recruitment of municipal officials for the city governments.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 38.85 | Rank: 8   **UGI 2024 Score: 47.47 | Rank: 9**

Score increased due to the development of an Accessible Open Data Portal and also account statement by the city government being made accessible on the city government's website.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Mizoram Municipalities Act (MMA), 2007 - Section 17(1), 22*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: MMA, 2007 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: MMA, 2007 - No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: MMA, 2007 - Section 62*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: MMA, 2007 - Section 24*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: MMA, 2007 – Section 14 (1), (2)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: MMA, 2007 - No provision in the Municipal Act*	Yes	1.58/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: MMA, 2007 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: MMA, 2007 – Section 55*	Yes	0.41/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: MMA, 2007 – Section 55*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: MMA, 2007 – Section 55*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: MMA, 2007 - Section 372*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: MMA, 2007 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: MMA, 2007 - Section 13(3), Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: The Mizoram Municipalities (Procedure and Conduct of Business) Rules, 2007 - Section 17, 30*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: MMA, 2007 - Section 23, 24, 25, 96, 342, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: The Mizoram Municipalities (Procedure and Conduct of Business) Rules 2007 - Section 12(1), The Mizoram Municipalities (Ward Committee and Local Council) Rules 2010 - Section 7, 14*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: MMA, 2007 - Section 14*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: MMA, 2007 - Section 24*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: MMA, 2007 - Section 23*	Yes	0.90/0.90

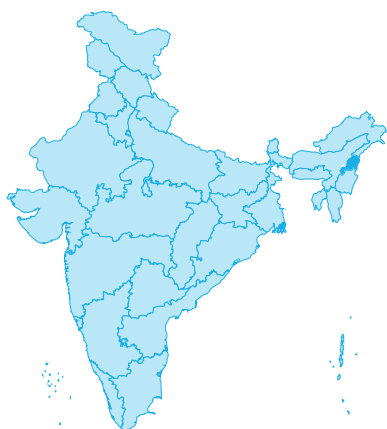| Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Mizoram Urban and Regional Development Act, 1990 - Section 3(10)*	Yes	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Mizoram Urban and Regional Development Act, 1990 - Section 3(10)*	No	

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: MMA, 2007 - Section 62-A, 62-B, 63*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: Mizoram Municipal Common Cadre Service Rules, 2019 - Section 9*	Yes	1.50/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	42%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: MMA, 2007 - No provision in the Municipal Act*	Yes	1.20/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	2	0.36/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	8	0.00/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	No	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	2.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Indirectly Elected	Score
Do the citizens have right to elect the Mayor? *Source:* MMA, 2007 - Section 16	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* MMA, 2007 - No provision in the Municipal Act	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* MMA, 2007 - Section 23, The Mizoram Municipalities (Ward Committee and Local Council) Rules 2010 - Section 15	Yes	2.50/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* MMA, 2007 - Section 210	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* MMA, 2007 - Section 210	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* MMA, 2007 - Section 86	Yes	3.60/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* MMA, 2007 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *MMA, 2007 - Section 77*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *MMA, 2007 - Section 369*	Yes, Yes	3.78/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	No, No, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *MMA, 2007 - Section 90*	Yes	3.60/3.60

Nagaland

Nagaland has The Nagaland Municipal Act, 2001 and the newly introduced Nagaland Municipal Act, 2023 for constitution of city governments. Kohima Municipal Council & The Nagaland Municipal Act, 2001 has been considered for the purpose of Urban Governance Index.
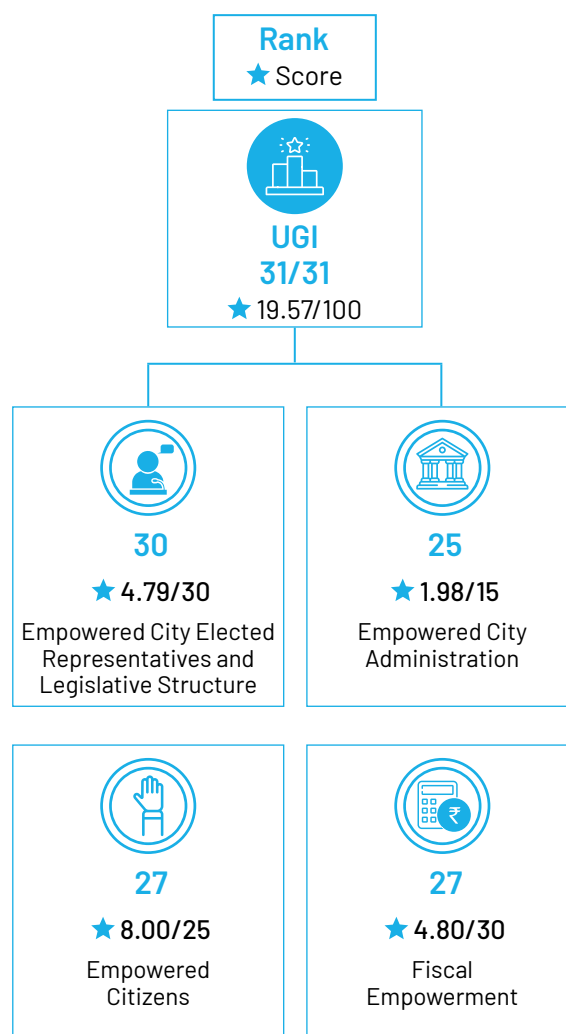
Rank
★ Score

UGI
31/31
★ 19.57/100

30
★ 4.79/30
Empowered City Elected Representatives and Legislative Structure

25
★ 1.98/15
Empowered City Administration

27
★ 8.00/25
Empowered Citizens

27
★ 4.80/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, the Mayor should have the authority to appoint chairperson of Subject/ Standing Committee. The State Municipal Act should provide for regular training of Councillors. The Councillors should also get a fixed remuneration.
- The council should be given authority to independently frame rules, regulations and bye-laws and have authority to pass no confidence motion against the Mayor.
- The City administration should hold sanctioning authority for recruitment and have a provision for providing training to the employees.
- The State should empower the City Government with authority to introduce new taxes/charges and change tax rates, and have independent authority to approve the budget according to the State Municipal Act.
- The City Governments also should regularly publish the accounts on their website.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 13.37 | Rank: 29   UGI 2024 Score: 19.57 | Rank: 31

Score increased due to the development of Open Data Portal

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Nagaland Municipal Act (NMA), 2001 - Section 13*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: NMA, 2001 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: NMA, 2001 - No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: NMA, 2001 - Section 57L*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: NMA, 2001 - Section 57L*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: NMA, 2001 - Section 57L*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: NMA, 2001 - Section 24, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: NMA, 2001 - Section 28*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: NMA, 2001 - Section 83A, 131, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: NMA, 2001 - Section 83B, 131, 294, 341*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: NMA, 2001 - No provision in the Municipal Act*	No	0.00/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: NMA, 2001 - Section 407A*	No	0.00/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: NMA, 2001 - Section 407A*	No	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* *NMA, 2001 - No provision in the Municipal Act*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* *NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* *Human Resource data from Municipal Corporation, Interviews*	0%	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* *NMA, 2001 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* *Interviews*	3	0.72/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* *Interviews*	9	0.06/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	No	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	4.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website? *Source:* *City Government's Website*	Yes	

Indicator 27	Indirectly Elected	Score
Do the citizens have right to elect the Mayor? ***Source:*** *NMA, 2001 – Section 12*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? ***Source:*** *NMA, 2001 – Section 28*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? ***Source:*** *City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? ***Source:*** *NMA, 2001 – No provision in the Municipal Act*	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? ***Source:*** *City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? ***Source:*** *City Government's Website, Interviews*	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? ***Source:*** *City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? ***Source:*** *NMA, 2001 – Section 120(2)*	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? ***Source:*** *NMA, 2001 – Section 120(3)*	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? ***Source:****NMA, 2001 – Section 102*	No	0.00/3.60

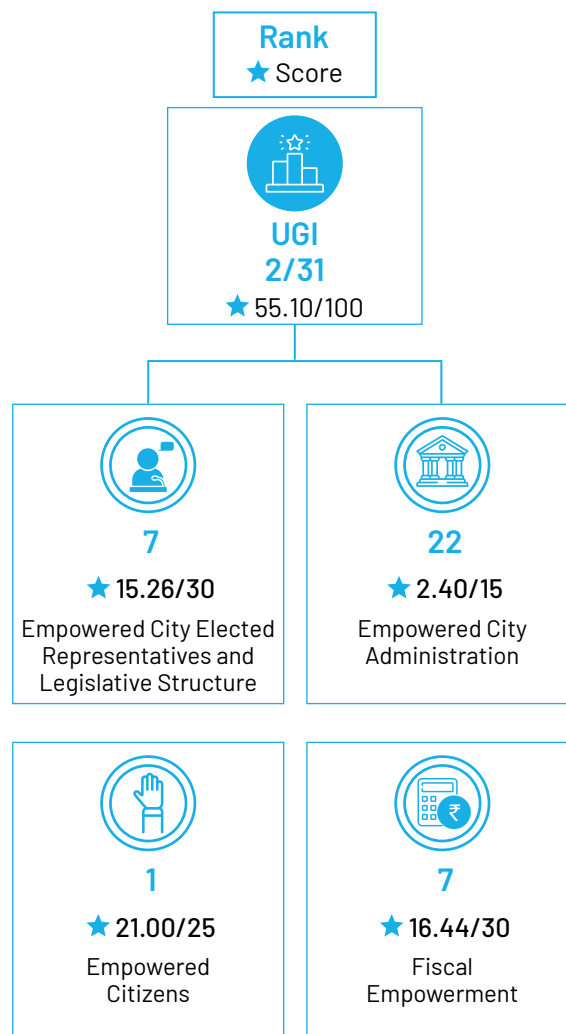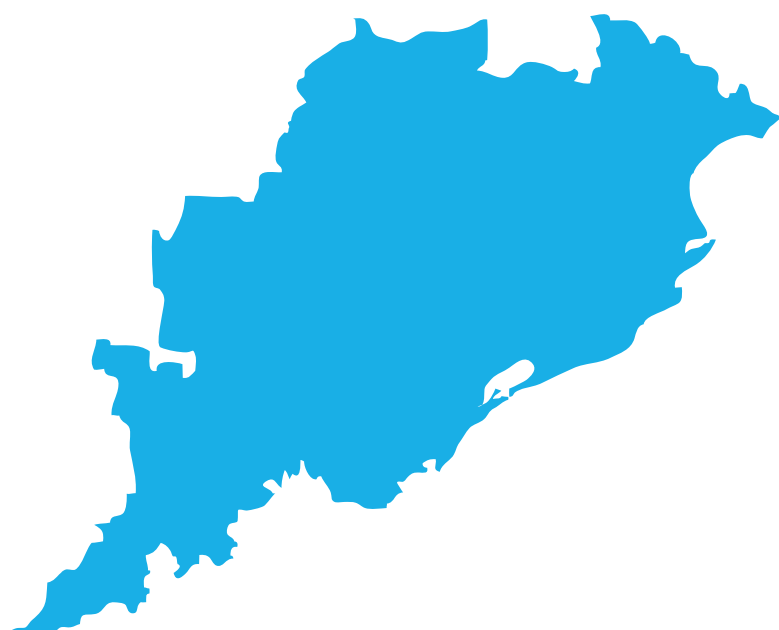| Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? ***Source:*** *NMA, 2001 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* NMA, 2001 – Section 99	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* NMA, 2001 – No provision in the Municipal Act	No, No	0.00/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* NMA, 2001 – Section 109	Yes	3.60/3.60

Odisha

Odisha has two Acts for constitution of city governments namely The Orissa Municipal Act, 1950 and The Orissa Municipal Corporation Act, 2003. Bhubaneswar Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
2/31
★ 55.10/100

7
★ 15.26/30
Empowered City Elected Representatives and Legislative Structure

22
★ 2.40/15
Empowered City Administration

1
★ 21.00/25
Empowered Citizens

7
★ 16.44/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, the Mayor in Odisha should have executive authority over Commissioner and authority to appoint chairperson of Standing/Subject committee should also be entrusted. The Councillors should be given a fixed monthly salary. The council should have independent authority to frame bye-laws. All the committees should meet at least once a month. Bhubaneswar Municipal Corporation (BMC) has secured 1st rank (Score 21.00/25.00) in the theme of Empowered Citizens, primarily due to their inclusion of a suggestions portal for citizens. This portal features an issue-specific dropdown menu, enabling residents to effectively communicate their service-related needs to the BMC.
- The council should have authority to sanction recruitments and provide training for administration.
- The citizens should have the right to recall a Councillor.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 56.86 | Rank: 1   UGI 2024 Score: 55.10 | Rank: 2

Rank has decreased due to relatively better performance by other states.

Indicator – Data Response

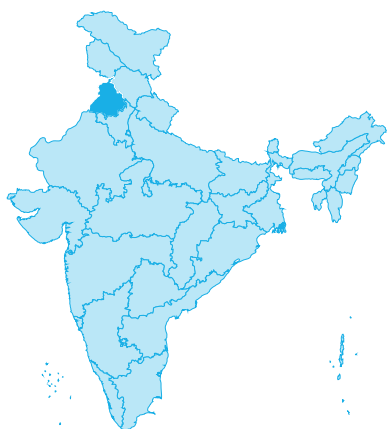| Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Odisha Municipal Corporation Act (OMCA), 2003 - Section 14*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: OMCA, 2003 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: OMCA, 2003 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: OMCA, 2003 - No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: OMCA, 2003 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: OMCA, 2003 - Section 10*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: OMCA, 2003 - Section 9, 10(3)*	Yes	1.58/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: OMCA, 2003 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: OMCA, 2003 - Section 57*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: OMCA, 2003 - Section 57*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: OMCA, 2003 - No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* OMCA, 2003 - Section 659	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* Procedure for Conduct and Business Rules	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* OMCA, 2003 - No provision in the Municipal Act	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* OMCA, 2003 - Section 58, Interviews	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* OMCA, 2003 - Section 20	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* OMCA, 2003 - Section 9, 10, 21, 215, 470, Interviews	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* OMCA, 2003 - Section 113 and Corporation Procedure Rules 2003 - Section 6, 37	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* OMCA, 2003 - Section 10	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* OMCA, 2003 - Section 9	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* OMCA, 2003 - Section 21	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* Orissa District Planning Committees Rules, 2000 - Section 3	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* Orissa District Planning Committees Rules, 2000 - Section 3	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? ***Source:*** *OMCA, 2003 - No provision in the Municipal Act*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? ***Source:*** *OMCA, 2003 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration ***Source:*** *Human Resource data from Municipal Corporation, Interviews*	37%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? ***Source:*** *OMCA, 2003 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? ***Source:*** *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? ***Source:*** *Interviews*	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? ***Source:*** *Interviews*	17	1.20/1.80

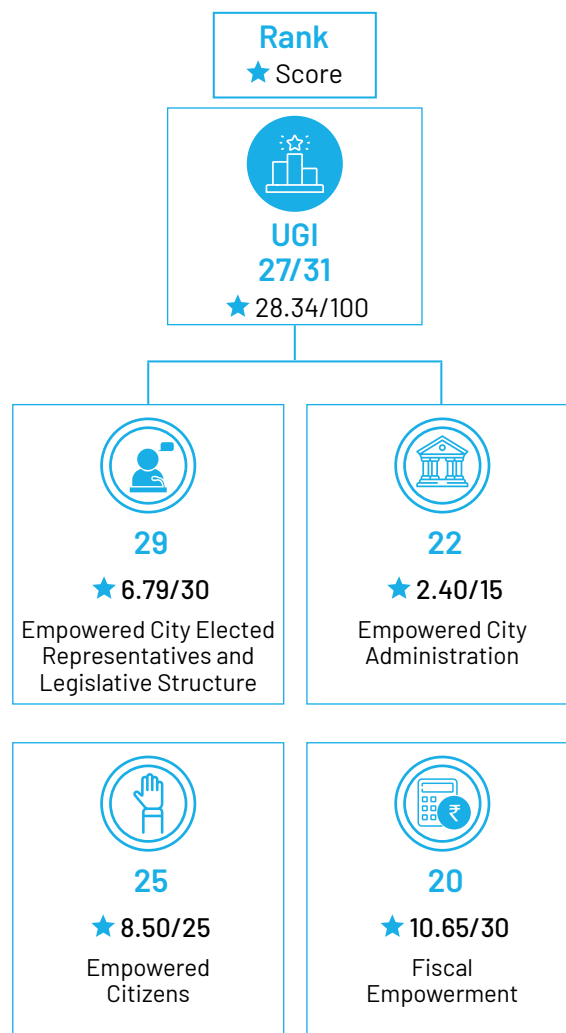| Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	7.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	Yes	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: *City Government's Website*		

Indicator 27	Indirectly Elected	Score
Do the citizens have right to elect the Mayor? *Source:* OMCA, 2003 - Section 14	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* OMCA, 2003 - Section 53	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	Yes	2.50/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* OMCA, 2003 - Section 21	Yes	2.50/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	Yes	2.50/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* OMCA, 2003 - Section 192	No	2.10/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* OMCA, 2003 - Section 192, 193	Yes	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* OMCA, 2003 - Section 139, 140, 141	No	0.00/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* OMCA, 2003 - No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *OMCA, 2003 - Section 164, 165*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *OMCA, 2003 - No provision in the Municipal Act*	No, No	3.24/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	Yes, Yes, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *OMCA, 2003 - Section 161, 163*	Yes	3.60/3.60

Punjab

Punjab has two Acts for constitution of city governments namely Punjab Municipal Corporation Act, 1976 and the Punjab Municipal Act, 1911. Municipal Corporation Amritsar has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
27/31
★ 28.34/100

29
★ 6.79/30
Empowered City Elected Representatives and Legislative Structure

22
★ 2.40/15
Empowered City Administration

25
★ 8.50/25
Empowered Citizens

20
★ 10.65/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, Punjab needs to ensure that the Mayor holds executive authority over commissioner along with authority to appoint chairperson of subject/standing committee and also ensure that the Mayor is the chairperson of apex committee.
- There should be a provision for each Councillor to be part of at least one deliberative committee, and Councillors should receive regular training, commensurate salaries, and office allowances.
- The state should empower the City Government with authority to introduce new taxes/charges and change tax rates, and have independent authority to approve the budget according to the State Municipal Act.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 24.81 | Rank: 24   **UGI 2024 Score: 28.34 | Rank: 27**

Rank decreased due higher percentage of vacancies, a reduction in the number of functions under the independent authority of city government and non-publication of account statement on the website.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Punjab Municipal Corporation Act (PMCA), 1976 - Section 38(2A)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: PMCA, 1976 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: PMCA, 1976 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: PMCA, 1976 - Section 47(3)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: PMCA, 1976 - Section 42(5)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: PMCA, 1976 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: PMCA, 1976 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: PMCA, 1976 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: PMCA, 1976 - Section 37*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: PMCA, 1976 - Section 37*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: PMCA, 1976 - Section 37*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: PMCA, 1976 – Section 401*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: PMCA, 1976 – Section 7(3), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: PMCA, 1976 – Section 39*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: PMCA, 1976 – Section 42A, 42, 42B, 42C, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: PMCA, 1976 – Section 55(1)*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: PMCA, 1976 – No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: PMCA, 1976 – Section 42(3), (4)*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: PMCA, 1976 – Section 42A(1)*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: PMCA, 1976 – Section 42B, 42C*	No	0.00/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: PMCA, 1976 – Section 42B, 42C*	No	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* PMCA, 1976 – Section 71(5)	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* PMCA, 1976 – No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews	43%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* PMCA, 1976 – No provision in the Municipal Act	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	No	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	2.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Indirectly Elected	Score
Do the citizens have right to elect the Mayor? *Source:* PMCA, 1976 – Section 38	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* PMCA, 1976 – No provision in the Municipal Act	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* PMCA, 1976 – Section 42A	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* PMCA, 1976 – Section 90	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* PMCA, 1976 – Section 90	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* PMCA, 1976 – Section 86	No	0.00/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* PMCA, 1976 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* PMCA, 1976 - Section 158	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* PMCA, 1976 - Section 176(2), 398	No, Yes	2.70/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* PMCA, 1976 - Section 176(2), (3)	Yes	3.60/3.60

Rajasthan

Rajasthan has Rajasthan Municipalities Act, 2009 for constitution of city governments. Jaipur Municipal Corporation Greater has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
8/31
★ 47.97/100

12
★ 13.69/30
Empowered City Elected Representatives and Legislative Structure

14
★ 3.36/15
Empowered City Administration

8
★ 15.50/25
Empowered Citizens

9
★ 15.42/30
Fiscal Empowerment
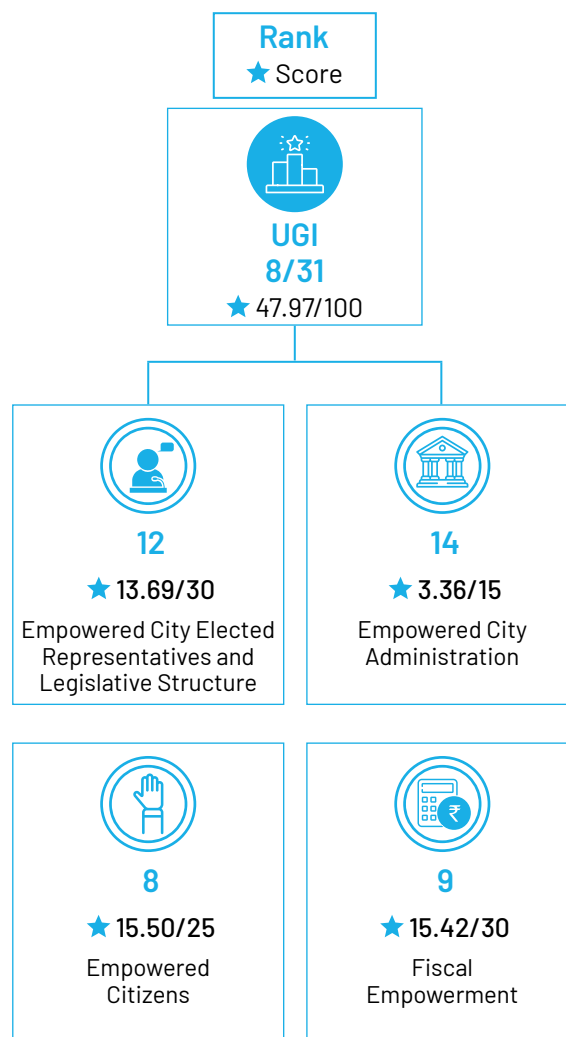
Key Observations

- To improve the urban governance structure, City administration of Rajasthan should hold sanctioning authority for recruitment and have a provision for regular training of the employees.
- To improve open data portal city government should upload audit report on its website, update department specific information along with government schemes related information online and provision of a citizens needs & wants portal, the minutes of meeting of committees should be regularly published.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 36.22 | Rank: 9   UGI 2024 Score: 47.97 | Rank: 8

Newly included city

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Rajasthan Municipalities Act (RMA), 2009 - Section 43(11)*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: RMA, 2009 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: RMA, 2009 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: RMA, 2009 - No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: RMA, 2009 - Section 55, 57*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: RMA, 2009 - No provision in the Municipal Act*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: RMA, 2009 - Section 43(15)*	No	

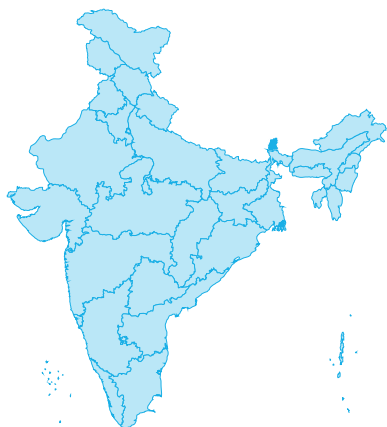| Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *RMA, 2009 - Section 339*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *RMA, 2009 - Section 11, Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *RMA, 2009 - Section 39*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *RMA, 2009 - Section 54, 55, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *RMA, 2009 - Section 51, 58*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *RMA, 2009 - Section 55*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *RMA, 2009 - Section 55(1,3)*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *RMA, 2009 - Section 54*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *Rajasthan Panchayati Raj Act, 1994 - Section 121(2)*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *Rajasthan Panchayati Raj Act, 1994 - Section 121(6)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? ***Source:*** *RMA, 2009 - No provision in the Municipal Act*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? ***Source:*** *RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration ***Source:*** *Human Resource data from Municipal Corporation, Interviews*	49%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? ***Source:*** *RMA, 2009 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? ***Source:*** *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? ***Source:*** *Interviews*	5	2.16/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? ***Source:*** *Interviews*	17	1.20/1.80

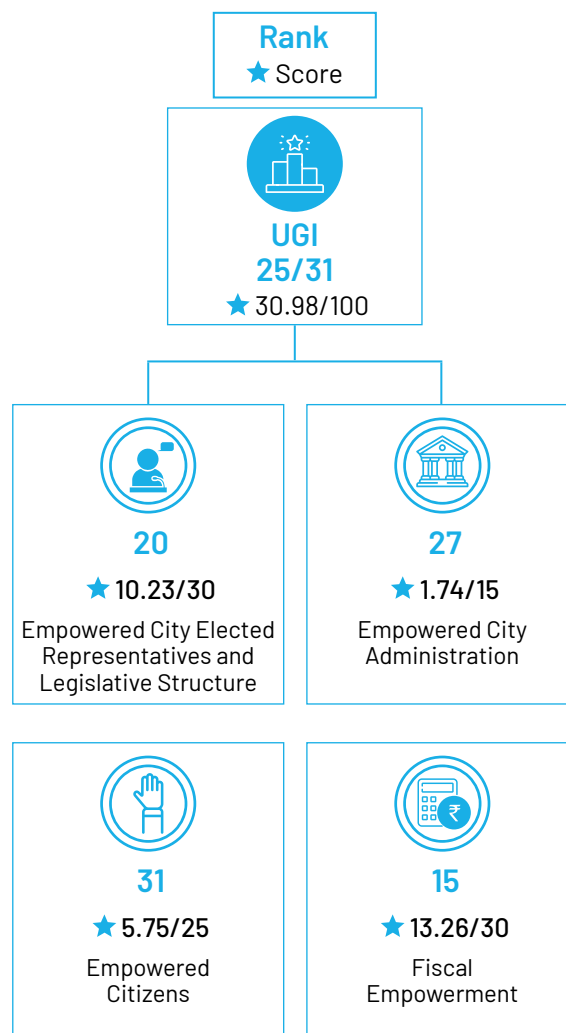| Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	4.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: *City Government's Website*		

Indicator 27	Indirectly Elected	Score
Do the citizens have right to elect the Mayor? *Source:* RMA, 2009 – Section 43	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* RMA, 2009 – Section 39	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	Yes	2.50/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* RMA, 2009 – No provision in the Municipal Act	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* RMA, 2009 – Section 102	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* RMA, 2009 – Section 102, 110	No	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* RMA, 2009 – Section 88	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* RMA, 2009 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* RMA, 2009 – Section 142	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* RMA, 2009 – No provision in the Municipal Act	No, No	4.32/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* RMA, 2009 – Section 94	Yes	3.60/3.60

Sikkim

Sikkim has Sikkim Municipalities Act 2007 for constitution of city governments. Gangtok Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
25/31
★ 30.98/100

20
★ 10.23/30
Empowered City Elected Representatives and Legislative Structure

27
★ 1.74/15
Empowered City Administration

31
★ 5.75/25
Empowered Citizens

15
★ 13.26/30
Fiscal Empowerment

Key Observations

- To improve its urban governance structure, the Council should be given authority to independently frame rules, regulation and bye-laws and have a procedure for conduct of business rule of the city.
- The City administration should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- The minutes of meeting of committees should be regularly published.
- To enhance its open data portal city government should update its organisation chart, department specific information & contact details, a citizen needs and wants portal, information on government schemes, etc.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 27.27 | Rank: 20   **UGI 2024 Score 30.98 | Rank: 25**

Score increased due to the development of an Accessible Open Data Portal. Rank decreased due to relatively better performance by other states.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Sikkim Municipalities Act (SMA), 2007 - Section 23(4)*	Yes	1.80/1.80
Indicator 2	**Yes/No**	**Score**
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: SMA, 2007 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: SMA, 2007 - Section 29(3)*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: SMA, 2007 - Section 29(2)*	No	
Indicator 3	**Yes/No**	**Score**
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: SMA, 2007 - Section 67(1)*	No	0.00/1.80
Indicator 4	**Yes/No**	**Score**
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: SMA, 2007 - No provision in the Municipal Act*	No	0.00/1.80
Indicator 5	**Yes/No**	**Score**
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: SMA, 2007 - No provision in the Municipal Act*	No	0.00/1.58
Indicator 6	**Yes/No**	**Score**
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: SMA, 2007 - No provision in the Municipal Act*	No	0.00/1.58
Indicator 7	**Yes/No**	**Score**
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: SMA, 2007 - Section 19*	Yes	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: SMA, 2007 - Section 19*	No	0.41/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: SMA, 2007 - Section 19*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* SMA, 2007 - Section 368	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* Procedure for Conduct and Business Rules	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* SMA, 2007 - No provision in the Municipal Act	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* SMA, 2007 - Section 12, Interviews	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* SMA, 2007 - Section 24(3)	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* SMA, 2007 - Section 27, 67, Interviews	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* SMA, 2007 - No provision in the Municipal Act	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* SMA, 2007 - No provision in the Municipal Act	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* SMA, 2007 - Section 27	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* SMA, 2007 - Section 26	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* Sikkim Panchyat Act, 1993 - Section 127	No	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* Sikkim Panchyat Act, 1993 - Section 127(3)	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? ***Source:*** *SMA, 2007 - Section 29*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? ***Source:*** *SMA, 2007 - Section 29*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration ***Source:*** *Human Resource data from Municipal Corporation, Interviews*	6%	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? ***Source:*** *SMA, 2007 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? ***Source:*** *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? ***Source:*** *Interviews*	2	0.36/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? ***Source:*** *Interviews*	11	0.18/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	3.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: *City Government's Website*		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: SMA, 2007 - Section 23*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: SMA, 2007 - No provision in the Municipal Act*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: SMA, 2007 - No provision in the Municipal Act*	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	No	0.00/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: SMA, 2007 - Section 90*	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: SMA, 2007 - No specific provision in the Municipal Act*	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: SMA, 2007 - Section 53*	No	0.00/3.60

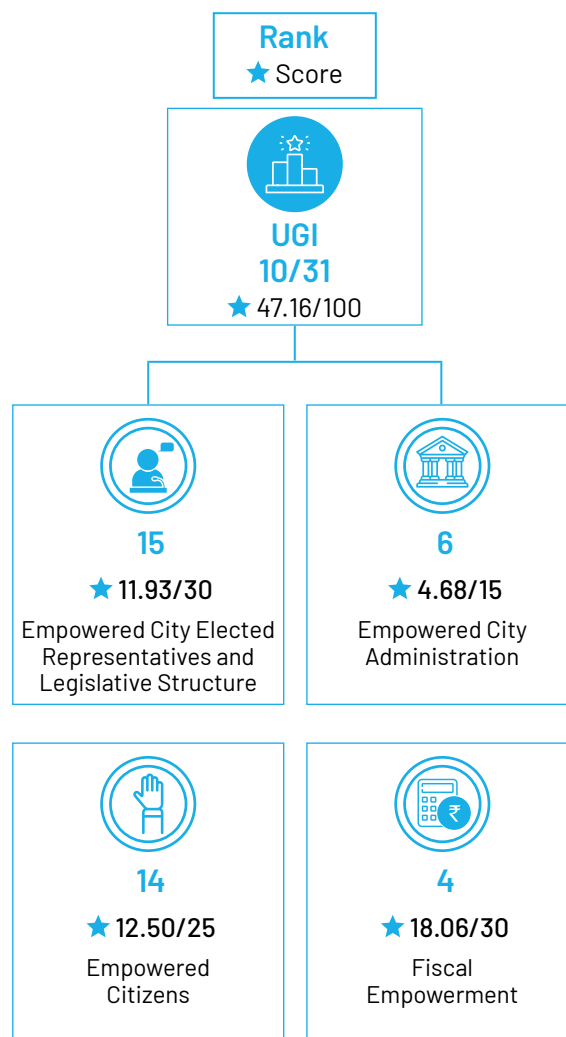| Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: SMA, 2007 - No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *SMA, 2007 - Section 68*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *SMA, 2007 - No provision in the Municipal Act*	No, No	2.16/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	No, No, No	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *SMA, 2007 - Section 66*	Yes	3.60/3.60

Tamil Nadu

Tamil Nadu has seventeen Acts for constitution of city governments. The Tamil Nadu Urban Local Bodies Act, 1998 is refered for this study along with Tamil Nadu Urban Local Bodies Rules, 2023. Chennai Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
10/31
★ 47.16/100

15
★ 11.93/30
Empowered City Elected Representatives and Legislative Structure

6
★ 4.68/15
Empowered City Administration

14
★ 12.50/25
Empowered Citizens

4
★ 18.06/30
Fiscal Empowerment

Key Observations

- The State Municipal Act has provision for the City Government to introduce new tax/charges and revise existing tax rates enabling fiscal empowerment of the City Government.
- To improve the urban governance structure, Tamil Nadu needs to ensure that the Mayor should hold executive authority over commissioner, along with authority to appoint chairperson of subject/standing committee and Mayor should be the chairperson of apex committee.
- There should be a provision for each Councillor to be part of at least one deliberative committee, and Councillors should receive training, commensurate salaries, and office allowances.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 40.92 | Rank: 6   UGI 2024 Score: 47.16 | Rank: 10

Rank decreased due to relatively better performance by other states.

Indicator – Data Response

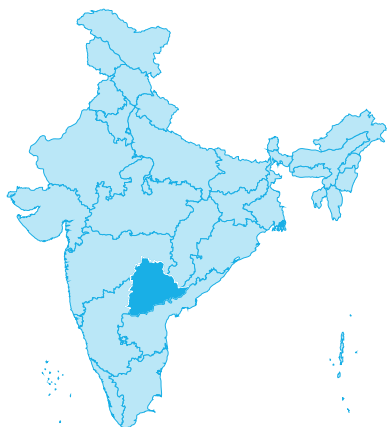| Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Tamil Nadu Urban Local Bodies Act (TNULBA), 1998 - Section 44*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: TNULBA, 1998 - No provision in the Municipal Act*	No	
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: TNULBA, 1998 - No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: TNULBA, 1998 - Section 56*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: TNULBA, 1998 - Section 49*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: TNULBA, 1998 - No provision in the Municipal Act*	No	0.00/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: TNULBA, 1998 - Section 41, 43-A, 100*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: TNULBA, 1998 - No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source: TNULBA, 1998 - Section 48*	No	
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: TNULBA, 1998 - Section 48*	No	0.00/1.35
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: TNULBA, 1998 - Section 48*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? ***Source:*** *TNULBA, 1998 – Section 2*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? ***Source:*** *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? ***Source:*** *TNULBA, 1998 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? ***Source:*** *TNULBA, 1998 – Section 50, Interviews*	No, No	0.00/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? ***Source:*** *TNULBA, 1998 – Section 51*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? ***Source:*** *TNULBA, 1998 – Section 49-A, 49, 36, 41, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? ***Source:*** *TNULBA, 1998 – No provision in the Municipal Act*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? ***Source:*** *TNULBA, 1998 – No provision in the Municipal Act*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? ***Source:*** *TNULBA, 1998 – Section 49A*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? ***Source:*** *TNULBA, 1998 – Section 49*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? ***Source:*** *Tamil Nadu Panchayats Act, 1994 – Section 241*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? ***Source:*** *Tamil Nadu Panchayats Act, 1994 – Section 241*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? ***Source:*** *TNULBA, 1998 - Section 60*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? ***Source:*** *TNULBA, 1998 - Section 60*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration ***Source:*** *Human Resource data from Municipal Corporation, Interviews*	22%	0.60/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? ***Source:*** *TNULBA, 1998 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? ***Source:*** *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? ***Source:*** *Interviews*	6	2.88/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? ***Source:*** *Interviews*	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	6.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: *City Government's Website*		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* TNULBA, 1998 – Section 44	Indirectly Elected	2.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* TNULBA, 1998 – Section 32, 52	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* TNULBA, 1998 – Section 49	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* TNULBA, 1998 – Section 80, 81	Yes	2.10/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* TNULBA, 1998 – Section 81	No	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* TNULBA, 1998 – Section 70	No	0.00/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* TNULBA, 1998 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *Urban Local Bodies Act with Amendments 2022 – Section 66*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	Yes	3.15/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *TNULBA, 1998 – Section 71*	Yes, No	4.86/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *TNULBA, 1998 – Section 63*	Yes	3.60/3.60

Telangana

Telangana has three Acts for constitution of city governments namely The Greater Hyderabad Municipal Corporation Act, 1955, The Telangana Municipalities Act, 2019 and Telangana Municipal Corporation Act, 1994. Greater Hyderabad Municipal Corporation and the corresponding Municipal Act i.e. The Greater Hyderabad Municipal Corporation Act, 1955 has been considered for the purpose of Urban Governance Index.
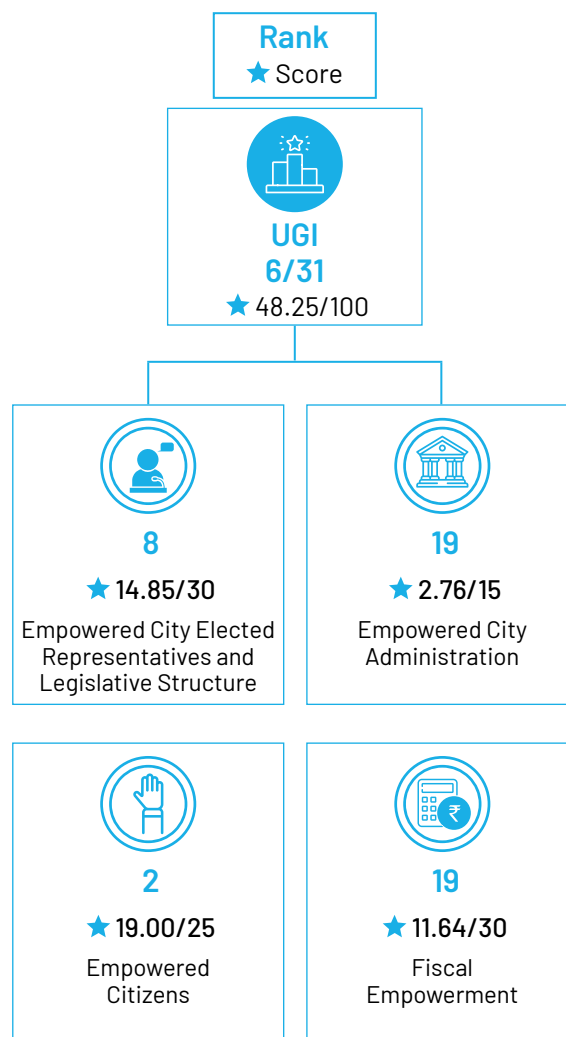
Rank
★ Score

UGI
6/31
★ 48.25/100

8
★ 14.85/30
Empowered City Elected Representatives and Legislative Structure

19
★ 2.76/15
Empowered City Administration

2
★ 19.00/25
Empowered Citizens

19
★ 11.64/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, there should be provision in the Greater Hyderabad Municipal Corporation Act for each Councillor to be part of at least one deliberative committee, and Councillors should receive training, commensurate salaries, and office allowances.
- The City administration should hold sanctioning authority for recruitment and have a provision for providing training to the employees.
- The City administration website should provide access to programs and schemes.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 27.99 | Rank: 19   UGI 2024 Score: 48.25 | Rank: 6

Newly included city

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* *Greater Hyderabad Municipal Corporation Act (GHMCA), 1955 – Section 90 (2), 6*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* *GHMCA, 1955 – Section 104(1,3)*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* *GHMCA, 1955 – Section 93, 98(4)*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* *GHMCA, 1955 – Section 93(2)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.58

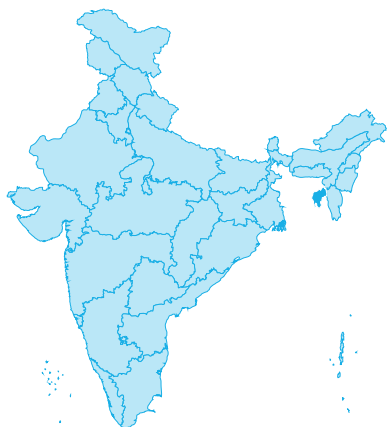| Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* *GHMCA, 1955 – Section 174(h)*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* *GHMCA, 1955 – Section 174(h)*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: GHMCA, 1955 – Section 589*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: GHMCA, 1955 – Section 7, Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: GHMCA, 1955 – Section 91(a)*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: GHMCA, 1955 – Section 93, 8-A, 55(a), 98, 99, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: GHMCA, 1955 – Section 88(a)*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: GHMCA, 1955 – Section 93*	No	0.00/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: GHMCA, 1955 – Section 93*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: GHMCA, 1955 – Section 8(a)*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: Telangana District Planning Act, 2005 – Section 4(1)*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: Telangana District Planning Act, 2005 – Section 4(1)*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* *GHMCA, 1955 – Section 104, 132, 133*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* *GHMCA, 1955 – Section 132A*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* *Human Resource data from Municipal Corporation, Interviews*	8%	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* *GHMCA, 1955 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* *Interviews*	4	1.20/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* *Interviews*	13	0.36/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	5.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: *City Government's Website*		

Indicator 27	Directly/Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* GHMCA, 1955 – Section 90	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* GHMCA, 1955 – No provision in the Municipal Act	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	Yes	2.50/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* The Greater Hyderabad Municipal Corporation (Amendment) Act, 2020 – Section 8(a)	Yes	2.50/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	Yes	2.50/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges? Sub Indicator 34.1 Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* GHMCA, 1955 – Section 197 (1), (2) and (3)	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* GHMCA,1955 – Section 198	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* GHMCA, 1955 – Section 187	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* GHMCA, 1955 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *GHMCA, 1955 – Section 149, 153*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *GHMCA, 1955 – Section 686-A*	Yes, Yes,	3.24/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *GHMCA, 1955 – Section 196*	Yes	3.60/3.60

Tripura

Tripura has The Tripura Municipal Act, 1994 for constitution of city governments. Agartala Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
21/31
★ 37.20/100

3
★ 16.61/30
Empowered City Elected Representatives and Legislative Structure

16
★ 3.12/15
Empowered City Administration

27
★ 8.00/25
Empowered Citizens

22
★ 9.48/30
Fiscal Empowerment
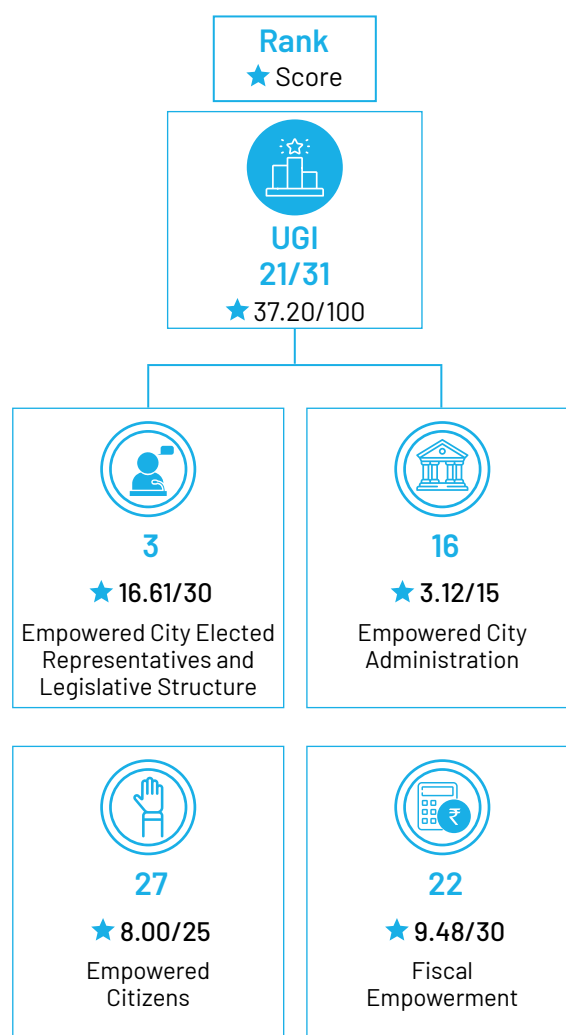
Key Observations

- To improve on fiscal empowerment Tripura should empower city governments with independent authority to introduce new taxes/charges under the assigned list of taxes mentioned in the State Municipal Act and revise the existing taxes and charges.
- To improve the urban governance structure, there should be provision in the State Municipal Act for each Councillor to be part of at least one deliberative committee, and Councillors should receive training, commensurate salaries, and office allowances.
- The council should have authority to pass no confidence motion against the Mayor.
- The City administration should hold sanctioning authority for recruitment. The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published
- To enhance its open data portal AMC should have a mobile version of the website, a citizens needs and wants portal, include information on government schemes and minutes of genral body & committee meetings online.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 33.98 | Rank: 12   **UGI 2024 Score: 37.20 | Rank: 21**

Rank decreased due to a reduction in the number of functions under the independent authority of city government and relatively better performance by other states

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Tripura Municipal Act (TMA), 1994 – Section 45*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *TMA, 1994 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *TMA, 1994 – No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *TMA, 1994 – No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *TMA, 1994 – Section 16(3,4,5)*	Yes	1.80/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *TMA, 1994 – No provision in the Municipal Act*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *TMA, 1994 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *TMA, 1994 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *TMA, 1994 – Section 74*	Yes	0.41/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *TMA, 1994 – Section 74*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *TMA, 1994 – Section 74*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *TMA, 1994 – Section 274, 275, 155, 168*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *TMA, 1994 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *TMA, 1994 – Section 19(3), Interviews*	Yes, Yes	1.13/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *TMA, 1994 – No provision in the Municipal Act*	Yes	1.50/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *TMA, 1994 – Section 16, 13, 14, 15, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *TMA, 1994 – Section 73*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *TMA, 1994 – Section 39*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *TMA, 1994 – Section 16*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *TMA, 1994 – Section 13*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *Tripura Panchayats Act, 1993 – Section 222*	No	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *Tripura Panchayats Act, 1993 – Section 222*	Yes	

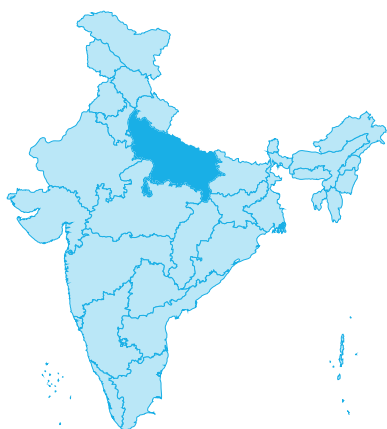| Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source:* TMA, 1994 - Section 75, 78	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source:* TMA, 1994 - No provision in the Municipal Act	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source:* Human Resource data from Municipal Corporation, Interviews	11%	0.60/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source:* TMA, 1994 - Section 81	Yes	1.20/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source:* Interviews	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source:* Interviews	2	0.36/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source:* Interviews	16	0.96/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	No	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	4.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* TMA, 1994 – Section 44	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* TMA, 1994 – No provision in the Municipal Act	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source:* City Government's Website	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* TMA, 1994 – Section 13	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* City Government's Website	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source:* City Government's Website, Interviews	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* TMA, 1994 – Section 192	No	0.00/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* TMA, 1994 – Section 192	No	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* TMA, 1994 – Section 260	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* TMA, 1994 – No provision in the Municipal Act	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* TMA, 1994 – Section 89	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* TMA, 1994 – No provision in the Municipal Act	No, No	1.08/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	No, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* TMA 1994 – Section 264	Yes	3.60/3.60

Uttar Pradesh

Uttar Pradesh has two Acts for constitution of city governments namely Uttar Pradesh Municipal Corporation Act, 1959 and Uttar Pradesh Municipalities Act, 1916. Lucknow Municipal Corporation has been considered for the purpose of Urban Governance Index.
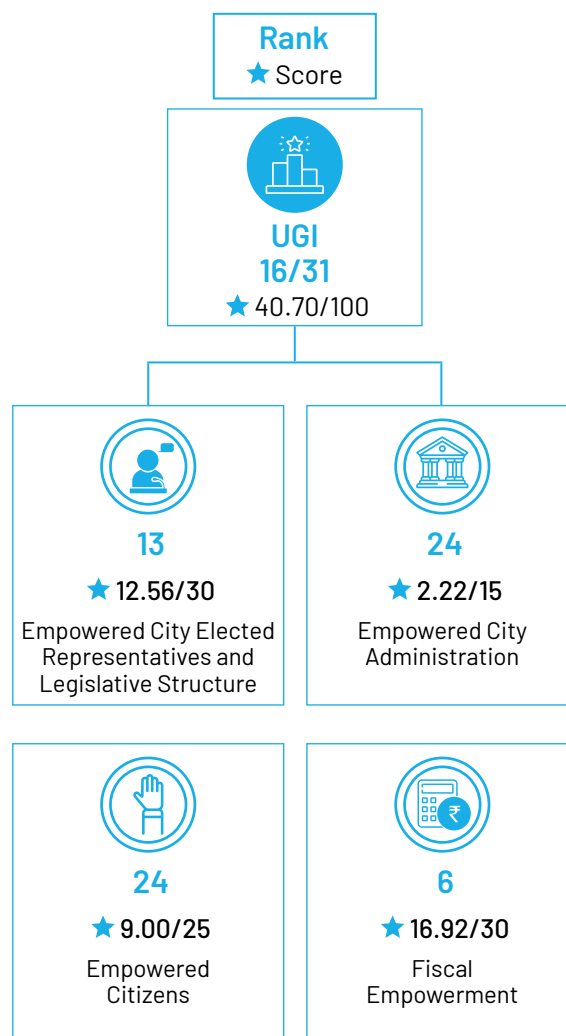
Rank
★ Score

UGI
16/31
★ 40.70/100

13
★ 12.56/30
Empowered City Elected Representatives and Legislative Structure

24
★ 2.22/15
Empowered City Administration

24
★ 9.00/25
Empowered Citizens

6
★ 16.92/30
Fiscal Empowerment

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Key Observations

- The City administration should hold the sanctioning authority for recruitment. The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published.
- To improve the urban governance structure, there should be provision in the Act for each Councillor to be a part of at least one deliberative committee and Councillors should receive regular training. The Council should have authority to pass no confidence motion against the Mayor.
- To empower citizens Uttar Pradesh should make provisions for citizens to right to recall their Councillor.
- The council should have authority to pass no confidence motion against the Mayor.
- The city government should improve its open data portal by improving access to department specific information, updating minutes of the council & committee meetings on the website.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 33.38 | Rank: 14   **UGI 2024 Score: 40.70 | Rank: 16**

Score increased due to the development of an Accessible Open Data Portal.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? ***Source:*** *Uttar Pradesh Municipal Corporation Act (UPMCA), 1959 – Section 15 (1)(a), 8*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? ***Source:*** *UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? ***Source:*** *UPMCA, 1959 – No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? ***Source:*** *UPMCA, 1959 – Section 58*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? ***Source:*** *UPMCA, 1959 – Section 54(1), 57*	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? ***Source:*** *UPMCA, 1959 – Section 51(1)*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? ***Source:*** *UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? ***Source:*** *UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? ***Source:*** *UPMCA, 1959 – Section 18, 30-A*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? ***Source:*** *UPMCA, 1959 – Section 18, 30-A*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? ***Source:*** *UPMCA, 1959 – Section 30A*	No	

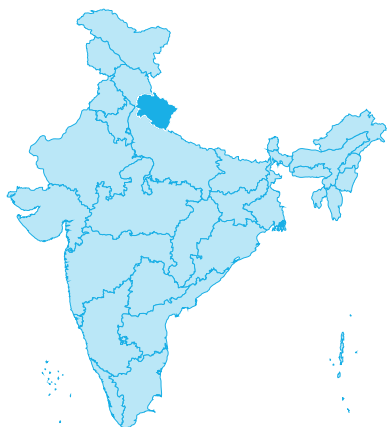| Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source:* *UPMCA, 1959 – Section 547*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source:* *Procedure for Conduct and Business Rules*	Yes	1.88/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source:* *UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source:* *UPMCA, 1959 – Section 8(2), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source:* *UPMCA, 1959 – Section 16*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source:* *UPMCA, 1959 – Section 6A, 51, 54, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source:* *UPMCA, 1959 – Section 88(1), 89*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source:* *UPMCA, 1959 – Section 51*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source:* *UPMCA, 1959 – Section 57*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source:* *UPMCA, 1959 – Section 6-A*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source:* *U.P. District Planning Committee Act, 1999 – Section 4*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source:* *U.P. District Planning Committee Act, 1999 – Section 4*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: UPMCA, 1959 - Section 106*	Yes	2.10/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: UPMCA, 1959 - No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	31%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: UPMCA, 1959 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	1	0.00/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	10	0.12/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	No	3.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	No	
Source: City Government's Website		

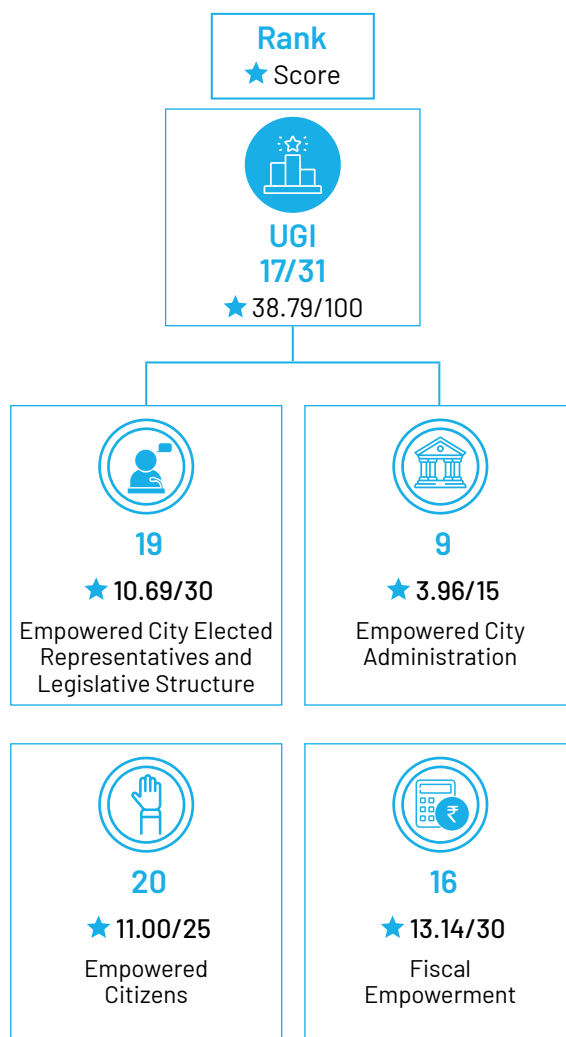| Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* *UPMCA, 1959 – Section 11A*	Directly Elected	4.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* *UPMCA, 1959 – Section 83*	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* *City Government's Website*	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* *UPMCA, 1959 – Section 6A(3)*	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* *City Government's Website*	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* *City Government's Website, Interviews*	No	0.00/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* *City Government's Website, Interviews*	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* *UPMCA, 1959 – Section 172*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* *UPMCA, 1959 – Section 172*	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* *UPMCA, 1959 – Section 146*	Yes	3.60/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* *UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* UPMCA, 1959 - Section 154	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* State Finance Commission/State Government Website	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* UPMCA, 1959 - No provision in the Municipal Act	No, No	4.32/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* City Government's Website	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* City Government's Website	Yes, Yes, Yes	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* UPMCA, 1959 - Section 142, 143	Yes	3.60/3.60

Uttarakhand

Uttarakhand has two Acts for constitution of city governments namely Uttarakhand (The Uttar Pradesh Municipal Corporation Act, 1959) (Amendment) Act, 2017 and Uttaranchal (Uttar Pradesh Municipalities Act, 1916) (Amendment) Act 2005. Therefore, Uttar Pradesh Municipal Corporation Act is refered for Sections. Dehradun Municipal Corporation has been considered for the purpose of Urban Governance Index.

Rank
★ Score

UGI
17/31
★ 38.79/100

19
★ 10.69/30
Empowered City Elected Representatives and Legislative Structure

9
★ 3.96/15
Empowered City Administration

20
★ 11.00/25
Empowered Citizens

16
★ 13.14/30
Fiscal Empowerment

Key Observations

- To improve the urban governance structure, there should be provision in the Act for each Councillor to be a part of at least one deliberative committee and Councillors should receive regular training. The Council should have authority to pass no confidence motion against the Mayor.
- To improve its open data portal the city government should update audit reports & minutes of the council & committee meetings on the website.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 30.53 | Rank: 17   UGI 2024 Score: 38.79 | Rank: 17

Score increased due to the development of an Accessible Open Data Portal.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source:* Uttar Pradesh Municipal Corporation Act (UPMCA), 1959 – Section 15 (1)(a), 8	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner? **Sub Indicator 2.1** Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source:* UPMCA, 1959 – No provision in the Municipal Act	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source:* UPMCA, 1959 – No provision in the Municipal Act	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source:* UPMCA, 1959 – Section 58	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source:* UPMCA, 1959 – Section 54(1), 57	No	0.00/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source:* UPMCA, 1959 – Section 51(1)	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source:* UPMCA, 1959 – No provision in the Municipal Act	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source:* UPMCA, 1959 – No provision in the Municipal Act	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post? **Sub Indicator 7.1** Do councillors receive monthly fixed salary? *Source:* UPMCA, 1959 – Section 18, 30-A	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source:* UPMCA, 1959 – Section 18, 30-A	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source:* UPMCA, 1959 – Section 30A	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: UPMCA, 1959 - Section 547*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: UPMCA, 1959 - No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: UPMCA, 1959 - Section 8(2), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: UPMCA, 1959 - Section 16*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: UPMCA, 1959 - Section 6A, 51, 54, Interviews*	Yes, No	1.13/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: UPMCA, 1959 - Section 88(1), 89*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: UPMCA, 1959 - Section 51*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: UPMCA, 1959 - Section 57*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: UPMCA, 1959 - Section 6-A*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: U.P. District Planning Committee Act, 1999 - Section 4*	Yes	2.70/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: U.P. District Planning Committee Act, 1999 - Section 4*	Yes	

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? *Source: UPMCA, 1959 – Section 106*	Yes	2.10/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? *Source: UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration *Source: Human Resource data from Municipal Corporation, Interviews*	7%	1.20/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? *Source: UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? *Source: Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? *Source: Interviews*	1	0.00/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? *Source: Interviews*	15	0.66/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	Yes	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	5.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	No	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website? *Source: City Government's Websit*	Yes	

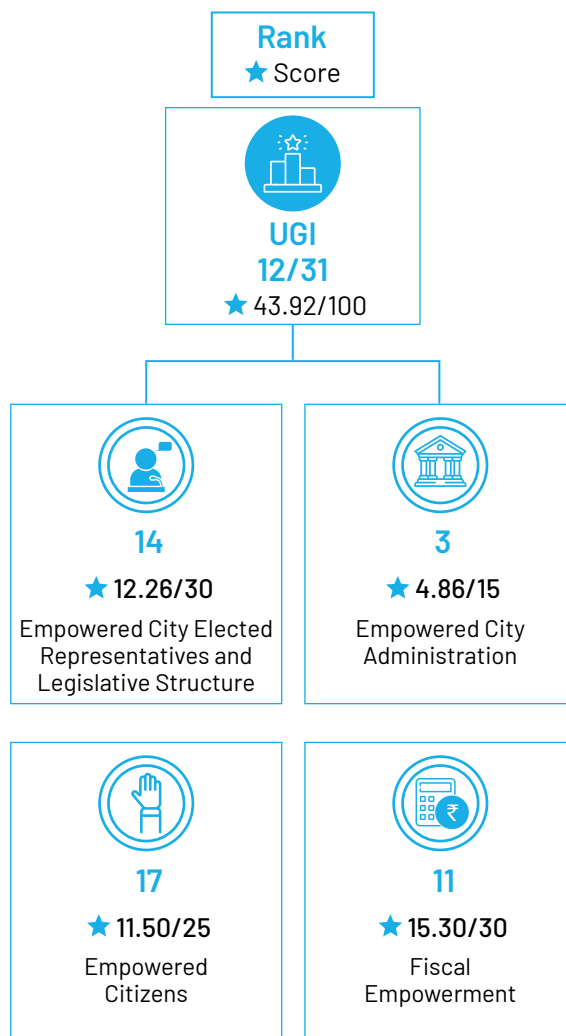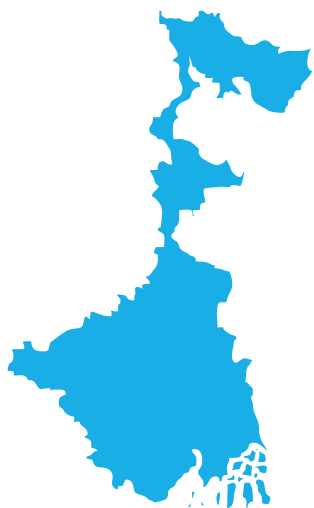| Indicator 27	Directly/ Indirectly	Score
Do the citizens have right to elect the Mayor? *Source:* *UPMCA, 1959 – Section 11A*	Directly Elected	4.00/4.00
Indicator 28	**Yes/No**	**Score**
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source:* *UPMCA, 1959 – Section 83*	No	0.00/1.00
Indicator 29	**Yes/No**	**Score**
Are minutes of meetings of committee (including councils) published on the website? *Source:* *City Government's Website*	No	0.00/2.50
Indicator 30	**Yes/No**	**Score**
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source:* *UPMCA, 1959 – Section 6A(3)*	No	0.00/2.50
Indicator 31	**Yes/No**	**Score**
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source:* *City Government's Website*	Yes	1.25/1.25
Indicator 32	**Yes/No**	**Score**
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source:* *City Government's Website, Interviews*	No	0.00/2.50
Indicator 33	**Yes/No**	**Score**
Are the registered complaints/grievances closed by the respective citizen? *Source:* *City Government's Website, Interviews*	No	0.00/2.50
Indicator 34	**Yes/No**	**Score**
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source:* *UPMCA, 1959 – Section 172*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source:* *UPMCA, 1959 – Section 172*	Yes	
Indicator 35	**Yes/No**	**Score**
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source:* *UPMCA, 1959 – Section 146*	Yes	3.60/3.60
Indicator 36	**Yes/No**	**Score**
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source:* *UPMCA, 1959 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? *Source:* *UPMCA, 1959 - Section 154*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? *Source:* *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) *Source:* *The Central Goods and Services Tax Act, 2017 - No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? *Source:* *UPMCA, 1959 - No provision in the Municipal Act*	No, No	0.54/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? *Source:* *City Government's Website*	No, No, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? *Source:* *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? *Source:* *UPMCA, 1959 - Section 142, 143*	Yes	3.60/3.60

West Bengal

West Bengal has a total of eight Municipal Acts. Kolkata Municipal Corporation and the corresponding applicable Municipal Act i.e., Kolkata Municipal Corporation Act (KMCA), 1980 has been considered for the purpose of Urban Governance Index

Rank
★ Score

UGI
12/31
★ 43.92/100

14
★ 12.26/30
Empowered City Elected Representatives and Legislative Structure

3
★ 4.86/15
Empowered City Administration

17
★ 11.50/25
Empowered Citizens

11
★ 15.30/30
Fiscal Empowerment

Key Observations

- To enhance its open data portal the city government should have a mobile version of the website, upload audit reports & minutes of genral body & committee meetings online.
- West Bengal has an autonomous body to recruit officials which addresses the recruitment delays in City Government.
- To improve the urban governance structure, there should be provision in the Kolkata Municipal Corporation Act for each Councillor to be part of at least one deliberative committee, and Councillors should receive regular training.
- The council should have authority to pass no confidence motion against the Mayor.

Reasons for changes in Score and Rank between UGI 2020 to 2024

UGI 2020 Score: 35.57 | Rank: 11   **UGI 2024 Score: 43.92 | Rank: 12**

Score increased due to the development of an Accessible Open Data Portal and number of services available online increased. Rank decreased due to relatively better performance by other states.

Indicator – Data Response

Indicator 1	Yes/No	Score
Is the post of Mayor co-terminus with the term of City Government? *Source: Kolkata Municipal Corporation Act (KMCA), 1980 – Section 7*	Yes	1.80/1.80

Indicator 2	Yes/No	Score
Does the Mayor hold executive authority over the Commissioner?		
Sub Indicator 2.1 Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/3.60
Sub Indicator 2.2 Does the Mayor hold independent an authority to conduct appraisals (increment, promotion, suspension, demotion) of the Commissioner based on ACR? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	
Sub Indicator 2.3 Does the Mayor have the authority to appoint and terminate the Commissioner, subject to ratification of council? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	

Indicator 3	Yes/No	Score
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? *Source: KMCA, 1980 – Section 8*	Yes	1.80/1.80

Indicator 4	Yes/No	Score
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? *Source: KMCA, 1980 – Section 8*	Yes	1.80/1.80

Indicator 5	Yes/No	Score
Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 6	Yes/No	Score
Does the State Municipal Act have provision for regular trainings to be conducted for Councillors? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/1.58

Indicator 7	Yes/No	Score
Do the Councillors receive salary and office allowances commensurate with their post?		
Sub Indicator 7.1 Do councillors receive monthly fixed salary? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/1.35
Sub Indicator 7.2 Is the fixed salary of Councillors at par or more than that of the Commissioner? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	
Sub Indicator 7.3 Do Councillors receive allowances for office expense and designated staff? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	

Indicator 8	Yes/No	Score
Do councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? *Source: KMCA, 1980 – Section 604*	No	0.00/1.88

Indicator 9	Yes/No	Score
Does the City Government have Procedure for Conduct and Business Rules? *Source: Procedure for Conduct and Business Rules*	No	0.00/1.88

Indicator 10	Yes/No	Score
Does the council have privileges and immunity against all statements made/acts done in the course of their duty? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/1.13

Indicator 11	Yes/No	Score
Does the State Municipal Act have provision for conducting municipal elections before the expiry of its duration and were they conducted accordingly last time? *Source: KMCA, 1980 – Section 117(5), Interviews*	Yes, No	0.56/1.13

Indicator 12	Yes/No	Score
Do the councils have authority to pass no confidence motion against the Mayor? *Source: KMCA, 1980 – Section 61A*	No	0.00/1.50

Indicator 13	Yes/No	Score
Does the State Municipal Act have provision for constitution of deliberative committees and has the City Government constituted committees according to the State Municipal Act? *Source: KMCA, 1980 – Section 11A, 10, 11, 12, Interviews*	Yes, Yes	2.25/2.25

Indicator 14	Yes/No	Score
Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/1.35

Indicator 15	Yes/No	Score
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/steering committee? *Source: KMCA, 1980 – Section 8*	Yes	0.90/0.90

Indicator 16	Yes/No	Score
Does the State Municipal Act have provision for constituting subject/standing committees? *Source: KMCA, 1980 – Section 12*	Yes	0.90/0.90

Indicator 17	Yes/No	Score
Does the State Municipal Act have provision for constituting zonal/ward committees? *Source: KMCA, 1980 – Section 11A*	Yes	0.90/0.90

Indicator 18	Yes/No	Score
Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? **Sub Indicator 18.1** Is there 80% representation of ERs in the DPC /MPC? *Source: The Calcutta Metropolitan Development Authority Act, 1972 – Section 4*	No	1.35/2.70
Sub Indicator 18.2 Is the Chairperson of the DPC/MPC an ER? *Source: The Calcutta Metropolitan Development Authority Act, 1972 – Section 4*	Yes	

Indicator 19	Yes/No	Score
Does the city administration hold sanctioning authority for recruitments? ***Source:*** *KMCA, 1980 - No provision in the Municipal Act*	No	0.00/2.10

Indicator 20	Yes/No	Score
Is there an autonomous body to recruit municipal officials for City Government? ***Source:*** *KMCA, 1980 - Section 26*	Yes	1.50/1.50

Indicator 21	%	Score
Percentage of vacant posts in the city administration ***Source:*** *Human Resource data from Municipal Corporation, Interviews*	66%	0.00/1.20

Indicator 22	Yes/No	Score
Is there a provision of providing training to the administration in the State Municipal Act? ***Source:*** *KMCA, 1980 - No provision in the Municipal Act*	No	0.00/1.20

Indicator 23	Yes/No	Score
Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? ***Source:*** *Interviews*	No	0.00/3.60

Indicator 24	Out of 18	Score
How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? ***Source:*** *Interviews*	5	2.16/3.60

Indicator 25	Out of 18	Score
How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? ***Source:*** *Interviews*	17	1.20/1.80

Indicator 26	Yes/No	Score
Is there an easy-to-access open data portal/tab on City Government website?		
Sub Indicator 26.1 Does the Municipal Corporation have a desktop version of their website?	Yes	
Sub Indicator 26.2 Does the Municipal Corporation have a mobile version of their website?	No	
Sub Indicator 26.3 Are details of the city government's annual programmes, projects or budget speech available online?	No	
Sub Indicator 26.4 Is the contact details of department-specific key city officials available on the website?	Yes	
Sub Indicator 26.5 Is there an organogram or organisation chart of the city government available on the website?	Yes	5.75/8.75
Sub Indicator 26.6 Are citizens able to access online services?	Yes	
Sub Indicator 26.7 Is department specific information or a citizen's charter available on the Website?	Yes	
Sub Indicator 26.8 Is there an online mechanism for citizens to provide suggestions for their ward/city?	No	
Sub Indicator 26.9 Are details of national, state & city government policies accessible on the Website?	Yes	
Source: *City Government's Website*		

Indicator 27	Directly/Indirectly	Score
Do the citizens have right to elect the Mayor? *Source: KMCA, 1980 – Section 6*	Indirectly Elected	2.00/4.00

Indicator 28	Yes/No	Score
Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/1.00

Indicator 29	Yes/No	Score
Are minutes of meetings of committee (including councils) published on the website? *Source: City Government's Website*	No	0.00/2.50

Indicator 30	Yes/No	Score
Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? *Source: KMCA, 1980 – Section 11A*	No	0.00/2.50

Indicator 31	Yes/No	Score
Does City Government website have digital Grievance Redressal Mechanism (GRM)? *Source: City Government's Website*	Yes	1.25/1.25

Indicator 32	Yes/No	Score
Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? *Source: City Government's Website, Interviews*	Yes	2.50/2.50

Indicator 33	Yes/No	Score
Are the registered complaints/grievances closed by the respective citizen? *Source: City Government's Website, Interviews*	No	0.00/2.50

Indicator 34	Yes/No	Score
Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act and revise the existing taxes/charges?? **Sub Indicator 34.1** Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act? *Source: KMCA, 1980 – Section 170*	Yes	4.20/4.20
Sub Indicator 34.2 Does the City Government hold independent authority to revise the tax rates/charges? *Source: KMCA, 1980 – Section 170*	Yes	

Indicator 35	Yes/No	Score
Does the council have independent authority to approve the municipal budget according to the State Municipal Act? *Source: KMCA, 1980 – Section 131*	Yes	3.60/3.60

Indicator 36	Yes/No	Score
Does the State Municipal Act have provision for the municipal budget to include budget allocated by parastatal agencies in the city? *Source: KMCA, 1980 – No provision in the Municipal Act*	No	0.00/3.00

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Indicator 37	Yes/No	Score
Does the City Government hold authority to access market borrowings? ***Source:*** *KMCA, 1980 – Section 134*	Yes	1.20/1.20

Indicator 38	Yes/No	Score
Does the State Finance Commission (SFC) have 6th SFC report published on official website? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 39	Yes/No	Score
Is the Action Taken Report of latest SFC published on the official website of the State Government? ***Source:*** *State Finance Commission/State Government Website*	No	0.00/3.15

Indicator 40	Yes/No	Score
Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) ***Source:*** *The Central Goods and Services Tax Act, 2017 – No relevant provision mentioned in the Act*	No	0.00/2.70

Indicator 41	Yes/No	Score
Does the State Municipal Act make it mandatory to publish the budget and accounts and has the City Government published its budgets and accounts on the website in the last three years? **Sub Indicator 41.1** Do the State Municipal Act make it mandatory to publish the budget and accounts? ***Source:*** *KMCA, 1980 – No provision in the Municipal Act*	No, Yes	2.70/5.40
Sub Indicator 41.2 Has the city government published its budgets on the website in the last three years (for FY 2021-22, 2022-23 and 2023-24)? ***Source:*** *City Government's Website*	Yes, Yes, Yes	
Sub Indicator 41.3 Has the city government published its accounts on the website in the last three years (for FY 2020-21, 2021-22 and 2022-23)? ***Source:*** *City Government's Website*	No, No, No	

Indicator 42	Yes/No	Score
Does the State Municipal Act have provision for conducting external audit? ***Source:*** *KMCA, 1980 – Section 160*	Yes	3.60/3.60

6

ANNEXURES

6.1. ANNEXURE 1 – LIST OF DESIRABLE INDICATOR

Apart from indicators those have been included in the UGI, there are a set of indicators those needs to be included in the future versions of the Index. Some of these indicators are of desirable nature, and these are the ones on which City Governments should be assessed further as progress towards reforms ensue. Limitation in data availability was a problem with few of the below listed indicators. In account of this, we have compiled the list of indicators for reference:

Sr. No.	Indicators	Benchmark
1	Is there a timeline for approval of City Government bye-law from State Government/governor?	Yes
2	Is there a provision for using 50% of the property tax for development of the respective wards?	Yes
3	Does the ward committee hold autonomy to decide the utilisation of the property tax devolution share received?	Yes
4	Does the City Government maintain fiscal deficit rate as followed by State Government (3%)?	Yes
5	Is there a stable tenure of 3 years for the municipal officials (additional/deputy commissioner)?	Yes
6	Is there an administrative and legislative training institute at state level?	Yes
7	Percentage of own source of revenue of City Government to total revenue receipts in the city = [Own source of revenue (City Government)/Total revenue receipts (City Government)] X 100	Higher the better
8	Total amount of property tax collected in 2022-23 / Total amount of property tax billed by ULB in 2022-23	Higher the better
9	Budget efficiency (Revenue) = Actual Revenue of the municipality (Revised Estimates) for 2022-23/ Budgeted Revenue of the municipality for 2022-23	Higher the better
10	Operating Deficit Ratio = Total revenue - Total payments	Higher the better
11	Fiscal Deficit = (Revenue + Capital) receipts - (Revenue + Capital) payments	Lower the better

6.2. ANNEXURE 2 – STATE PROFILES

Sr. No.	States	State Municipal Acts*	Urban Population (2024)	Rural Population (2024)	Total Population	Urban Population %
1	Andhra Pradesh	Greater Hyderabad Municipal Corporation Act, 1955 Andhra Pradesh Municipal Corporation Act, 1994	1,99,10,000	3,34,92,000	5,34,02,000	37
2	Arunachal Pradesh	The Arunachal Pradesh Municipal Corporation Act, 2019	4,10,000	11,70,000	15,80,000	26
3	Assam	The Gauhati Municipal Corporation Act, 1971 Assam Municipal Act 1956	56,85,000	3,04,74,000	3,61,59,000	16
4	Bihar	Bihar Municipal Corporation Act, 2007	1,60,02,000	11,32,03,000	12,92,05,000	12
5	Chandigarh	Punjab Municipal Corporation Act, 1976	12,47,000	0	12,47,000	100
6	Chhattisgarh	Chhattisgarh Municipal Corporation Act, 1956	84,39,000	2,21,99,000	3,06,38,000	28
7	Delhi	Delhi Municipal Corporation Act, 1957	2,18,14,000	70,000	2,18,84,000	100
8	Goa	City of Panaji Corporation Act, 2002	12,24,000	3,61,000	15,85,000	77
9	Gujarat	Gujarat Provincial Municipal Corporations Act, 1949	3,58,82,000	3,67,71,000	7,26,53,000	49
10	Haryana	Haryana Municipal Corporation Act, 1994	1,31,60,000	1,75,34,000	3,06,94,000	43
11	Himachal Pradesh	Himachal Pradesh Municipal Corporation Act, 1994	7,78,000	67,40,000	75,18,000	10
12	Jammu and Kashmir	Jammu and Kashmir Municipal Corporation Act, 2000	42,42,000	94,91,000	1,37,33,000	31
13	Jharkhand	Jharkhand Municipal Act, 2011	1,05,97,000	2,95,32,000	4,01,29,000	26
14	Karnataka	Bruhat Bengaluru Mahanagara Palike Act, 2020	3,07,49,000	3,75,07,000	6,82,56,000	45
15	Kerala	Kerala Municipality Act, 1994	2,80,82,000	78,85,000	3,59,67,000	78
16	Madhya Pradesh	Madhya Pradesh Municipal Corporation Act, 1956	2,56,29,000	6,23,25,000	8,79,54,000	29
17	Maharashtra	Mumbai Municipal Corporation Act, 1888	6,24,29,000	6,52,55,000	12,76,84,000	49
18	Manipur	The Manipur Municipalities Act, 1994	10,69,000	21,91,000	32,60,000	33
19	Meghalaya	The Meghalaya Municipal Act, 1973	7,02,000	26,85,000	33,87,000	21

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

Sr. No.	States	State Municipal Acts*	Urban Population (2024)	Rural Population (2024)	Total Population	Urban Population %
20	Mizoram	The Mizoram Municipalities Act, 2007	6,93,000	5,59,000	12,52,000	55
21	Nagaland	The Nagaland Municipal Act, 2001	10,79,000	11,79,000	22,58,000	48
22	Odisha	Odisha Municipal Corporation Act, 2003	85,10,000	3,59,53,000	4,44,63,000	19
23	Punjab	Punjab Municipal Corporation Act, 1976	1,31,12,000	1,78,80,000	3,09,92,000	42
24	Rajasthan	Rajasthan Municipalities Act, 2009	2,20,29,000	6,01,59,000	8,21,88,000	27
25	Sikkim	Sikkim Municipalities Act, 2007	3,61,000	3,36,000	6,97,000	52
26	Tamil Nadu	Tamil Nadu Urban Local Bodies Act, 1998	4,18,83,000	3,52,82,000	7,71,65,000	54
27	Telangana	Greater Hyderabad Municipal Corporation Act, 1955 Telangana Municipal Corporation Act, 1994	1,86,12,000	1,97,05,000	3,83,17,000	49
28	Tripura	The Tripura Municipal Act, 1994	17,08,000	24,86,000	41,94,000	41
29	Uttar Pradesh	Uttar Pradesh Municipal Corporation Act, 1959	5,78,50,000	18,10,25,000	23,88,75,000	24
30	Uttarakhand	Uttar Pradesh Municipal Corporation Act, 1959	43,07,000	74,88,000	1,17,95,000	37
31	West Bengal	Kolkata Municipal Corporation Act, 1980	3,72,43,000	6,24,80,000	9,97,23,000	37

*State Municipal Acts that were referred for UGI with respect to the cities chosen for Praja's study

Source: Report of the Technical Group on Population Projections Ministry of Health & Family Welfare (https://nhm.gov.in/New_Updates_2018/Report_Population_Projection_2019.pdf)

Note: The data for 'Delhi in the above table and following sections in the Annexures Chapter correspond to NCT of Delhi.

6.3. ANNEXURE 3 – CITY PROFILES

Sr. No.	States	City*	Status - Corporation/ Council	Area as per Censes 2011 (Sq.km)	Projected Population Trend for 2024	Density (persons per sq.km)	No. of wards
1	Andhra Pradesh	Vijayawada	Corporation	59.69	12,35,761	20,703	59
2	Arunachal Pradesh	Itanagar	Corporation	200	84,102	421	30
3	Assam	Guwahati	Corporation	219.06	12,01,982	5,487	60
4	Bihar	Patna	Corporation	107.62	20,80,412	19,331	75
5	Chandigarh	Chandigarh	Corporation	103.17	11,93,040	11,564	35
6	Chhattisgarh	Raipur	Corporation	147.5	13,25,292	8,985	70
7	Delhi	Delhi	Corporation	561.27	1,33,41,042	23,769	250
8	Goa	Panaji	Corporation	8.12	71226	8,772	30
9	Gujarat	Ahmedabad	Corporation	468.92	69,24,583	14,767	48
10	Haryana	Gurugram	Corporation	167.14	13,26,202	7,935	35
11	Himachal Pradesh	Shimla	Corporation	35.34	2,07,672	5,876	34
12	Jammu and Kashmir	Srinagar	Corporation	278.1	14,56,255	5,236	74
13	Jharkhand	Ranchi	Corporation	175.12	13,57,552	7,752	53
14	Karnataka	Bengaluru	Corporation	709.96	1,11,86,391	15,756	198
15	Kerala	Thiruvananthapuram	Corporation	141.74	7,69,753	5,431	100
16	Madhya Pradesh	Bhopal	Corporation	285.88	22,74,275	7,955	85
17	Maharashtra	Mumbai	Corporation	458	1,40,91,575	30,768	227
18	Manipur	Imphal	Corporation	34.48	3,25,650	9,445	27
19	Meghalaya	Shillong	Municipal Board	10.36	1,59,819	15,427	27
20	Mizoram	Aizawl	Corporation	129	3,83,808	2,975	19
21	Nagaland	Kohima	Councill	15	1,25,787	8,386	19
22	Odisha	Bhubaneswar	Corporation	134.64	10,96,430	8,143	67
23	Punjab	Amritsar	Corporation	136	13,58,215	9,987	85
24	Rajasthan	Jaipur	Corporation	484.64	39,17,295	8,083	150
25	Sikkim	Gangtok	Corporation	19.2	1,43,310	7,464	19
26	Tamil Nadu	Chennai	Corporation	175	52,05,532	29,746	200
27	Telangana	Hyderabad	Corporation	190.28	42,30,348	22,232	150
28	Tripura	Agartala	Corporation	58.84	5,21,553	8,864	51
29	Uttar Pradesh	Lucknow	Corporation	348.8	35,65,948	10,223	110
30	Uttarakhand	Dehradun	Corporation	68.18	7,23,446	10,611	100
31	West Bengal	Kolkata	Corporation	185	46,21,648	24,982	144

Note: Projected Population is based on trends from 1961 census onwards.

UGI Framework

State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

6.4. ANNEXURE 4 – UGI 2020 INDICATOR SCORE AT A GLANCE

■ Achieved full Indicator Score ■ Achieved partial Indicator Score ■ Achieved lowest score

Indicator numbering is followed as mentioned in the chapter 'Indicator – Directive Principle'"

States ▶ 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Indicators ▼: 1, 2.1, 2.2, 2.3, 3, 4, 5, 6, 7.1, 7.2, 7.3, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18.1, 18.2, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34.1, 34.2, 35, 36, 37, 38, 39, 40, 41.1, 41.2, 41.3, 42

STATE LIST*: STATE LIST: 1. Andhra Pradesh (Vijaywada), 2. Arunachal Pradesh (Itanagar), 3. Assam (Guwahati), 4. Bihar (Patna), 5.Chandigarh (Chandigarh) 6. Chhattisgarh (Raipur), 7. Delhi (Delhi), 8. Goa (Panaji), 9. Gujarat (Ahmedabad), 10. Haryana (Gurugram), 11. Himachal Pradesh (Shimala), 12. Jammu and Kashmir (Srinagar) 13. Jharkhand (Ranchi), 14. Karnataka (Bengaluru), 15. Kerala (Thiruvananthapuram), 16. Madhya Pradesh (Bhopal), 17. Maharashtra (Mumbai), 18. Manipur (Imphal), 19. Meghalaya (Shillong), 20. Mizoram (Aizawl), 21. Nagaland (Kohima), 22. Odisha (Bhubaneswar), 23. Punjab (Amritsar), 24. Rajasthan (Jaipur), 25. Sikkim (Gangtok), 26. Tamil Nadu (Chennai), 27. Telangana (Hyderabad), 28. Tripura (Agartala), 29. Uttar Pradesh (Lucknow), 30. Uttarakhand (Dehradun), 31. West Bengal (Kolkata)*

6.5. ANNEXURE 5 – REASONS FOR CHANGES IN SCORE AND RANK BETWEEN UGI 2020 TO 2024

States	City	2020		2024		Reasons
		Score	Rank	Score	Rank	
Andhra Pradesh	Vijayawada	33.27	15	44.01	11	Score and Rank increased: Accessible Open Data Portal
Arunachal Pradesh	Itanagar	21.32	26	30.24	26	Score increased: Accessible Open Data Portal
Assam	Guwahati	31.52	16	41.49	14	Score and Rank increased : Improved Staff Ratio, Accessible Open Data Portal
Bihar	Patna	36.19	10	41.12	15	Score increased : Mode of Election of Mayor changed to Directly Rank decreased: Score of other states increased relatively
Chandigarh	Chandigarh	NA	NA	26.66	28	Newly incorporated city
Chhattisgarh	Raipur	49.68	3	51.31	4	Rank decreased: Score of other states increased relatively
Delhi	Delhi	33.80	13	32.11	24	Score and Rank decreased: Committees not formed, Human Resource data not available, Score of other states increased relatively
Goa	Panaji	26.93	21	34.61	23	Score increased: Accessible Open Data Portal Rank decreased: Score of other states increased relatively
Gujarat	Ahmedabad	39.52	7	48.05	7	Score increased: Accessible Open Data Portal
Haryana	Gurugram	24.84	23	38.63	18	Score and Rank increased: Accessible Open Data Portal, Functionality to close complaints/grievances by the citizens added, Committee Meeting Minutes published on website
Himachal Pradesh	Shimla	29.24	18	42.02	13	Newly incorporated city
Jammu and Kashmir	Srinagar	NA	NA	37.67	20	Newly incorporated city
Jharkhand	Ranchi	21.72	25	34.92	22	Score and Rank increased: Independent Functions under City Administration increased, Accessible Open Data Portal
Karnataka	Bengaluru	25.73	22	37.74	19	Newly incorporated city
Kerala	Thiruvananthapuram	48.77	4	59.31	1	Newly incorporated city
Madhya Pradesh	Bhopal	45.94	5	50.83	5	Score increased: Accessible Open Data Portal
Maharashtra	Mumbai	55.15	2	52.40	3	Score and Rank decreased: Deliberative Committees not formed, City Government elections not held.
Manipur	Imphal	14.63	28	20.72	30	Score increased: Accessible Open Data Portal
Meghalaya	Shillong	14.82	27	21.53	29	Score increased: Accessible Open Data Portal
Mizoram	Aizawl	38.85	8	47.47	9	Score increased: Accessible Open Data Portal, Access to city government account statements on city website
Nagaland	Kohima	13.37	29	19.57	31	Score increased: Accessible Open Data Portal
Odisha	Bhubaneswar	56.86	1	55.10	2	
Punjab	Amritsar	24.81	24	28.34	27	Rank decreased: Percentage of Vacant Posts in City Administration increased, Devolution of Functions under City Administration reduced, City Government Account Statements not published
Rajasthan	Grater Jaipur	36.22	9	47.97	8	Newly incorporated city
Sikkim	Gangtok	27.27	20	30.98	25	Score increased: Accessible Open Data Portal Rank decreased: Score of other states increased relatively
Tamil Nadu	Chennai	40.92	6	47.16	10	Rank decreased: Score of other states increased relatively
Telangana	Hyderabad	27.99	19	48.25	6	Newly incorporated city
Tripura	Agartala	33.98	12	37.20	21	Rank decreased: Score of other states increased relatively, Devolution of Functions under City Administration reduced
Uttar Pradesh	Lucknow	33.38	14	40.70	16	Score increased: Accessible Open Data Portal
Uttarakhand	Dehradun	30.53	17	38.79	17	Score increased: Accessible Open Data Portal
West Bengal	Kolkata	35.57	11	43.92	12	Score increased: Accessible Open Data Portal

6.6. ANNEXURE 6 – SCORE COMPARISION FROM 2020 TO 2024

States	Overall				Empowered City Elected Representatives and Legislative Structure																Empowered City Administration							
	2020		2024		Empowered Mayor				Empowered Councillor				Empowered Council				Constitution of Deliberative Committees				Control and training of Human Resources for functions under city government				Devolution and control of 18 functions mentioned in the 12th Schedule			
					2020		2024		2020		2024		2020		2024		2020		2024		2020		2024		2020		2024	
	Score	Rank	Score	Rank	Score (out of 9)	Rank	Score (out of 9)	Rank	Score (out of 4.5)	Rank	Score (out of 4.5)	Rank	Score (out of 7.5)	Rank	Score (out of 7.5)	Rank	Score (out of 9)	Rank	Score (out of 9)	Rank	Score (out of 6)	Rank	Score (out of 6)	Rank	Score (out of 9)	Rank	Score (out of 9)	Rank
Andhra Pradesh	33.27	15	44.01	11	3.60	5	3.60	6	0.00	15	0.00	15	4.50	1	3.94	6	4.50	20	6.75	9	0.00	16	0.60	12	3.28	10	4.44	2
Arunachal Pradesh	21.32	26	30.24	26	0.00	23	1.80	18	0.00	15	0.00	15	2.63	14	3.94	6	3.15	24	5.40	23	1.20	7	1.20	8	3.79	5	3.60	7
Assam	31.52	16	41.49	14	3.60	5	5.40	1	0.00	15	0.00	15	1.50	19	3.38	11	5.40	13	6.75	9	0.00	16	0.00	17	1.28	23	1.26	24
Bihar	36.19	10	41.12	15	3.60	5	3.60	6	0.41	6	0.41	6	4.50	1	3.94	6	5.40	13	6.53	15	0.60	11	0.00	17	3.73	7	3.12	11
Chandigarh	NA	NA	26.66	28	NA	NA	0.00	25	NA	NA	0.00	15	NA	NA	4.50	1	NA	NA	2.93	28	NA	NA	0.00	17	NA	NA	4.44	2
Chhattisgarh	49.68	3	51.31	4	5.40	1	5.40	1	1.98	1	1.98	1	3.00	5	3.00	13	7.65	1	7.65	2	0.00	16	0.00	17	1.41	22	1.92	17
Delhi	33.80	13	32.11	24	0.00	23	0.00	25	0.00	15	0.00	15	3.00	5	2.44	16	6.30	8	5.18	25	0.60	11	0.00	17	1.86	17	1.74	20
Goa	26.93	21	34.61	23	0.00	23	0.00	25	0.00	15	0.00	15	1.13	20	1.13	25	4.50	20	6.75	9	2.70	1	3.30	1	2.12	15	1.38	22
Gujarat	39.52	7	48.05	7	0.00	23	0.00	25	0.41	6	0.41	6	3.00	5	3.00	13	6.30	8	7.65	2	0.60	11	0.00	17	4.05	3	3.54	8
Haryana	24.84	23	38.63	18	1.80	17	1.80	18	0.00	15	0.00	15	1.13	20	3.94	6	3.15	24	5.63	22	0.00	16	0.00	17	3.41	9	2.82	13
Himachal Pradesh	29.24	18	42.02	13	0.00	23	0.00	25	0.00	15	0.00	15	2.63	14	2.06	23	6.75	7	6.75	9	0.00	16	0.00	17	3.66	8	3.84	6
Jammu and Kashmir	NA	NA	37.67	20	NA	NA	3.60	6	NA	NA	0.00	15	NA	NA	3.94	6	NA	NA	7.88	1	NA	NA	0.60	12	NA	NA	1.86	18
Jharkhand	21.72	25	34.92	22	3.60	5	3.60	6	0.41	6	0.41	6	1.13	20	0.56	26	2.70	26	5.18	25	1.20	7	2.40	4	1.73	20	2.40	14
Karnataka	25.73	22	37.74	19	0.00	23	0.00	25	0.41	6	0.41	6	0.00	28	2.44	16	5.85	12	6.98	8	0.00	16	0.60	12	2.50	14	3.12	11
Kerala	48.77	4	59.31	1	4.50	4	4.50	5	1.98	1	1.98	1	4.50	1	4.50	1	7.65	1	7.65	2	0.60	11	0.60	12	2.64	12	1.86	18
Madhya Pradesh	45.94	5	50.83	5	3.60	5	3.60	6	0.41	6	0.41	6	3.00	5	2.44	16	7.65	1	7.65	2	0.00	16	0.00	17	4.05	3	3.90	5
Maharashtra	55.15	2	52.40	3	0.00	23	0.00	25	0.95	5	0.95	5	3.00	5	2.44	16	7.65	1	6.53	15	0.00	16	0.00	17	5.40	1	5.34	1
Manipur	14.63	28	20.72	30	3.60	5	3.60	6	0.41	6	0.41	6	1.13	20	0.56	26	5.40	13	4.28	27	0.00	16	0.00	17	0.90	26	1.08	25
Meghalaya	14.82	27	21.53	29	1.80	17	1.80	18	0.00	15	0.00	15	1.13	20	0.56	26	0.90	28	2.03	30	0.00	16	0.00	17	1.86	16	0.30	30
Mizoram	38.85	8	47.47	9	3.60	5	3.60	6	1.98	1	1.98	1	3.00	5	4.50	1	4.95	19	6.30	19	2.70	1	2.70	3	1.03	25	0.36	29
Nagaland	13.37	29	19.57	31	1.80	17	1.80	18	0.41	6	0.41	6	1.13	20	0.56	26	0.90	28	2.03	30	0.00	16	1.20	8	1.09	24	0.78	26
Odisha	56.86	1	55.10	2	3.60	5	3.60	6	1.58	4	1.58	4	3.00	5	2.44	16	7.65	1	7.65	2	0.60	11	0.00	17	4.50	2	2.40	14
Punjab	24.81	24	28.34	27	1.80	17	1.80	18	0.00	15	0.00	15	2.63	14	2.06	23	1.80	27	2.93	28	0.00	16	0.00	17	2.64	12	2.40	14
Rajasthan	36.22	9	47.97	8	3.60	5	3.60	6	0.00	15	0.00	15	3.00	5	2.44	16	7.65	1	7.65	2	0.00	16	0.00	17	2.96	11	3.36	9
Sikkim	27.27	20	30.98	25	1.80	17	1.80	18	0.41	6	0.41	6	2.63	14	2.63	15	5.40	13	5.40	23	1.20	7	1.20	8	0.58	27	0.54	28
Tamil Nadu	40.92	6	47.16	10	1.80	17	1.80	18	0.00	15	0.00	15	4.50	1	3.38	11	4.50	20	6.75	9	2.10	3	0.60	12	3.73	6	4.08	4
Telangana	27.99	19	48.25	6	3.60	5	3.60	6	0.00	15	0.00	15	2.63	14	4.50	1	4.50	20	6.75	9	0.00	16	1.20	8	1.67	21	1.56	21
Tripura	33.98	12	37.20	21	5.40	1	5.40	1	0.41	6	0.41	6	3.00	5	4.50	1	6.30	8	6.30	19	1.20	7	1.80	6	1.80	19	1.32	23
Uttar Pradesh	33.38	14	40.70	16	3.60	5	3.60	6	0.00	15	0.00	15	1.13	20	2.44	16	5.40	13	6.53	15	2.10	3	2.10	5	0.06	29	0.12	31
Uttarakhand	30.53	17	38.79	17	3.60	5	3.60	6	0.00	15	0.00	15	1.13	20	0.56	26	5.40	13	6.53	15	2.10	3	3.30	1	0.45	28	0.66	27
West Bengal	35.57	11	43.92	12	5.40	1	5.40	1	0.00	15	0.00	15	0.00	28	0.56	26	6.30	8	6.30	19	1.50	6	1.50	7	1.86	17	3.36	9

NA: Chandigarh and Jammu and Kashmir were not studied in UGI 2020.

	Empowered Citizens																Fiscal Empowerment												
	Accessible Open Data Portal				Right to elect Mayor and recall elected city representatives				Formal and active citizen consultative mechanism				Active Grievance Redressal Mechanism				Devolution of financial power				Systemic Fiscal transfers				Financial accountabiltiy			
	2020		2024		2020		2024		2020		2024		2020		2024		2020		2024		2020		2024		2020		2024	
	Score (out of 8.75)	Rank	Score (out of 8.75)	Rank	Score (out of 5)	Rank	Score (out of 5)	Rank	Score (out of 5)	Rank	Score (out of 5)	Rank	Score (out of 6.25)	Rank	Score (out of 6.25)	Rank	Score (out of 12)	Rank	Score (out of 12)	Rank	Score (out of 9)	Rank	Score (out of 9)	Rank	Score (out of 9)	Rank	Score (out of 9)	Rank
	0.00	4	6.75	4	2.00	6	2.00	8	2.50	3	2.50	4	1.25	12	1.25	17	4.80	11	4.80	11	0.00	15	0.00	14	6.84	6	7.38	8
	0.00	4	3.75	25	2.00	6	2.00	8	2.50	3	2.50	4	1.25	12	1.25	17	1.20	21	1.20	21	0.00	15	0.00	14	3.60	24	3.60	24
	0.00	4	6.75	4	2.00	6	2.00	8	2.50	3	0.00	15	0.00	24	1.25	17	4.80	11	4.80	11	6.30	1	6.30	1	4.14	21	3.60	24
	0.00	4	6.75	4	2.00	6	4.00	1	2.50	3	2.50	4	1.25	12	1.25	17	3.30	17	1.20	21	3.15	7	3.15	8	5.76	13	4.68	20
	NA	NA	6.75	4	NA	NA	2.00	8	NA	NA	0.00	15	NA	NA	1.25	17	NA	NA	1.20	21	NA	NA	0.00	14	NA	NA	3.60	24
	8.75	1	5.75	15	4.00	1	4.00	1	0.00	14	0.00	15	3.75	2	6.25	1	3.30	17	3.30	17	6.30	1	6.30	1	4.14	21	5.76	16
	0.00	4	4.75	21	2.00	6	2.00	8	2.50	3	0.00	15	1.25	12	1.25	17	9.00	1	9.00	1	3.15	7	0.00	14	4.14	21	5.76	16
	0.00	4	5.75	15	2.00	6	2.00	8	5.00	1	2.50	4	0.00	24	1.25	17	4.80	11	4.80	11	0.00	15	0.00	14	4.68	19	5.76	16
	0.00	4	7.75	1	2.00	6	2.00	8	2.50	3	2.50	4	3.75	2	3.75	7	9.00	1	9.00	1	0.00	15	0.00	14	7.92	4	8.46	2
	0.00	4	3.75	25	4.00	1	4.00	1	0.00	14	2.50	4	1.25	12	6.25	1	1.20	21	1.20	21	3.15	7	3.15	8	5.76	13	3.60	24
	0.00	4	6.75	4	2.00	6	2.00	8	2.50	3	5.00	1	3.75	2	1.25	17	1.20	21	3.30	17	3.15	7	3.15	8	3.60	24	7.92	4
	NA	NA	6.75	4	NA	NA	2.00	8	NA	NA	2.50	4	NA	NA	3.75	7	NA	NA	1.20	21	NA	NA	0.00	14	NA	NA	3.60	24
	0.00	4	6.75	4	4.00	1	4.00	1	0.00	14	0.00	15	0.00	24	3.75	7	1.20	21	1.20	21	0.00	15	0.00	14	5.76	13	4.68	20
	0.00	4	6.75	4	2.00	6	2.00	8	0.00	14	0.00	15	3.75	2	3.75	7	3.30	17	5.40	10	0.00	15	0.00	14	7.92	4	6.30	13
	0.00	4	6.75	4	2.00	6	2.00	8	2.50	3	2.50	4	1.25	12	3.75	7	9.00	1	9.00	1	3.15	7	6.30	1	9.00	1	7.92	4
	0.00	4	6.75	4	2.00	6	4.00	1	0.00	14	0.00	15	6.25	1	6.25	1	9.00	1	9.00	1	3.15	7	0.00	14	6.84	6	6.84	10
	8.75	1	7.75	1	2.00	6	2.00	8	2.50	3	2.50	4	3.75	2	3.75	7	9.00	1	9.00	1	3.15	7	3.15	8	9.00	1	9.00	1
	0.00	4	2.75	29	2.00	6	2.00	8	0.00	14	0.00	15	0.00	24	1.25	17	1.20	21	1.20	21	0.00	15	0.00	14	0.00	29	3.60	24
	0.00	4	5.75	15	2.00	6	2.00	8	0.00	14	0.00	15	1.25	12	3.75	7	4.80	11	4.80	11	0.00	15	0.00	14	1.08	28	0.54	31
	0.00	4	2.75	29	2.00	6	2.00	8	2.50	3	2.50	4	1.25	12	1.25	17	9.00	1	9.00	1	0.00	15	3.15	8	6.84	6	7.38	8
	0.00	4	4.75	21	2.00	6	2.00	8	0.00	14	0.00	15	1.25	12	1.25	17	1.20	21	1.20	21	0.00	15	0.00	14	3.60	24	3.60	24
	8.75	1	7.75	1	2.00	6	2.00	8	5.00	1	5.00	1	3.75	2	6.25	1	3.30	17	3.30	17	6.30	1	6.30	1	6.84	6	6.84	10
	0.00	4	2.75	29	2.00	6	2.00	8	0.00	14	0.00	15	3.75	2	3.75	7	1.20	21	1.20	21	0.00	15	3.15	8	9.00	1	6.30	13
	0.00	4	4.75	21	2.00	6	2.00	8	0.00	14	2.50	4	3.75	2	6.25	1	1.20	21	1.20	21	6.30	1	6.30	1	5.76	13	7.92	4
	0.00	4	3.75	25	2.00	6	2.00	8	0.00	14	0.00	15	0.00	24	0.00	31	1.20	21	1.20	21	6.30	1	6.30	1	5.76	13	5.76	16
	0.00	4	6.75	4	2.00	6	2.00	8	0.00	14	0.00	15	3.75	2	3.75	7	5.40	10	3.30	17	6.30	1	6.30	1	6.84	6	8.46	2
	0.00	4	5.75	15	2.00	6	2.00	8	2.50	3	5.00	1	0.00	24	6.25	1	4.80	11	4.80	11	0.00	15	0.00	14	6.30	12	6.84	10
	0.00	4	4.75	21	2.00	6	2.00	8	0.00	14	0.00	15	1.25	12	1.25	17	4.80	11	4.80	11	3.15	7	0.00	14	4.68	19	4.68	20
	0.00	4	3.75	25	4.00	1	4.00	1	0.00	14	0.00	15	1.25	12	1.25	17	9.00	1	9.00	1	0.00	15	0.00	14	6.84	6	7.92	4
	0.00	4	5.75	15	4.00	1	4.00	1	0.00	14	0.00	15	1.25	12	1.25	17	9.00	1	9.00	1	0.00	15	0.00	14	3.60	24	4.14	23
	0.00	4	5.75	15	2.00	6	2.00	8	0.00	14	0.00	15	3.75	2	3.75	7	9.00	1	9.00	1	0.00	15	0.00	14	5.76	13	6.30	13

UGI Framework
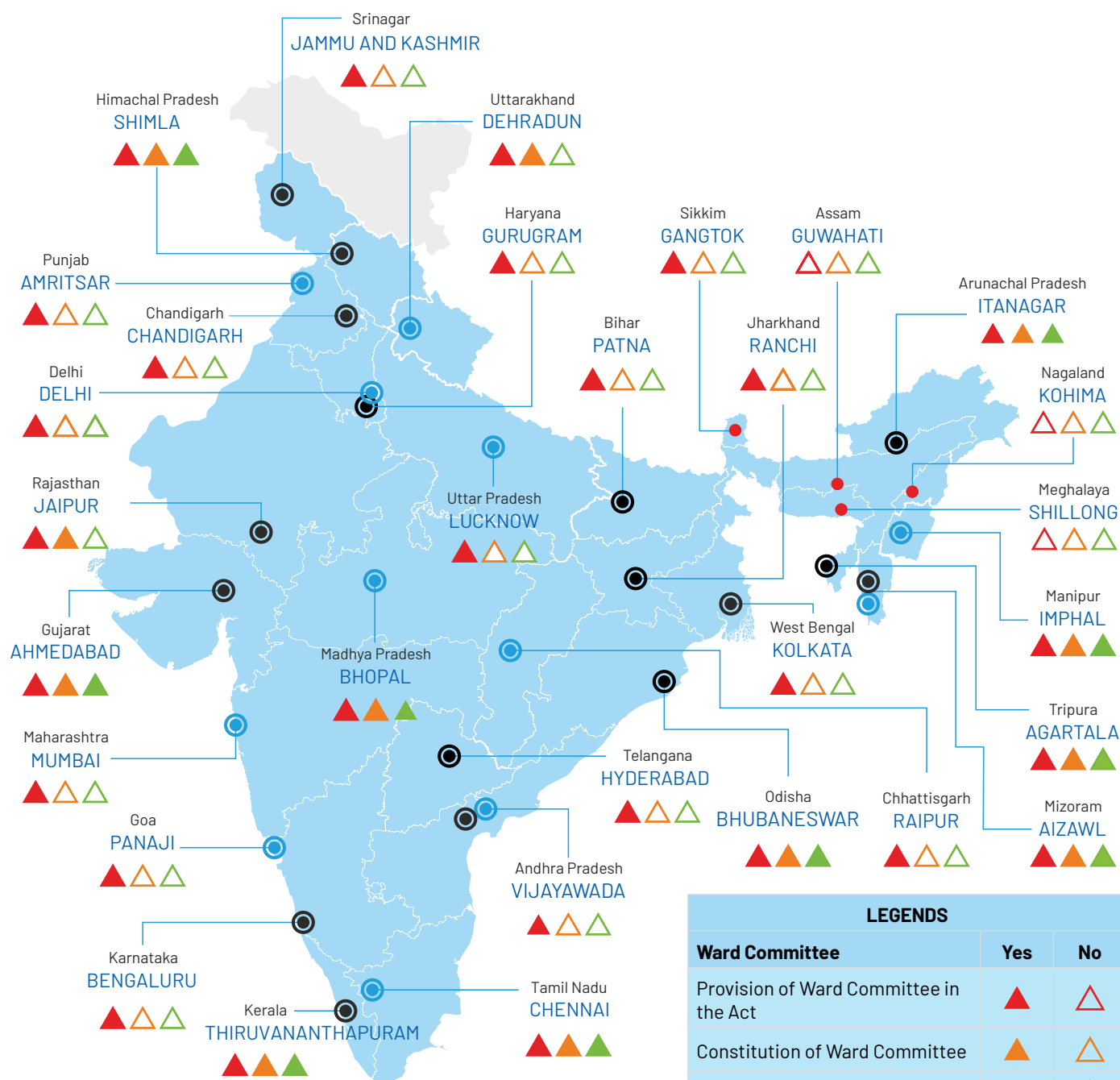
State Ranking

Key Insights

Indicator Principle

State Factsheet

Annexures

6.7. ANNEXURE 7 - DATA INSIGHTS

6.7.1. STATUS OF WARD COMMITTEES

Note – Above analysis is for a total of 31 units including all 28 states and 2 Union Teritories and NCT of Delhi. The data shown on map corresponds to status as of July 2024. If City Governments have constituted have constituted and or have functional ward(s) committees after the mentioned month, the same is not reflected in the above map.

'Ward' denotes Councillor Constituency while 'Zone' denotes Administrative ward which has more than one councillor constituency

Source – Praja's Urban Governance Reforms Study

Note: Map not to scale

INSIGHTS :

- Assam, Meghalaya & Nagaland do not have provision for formation of Ward(s) Committees in the State Municipal Act.
- Ward(s) committee have been constituted in only 12 cities viz., Itanagar, Ahmedabad, Shimla, Thiruvananthapuram, Bhopal, Imphal, Aizawl, Bhubaneswar, Jaipur, Chennai, Agartala & Dehradun.
- Out of the 12 cities which have constituted ward(s) committee only 10 cities viz., Itanagar, Ahmedabad, Shimla, Thiruvananthapuram, Bhopal, Imphal, Aizawl, Bhubaneswar, Chennai & Agartala have a functional ward(s) committee.
- Out of the 28 cities that have provision for ward(s) committees 16 cities viz., Vijayawada, Patna, Chandigarh, Raipur, Delhi, Panaji, Gurugram, Srinagar, Ranchi, Bengaluru, Mumbai, Amritsar, Gangtok, Hyderabad, Lucknow & Kolkata have not constituted the ward(s) committees.

6.7.2. STATUS OF AREA SABHA

Jammu and Kashmir
SRINAGAR

Himachal Pradesh
SHIMLA

Uttarakhand
DEHRADUN

Haryana
GURUGRAM

Sikkim
GANGTOK

Assam
GUWAHATI

Punjab
AMRITSAR

Chandigarh
CHANDIGARH

Arunachal Pradesh
ITANAGAR

Delhi
DELHI

Bihar
PATNA

Jharkhand
RANCHI

Nagaland
KOHIMA

Rajasthan
JAIPUR

Uttar Pradesh
LUCKNOW

Meghalaya
SHILLONG

Gujarat
AHMEDABAD

Manipur
IMPHAL

Madhya Pradesh
BHOPAL

West Bengal
KOLKATA

Maharashtra
MUMBAI

Tripura
AGARTALA

Goa
PANAJI

Telangana
HYDERABAD

Odisha
BHUBANESWAR

Chhattisgarh
RAIPUR

Mizoram
AIZAWL

Andhra Pradesh
VIJAYAWADA

Karnataka
BENGALURU

Kerala
THIRUVANANTHAPURAM

Tamil Nadu
CHENNAI

LEGENDS		
Ward Committee	**Yes**	**No**
Provision of Area Sabha in the Act	🔴	⭕
Constitution of Area Sabha	🟠	⭕
Functional Area Sabha	🟢	⭕

Note – Above analysis is for a total of 31 units including all 28 states and 2 Union Teritories and NCT of Delhi. The data shown on map corresponds to status as of July 2024. If City Governments have constituted have constituted and or have functional ward(s) committees after the mentioned month, the same is not reflected in the above map.

Source – Praja's Urban Governance Reforms Study

Note: Map not to scale

INSIGHTS :

- 11 cities viz., Vijayawada, Patna, Ranchi, Bengaluru, Mumbai, Aizawl, Amritsar, Gangtok, Chennai, Hyderabad & Kolkata have a provision for constitution of area sabhas in their State Municipal Act.
- Only 3 cities viz., Aizawl, Gangtok & Chennai have constituted functional area sabhas.
- Although Thiruvananthpuram does not have a provision for constitution of area sabhas, they have a unique public participation mechanism known as Janakeeyasoothranam (People's Planning Campaign) with its own structure.
- There are no provisions for Area Sabhas in the Municipal Acts of Arunachal Pradesh, Assam, Chandigarh, Chattisgarh, Delhi, Goa, Gujarat, Haryana, Himachal Pradesh, Jammu and Kashmir, Kerala, Madhya Pradesh, Manipur, Meghalaya, Nagaland, Odisha, Rajasthan, Tripura, Uttar Pradesh & Uttarakhand.

6.7.3. STATUS OF KEY DELIBERATIVE BODIES AND SUBJECT COMMITTEES

Councillors mainly hold an advisory role in the governance processes as the elected representatives of the people. Their engagement in the decision-making process of the municipal corporation is crucial while making public decisions. Deliberations and decision-making are done through key deliberative bodies such as the Mayor-in-Council system, empowered Standing Committees, function-based Standing Committees, Executive Committees, etc. (terminology varies from state to state) and various Subject Committees, i.e., committees constituted on specific subjects. Councillors should be part of at least one of the committees during their term; either Standing Committees or Subject Committees that will effectively enable them to participate in the decision-making process for the city, initiate proposals for the development of wards, and discuss issues faced by people from their respective wards.

Key Deliberative Body

- 21 out of 31 cities have actively functioning key deliberative bodies in the city government. Out of these, Agartala, Guwahati, Bhopal, Kolkata, and Raipur have an actively functioning Mayor-in-Council system. 10 cities, viz Agartala, Ahmedabad, Aizawl, Raipur, Itanagar, Guwahati, Jaipur, Shimla, Thiruvananthapuram, Bhopal, Bhubaneswar, Gangtok, Chennai, Hyderabad, Panaji, Kolkata, Kohima and Vijayawada have not constituted key deliberative bodies.

- City governments in Mumbai, Gurugram, Imphal, Srinagar, Shillong, Ranchi, Amritsar, and Bengaluru have provisions to constitute key deliberative bodies, however, municipal elections in these cities are currently pending. Hence, the bodies have not been constituted. Delhi too has a similar provision. There is an elected body, but the Apex Committee as well as other Statutory Committees have not been formed.

- Kohima recently conducted elections for the city government, wherein the State Municipal Act does not make the provision for constituting key deliberative bodies.

Subject Committees

- City Governments in Patna, Chandigarh, Delhi, Lucknow and Dehradun have not constituted Subject Committees despite Municipal Acts from the respective states having the provision. Additionally, 9 cities (Gurugram, Srinagar, Ranchi, Bengaluru, Mumbai, Imphal, Shillong, Amritsar and Dehradun) where city government elections are pending have not constituted subject committees.

- 17 city governments out of 31 have actively functioning Subject Committees. These cities are; Agartala, Ahmedabad, Aizawl, Raipur, Itanagar, Guwahati, Jaipur, Shimla, Thiruvananthapuram, Bhopal, Bhubaneswar, Gangtok, Chennai, Hyderabad, Panaji, Kolkata, and Vijayawada.
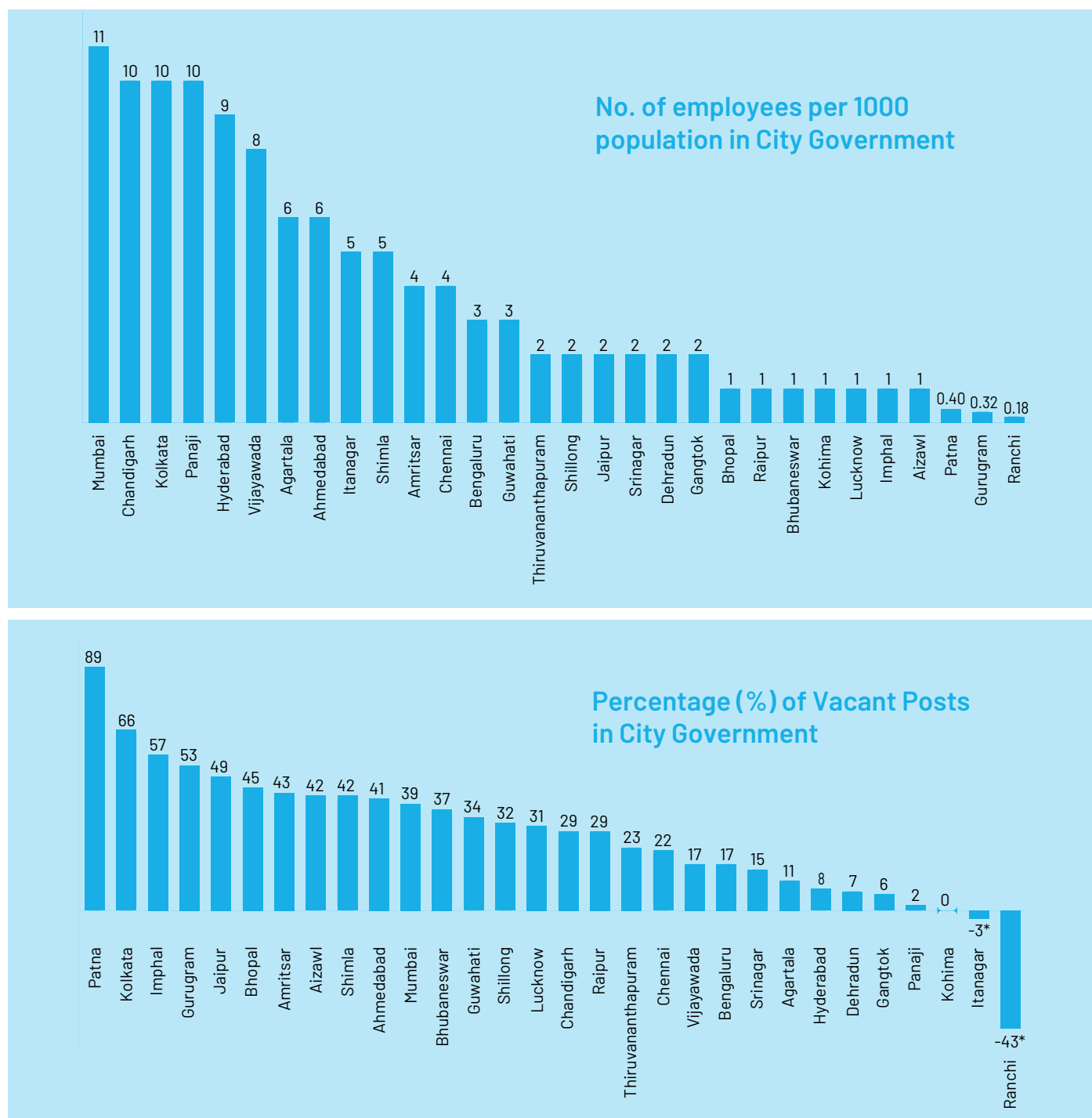

Note – *(i)* *Standing Committee based on their functions have been included under 'Key Deliberative Bodies'.*

(ii) *Special Committees, Advisory Committees, and Consultative Committees (terms vary from state to state) have also been included under 'Subject Committee'.*

Source – *Praja's Urban Governance Reforms Study*

6.7.4. STATUS OF HUMAN RESOURCE IN CITY GOVERNMENT

No. of employees per 1000 population in City Government

City	Value
Mumbai	11
Chandigarh	10
Kolkata	10
Panaji	10
Hyderabad	9
Vijayawada	8
Agartala	6
Ahmedabad	6
Itanagar	5
Shimla	5
Amritsar	4
Chennai	4
Bengaluru	3
Guwahati	3
Thiruvananthapuram	2
Shillong	2
Jaipur	2
Srinagar	2
Dehradun	2
Gangtok	2
Bhopal	1
Raipur	1
Bhubaneswar	1
Kohima	1
Lucknow	1
Imphal	1
Aizawl	1
Patna	0.40
Gurugram	0.32
Ranchi	0.18

Percentage (%) of Vacant Posts in City Government

City	Value
Patna	89
Kolkata	66
Imphal	57
Gurugram	53
Jaipur	49
Bhopal	45
Amritsar	43
Aizawl	42
Shimla	42
Ahmedabad	41
Mumbai	39
Bhubaneswar	37
Guwahati	34
Shillong	32
Lucknow	31
Chandigarh	29
Raipur	29
Thiruvananthapuram	23
Chennai	22
Vijayawada	17
Bengaluru	17
Srinagar	15
Agartala	11
Hyderabad	8
Dehradun	7
Gangtok	6
Panaji	2
Kohima	0
Itanagar	-3*
Ranchi	-43*

(*) Two Municipal Corporations- Itanagar and Ranchi have an excess number of employees compared to the total sanctioned positions. Ranchi has reduced the number of sanctioned positions in 2018 which led to a surplus.

Municipal Corporation of Delhi could not provide records of current employees within the Municipal Corporation as it does not have a centralised database of Human Resources.

Source: The latest data made available by city governments has been used for this study.

INSIGHTS :

- Brihanmumbai Municipal Corporation has the highest number of municipal employees to city's population ratio among all 31 cities i.e. 11 employees per 1000 population.
- Patna Municipal Corporation records the highest percentage of vacant positions among 31 cities. 89% of the total sanctioned positions are currently vacant.
- Three Municipal Corporations- Patna (0.40), Gurugram (0.32) and Ranchi (0.18) do not have even 1 employee per 1000 population.
- Municipal Corporation of Delhi could not provide records of current employees within the Municipal Corporation as it does not have a centralised database of Human Resources. Hence, it could not be considered.
- Two Municipal Corporations- Itanagar and Ranchi have an excess number of employees than the total sanctioned positions. Ranchi has reduced the number of sanctioned positions in 2018 which led to a surplus.

6.7.5. REPRESENTATION OF CITY GOVERNMENT IN SMART CITY MISSION

Sr. No.	States	City	Ratio of State/Union Govt – City Govt – Independent Directors in SPV's Board	Members of City Govt	Are Elected Representatives part of the SPV Board?
1	Andhra Pradesh	Vijayawada	Not part of the Smart City		
2	Arunachal Pradesh	Itanagar	6:0:02	NA	No
3	Assam	Guwahati	7:01:02	Municipal Commissioner	No
4	Bihar	Patna	7:02:02	Mayor and Municipal Commissioner	Yes
5	Chandigarh	Chandigarh	7:02:02	Municipal Commissioner, Chief Municipal Engineer	No
6	Chattisgarh	Raipur	9:02:0	Mayor, Municipal Commissioner	Yes
7	Delhi	Delhi	Not part of the Smart City		
8	Goa	Panaji	8:02:01	Mayor and Municipal Commissioner	Yes
9	Gujarat	Ahmedabad	2:04:01	Mayor, Municipal Commissioner, Standing Committee Chairperson	Yes
10	Haryana	Gurugram	Not part of the Smart City		
11	Himachal Pradesh	Shimla	10:02:0	Mayor, Municipal Commissioner	Yes
12	Jammu and Kashmir	Srinagar	8:01:04	Municipal Commissioner	No
13	Jharkhand	Ranchi	5:01:02	Municipal Commissioner	Yes
14	Karnataka	Bengaluru	7:01:02	Municipal Commissioner	No
15	Kerala	Thiruvananthapuram	12:02:0	Mayor, Secretary of Municipal Corporation	Yes
16	Madhya Pradesh	Bhopal	7:01:03	Municipal Commissioner	No
17	Maharashtra	Mumbai	Not part of the Smart City		
18	Manipur	Imphal	2:01:0	Municipal Commissioner	No
19	Meghalaya	Shillong	11:0:02	NA	No
20	Mizoram	Aizawl	3:0:0	NA	No
21	Nagaland	Kohima	8:01:01	Administrator (Municipal Council)	No
22	Odisha	Bhubaneswar	4:0:02	NA	No
23	Punjab	Amritsar	7:02:02	Municipal Commisioner, City Engineer	No
24	Rajasthan	Greater Jaipur	5:05:01	Mayor, Municipal Commissioner, Addl Commissioner, Chief Engineer & CA Officer	Yes
25	Sikkim	Gangtok	4:02:03	Municipal Commissioner, One Nominee Director	No
26	Tamil Nadu	Chennai	5:02:0	Municipal Commissioner, Joint Commissioner	No
27	Telangana	Hyderabad	Not part of the Smart City		
28	Tripura	Agartala	9:01:01	Municipal Commissioner	No
29	Uttar Pradesh	Lucknow	8:01:02	Municipal Commissioner	No
30	Uttarakhand	Dehradun	9:01:01	Municipal Commissioner	No
31	West Bengal	Kolkata	Not part of the Smart City		

Source: Smart City website and Smart City proposal

INSIGHTS :

- In 17 cities viz., Itanagar, Guwahati, Chandigarh, Srinagar, Bengaluru, Bhopal, Imphal, Shillong, Aizawl, Kohima, Bhubaneswar, Amritsar, Gangtok, Chennai, Agartala, Lucknow and Dehradun elected representatives are not part of the Smart City Special Purpose Vehicle (SPV) Board.
- In 7 cities viz., Patna, Raipur, Panaji, Ahmedabad, Shimla, Thiruvananthapuram & Jaipur Mayor is part of the Smart City SPV Board.
- The Municipal Commissioner of 21 cities viz., Guwahati, Patna, Chandigarh, Raipur, Panaji, Ahmedabad, Shimla, Srinagar, Ranchi, Bengaluru, Thiruvananthpuram, Bhopal, Imphal, Amritsar, Jaipur, Gangtok, Chennai, Agartala, Lucknow, Dehradun & the Municipal Administrator of Kohima are part of the Smart City SPV Board.

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