



PRAJA'S URBAN GOVERNANCE STUDY

Odisha



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Over the last two decades Praja has been working towards enabling accountable governance. We conduct data driven research on civic issues, and 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 revamping 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 build capacities of elected representatives, executives and citizens by coming up with various handbooks on governance and conducting numerous workshops/trainings on governance issues.

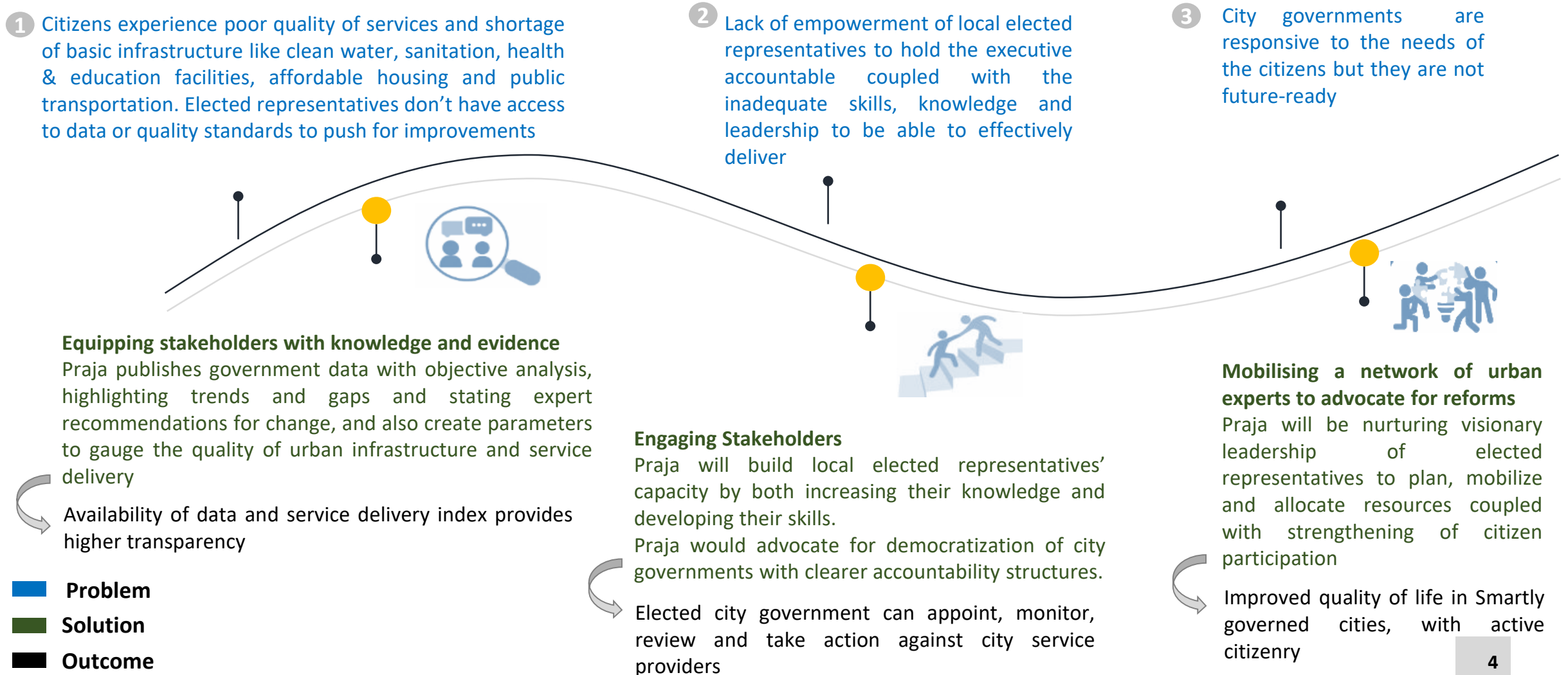
Praja is now embarking on an ambitious journey to transform urban governance, to advocate policy changes that will change the way Indian cities are governed. It will be multiyear project in nature, with research being the bedrock to form a network and influence change:

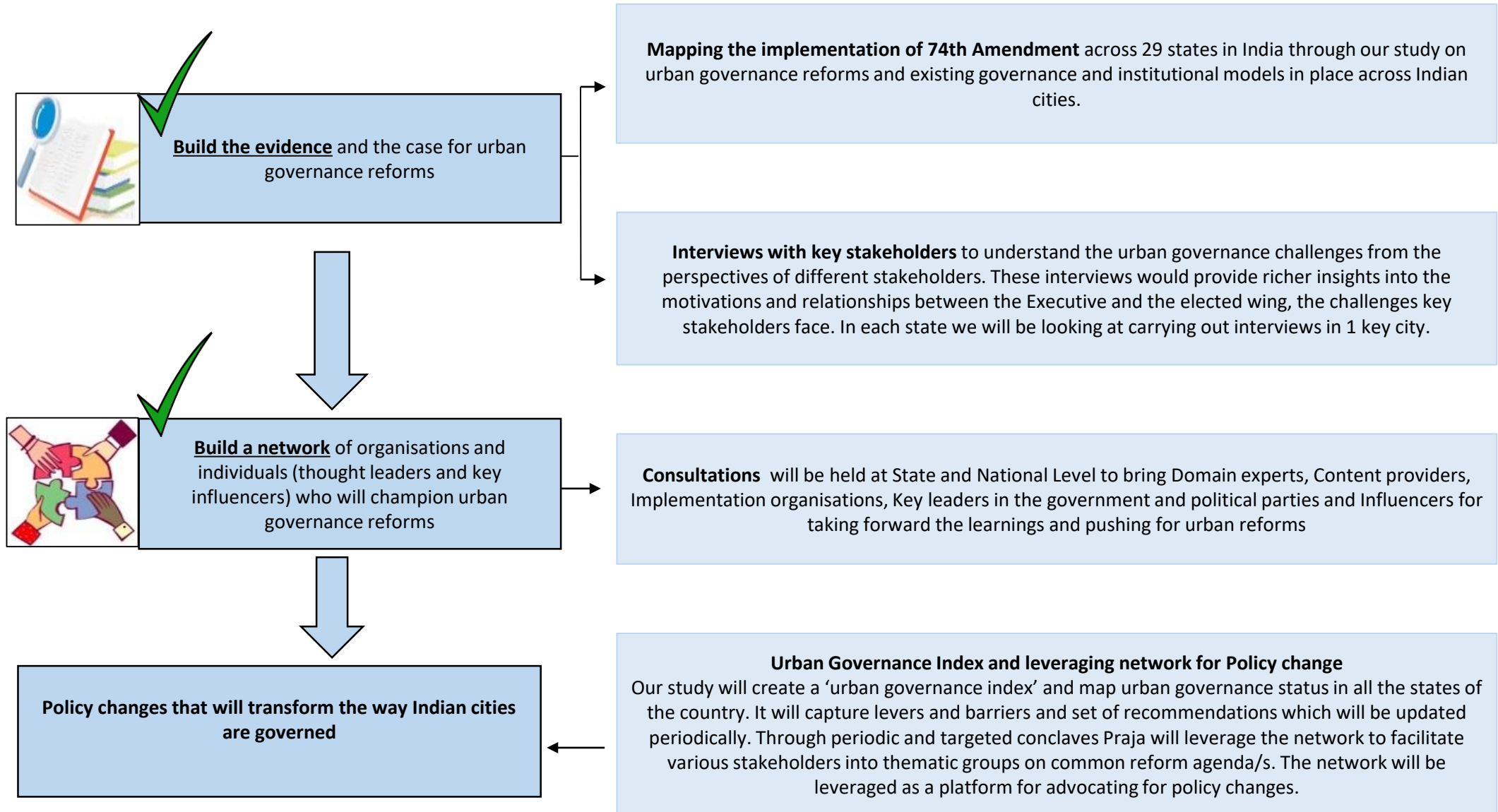
- Currently the devolution of powers and the capacity in the cities is not completely mapped. By March'2020 we will be conducting an Urban Governance Reforms Study to capture status of urban reforms in all the states, identify levers and barriers and identify a set of recommendations.
- Our study will create a 'urban governance index' and map urban governance status in all the states of the country.
- As part of the study we will map and meet various stakeholders in all the states across the country and build a network which will be leveraged as a platform for: knowledge sharing; equipping stakeholders; mobilising stakeholders; and advocating for policy changes.

In a nutshell the project will enable urban governance 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 delivery of services."



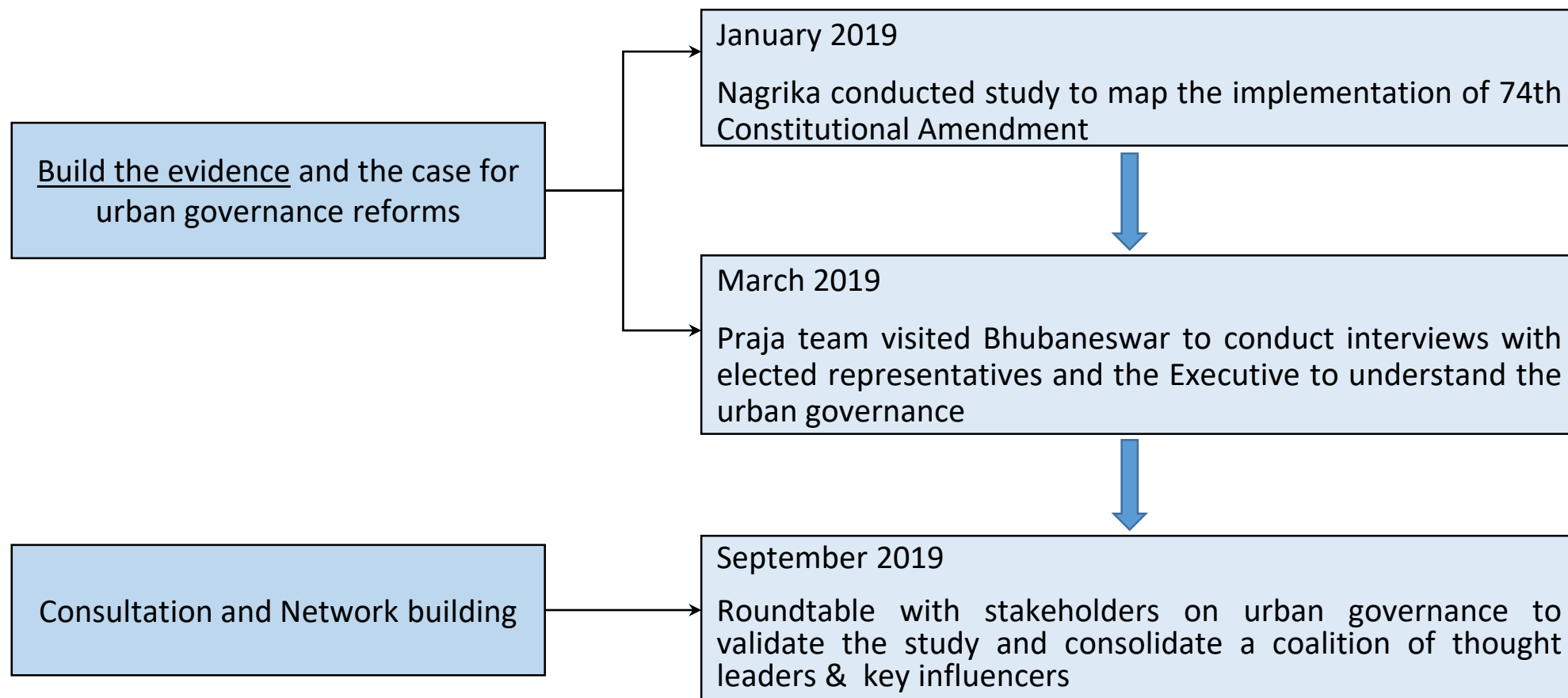
Over the past two decades Praja has been devoted to bringing transparency and is now embarking on an ambitious journey to transform urban governance







The timeline of the study in Odisha



Objective

Some of objectives for conducting the exploratory study by Nagriika were:

1. Identify the prevalent institutional structures in different municipalities
2. Identify the roles and responsibilities of various departments and officials (elected as well as administrative) within a municipality
3. Map the 18 functions and the role of city government s and parastatals in performing them
4. Identify key informants in the administrative and deliberative wings
5. Identify civil society organizations and stakeholders in respective cities

The research for the state reports on 74th CAA was undertaken in three stages.

1. First, a detailed study of existing literature and relevant municipal acts was undertaken to understand the context
2. Second, discussions and interviews (29 Executives) were undertaken in Bhubaneswar with multiple stakeholders over the period of one week. Nagriika team visited the city of Bhubaneswar to understand the experience of decentralization.
3. Finally, the field insights were corroborated with secondary research to develop this report.



| | | |
|----|---|------------------------------|
| 1 | Name of city government | Bhubaneswar |
| 2 | Status (Corp, MC): | Municipal Corporation |
| 3 | Name of the District: | Khordha |
| 4 | Area of the city government in sq.km | 186 Sq.Km |
| 5 | Population of city government (MC) | 840384 lakhs |
| 6 | No. of wards | 67 |
| 7 | Term duration of present Municipal Government | 5 years |
| 8 | Name of the Mayor / President/Chairman | Ananta Narayan Jena* |
| 9 | No. of Corporators /Councillors-Elected | 67 |
| 10 | No. of Corporators /Councillors-Nominated (if not actual, based on Act) | 0 |
| 11 | Name of the Commissioner / Chief Officer/Secretary | Shubham Saxena, IAS* |
| 12 | No. of Sanctioned Posts in the city government | 2354 |
| 13 | No. of Vacant posts in the city government | 288 |
| 14 | Schedule of council meetings (weekly, monthly?) | Monthly |
| 15 | If Smart city, is there a SPV in place? | Yes |
| 16 | Have ward committees been created? | Yes |
| | Are there DPCs in the State? | Yes |

* As on October 2018

The Odisha Municipal Corporations Act, 2003

During British India, the Bengal Acts of 1884 and 1869 were enacted for the provinces in Odisha State for better governance and improving health and sanitation in the city. The Odisha Municipality Act was incorporated in 1950 for all the Municipalities in Odisha state. There are 6 Municipal Corporations in Odisha currently. Cuttack and Bhubaneswar became Municipal Corporations in 1994. The Odisha Municipal Corporations Act, 2003 was however constituted in the year 2003.

District Planning Committee (DPC)

The Odisha District Planning Committees Act, 1998 constitutes District Planning Committees in the State. Every district in the State should have a District Planning Committee (DPC) to consolidate plans prepared by the Panchayats and Municipalities in the State (Chapter II, Section 3). The Act specifies that twenty percent of the members of the DPC should be from amongst Ministers from the Council of Ministers from the State, Collector of the District, who will also be the Member Secretary of the DPC, members nominated by the Government who have knowledge in the fields of Planning, Economics, Agriculture, Industry, Education, Rural Development and Social Services.

There is a DPC constituted in Bhubaneswar. The Chairman of the DPC, as per the Odisha DPC Act is a Minister from the Council of Ministers of the State. Interviews conducted with the officials in BMC suggested that the work of the DPC and the work of the BMC is independent of each other, that is, the DPC does not interfere with the work of the BMC. Plans made in the DPC do not concern the BMC area. There is some representation of the BMC at the DPC, but officials attend the DPC meetings as per their convenience. Most of the times, it is the Commissioner who attends the meetings.

State Agencies and Parastatals

Several state agencies and parastatals coordinate their work with the BMC. BMC works with Bhubaneswar Development Authority (BDA) for the planning function. Heads of different sections are deputed from their respective State government departments. The BMC also works extensively for public health with the Public Health and Engineering Organization (PHEO) of Odisha. For transport, an organisation called Capital Region Urban Transport (CRUT) works with the BMC. A newly formed Corporation called the Water Corporation (WATCO) is set up to take over the water function of BMC from the PHEO.

The Mayor and the Deputy Mayor

The Mayor is to be elected indirectly by the elected councillors from amongst themselves, at the first council meeting after the elections. The following are the general powers and functions of the Mayor (Sec. 31):

The Mayor can allocate work to the Councillors. The Mayor has to preside over the meetings of the Corporation. The matters of discussion in the meetings are to be prepared under the direction of the Mayor, and they have to be circulated among the Councillors (Sec. 32). The Mayor can provide approvals, sanctions, consent in anticipation of the approval from the Corporation. In this case, the Mayor should inform the Corporation about the same (Sec. 33).

The Corporation can authorize the Mayor in writing to take action in anticipation of any such approval, sanction, consent or concurrence. In cases where the Mayor needs approval or sanction to carry out work, but an emergency occurs, the Mayor can execute that work after informing the Corporation, for the safety of the public or prevention of extensive damage (Sec. 34).

After the election of the Mayor, within thirty days from the date of the Corporation election, the Corporation should have a meeting for the purpose of the election of the Deputy Mayor. The Deputy Mayor discharges the functions of the Mayor in the following cases (Sec. 35):

Death

Illness

In case the Mayor delegates any of his functions in writing.

Standing Committee

Section 9 of the Odisha Municipal Corporation Act, 2003 provides the guidelines for forming 10 Standing Committees for dealing with the different subjects of the Constitution. Among the Standing Committees mandated by the act, there is no committee in Bhubaneswar called the 'Settlement of mutual disputes between the two adjoining Corporations'. Rest of the nine committees are the same, and there is a 10th Committee called the Slum Settlement and Additional Committee.

All Standing Committees should consist of seven members, each elected by the Councillors amongst themselves, at the second meeting of the Corporation after the elections. The only exception is the Standing Committee for Contracts which is comprised of a) the Mayor, b) the Chairman of the Standing Committee to which the contract relates, c) the Commissioner and d) three other members to be elected from out of the elected Councillors. The Mayor is the ex-officio member of this Standing Committee (Sec. 10). The Standing Committee shall elect one of its members among itself to be the Chairperson of the Committee (Sec. 11). The Commissioner, before giving an order in relation to his/her powers has to take approval from the Standing Committee.

Wards Committee

Under Section 21 of the Odisha Municipal Corporation Act, 2003, it has been mandated for each Ward to constitute a Ward Committee. This ward committee should be composed of a Corporator of the ward who will be the President of the Ward Committee, and one member from the Ward nominated by the Mayor of the Corporation, and the Commissioner or any other official of the Corporation authorised by the Corporation. In BMC, Ward Committees are constituted. However, as per our discussions with the officials and councillors at BMC, the members of ward committees seemed to include representatives of the development associations of slums (if any in the ward), women representatives, SHG and aanganwadi representatives, senior citizens, local youth, resident welfare association. It appeared from our discussions that the number of the people's representatives in the ward committees is not fixed. Additionally, the Ward Committees also have a ward officer who is a representative of the Commissioner, a Superintendent who is a representative of the Corporation, a representative of the Mayor and the Junior Engineer.

According to the Act (Sec. 21), it is the responsibility of the Wards Committee to take all possible measures for public health, sanitation, street lighting and conservancy in the ward. Sub Section 4 of Section 21 states that the Wards Committee also has the power to recommend the Corporation the measures needed for the purposes of all these functions mentioned above. In BMC, all problems of the citizens are discussed in the ward committees according to the interviews conducted. The priority of work in the ward is decided in the wards committee.



| Standing Committee Name | Mandated area |
|-----------------------------------|---|
| Education, Recreation and Culture | To recommend to the Mayor, measures to be taken with regard to the budgets, keeping in view the needs of the city vis-a-vis the availability of funds. Also look after the promotion of cultural and educational aspects. |
| Grievance and Social Justice | Looking after planning for social and economic development and safeguarding the interests of the weaker sections |
| Slum Settlement Additional | To look after the redevelopment of slums and allotment of redeveloped areas to the slum dwellers and their rehabilitation. |
| Corporation Establishment | To recommend to the Mayor in matters related to creation of posts and recruitment of staff. |
| Planning Development | Recommend the Mayor on matters regarding Urban Planning and Town Planning, slum improvement and upgradation, development of fringe areas. |

| Standing Committee Name | Mandated area |
|--|--|
| License and Appeals | Advice and aid the Mayor in matters related to licensing, e-governance and bringing transparency to the system. |
| Public Health, Electric Supply, Water Supply, Drainage and Environment | Look after watering and scavenging of public streets, collection and disposal of solid wastes, construction and maintenance of drains and lightning of public streets. |
| Taxation, Finance and Accounts | Aiding the Mayor in issues related to taxation and finance. |
| Public Works | Recommend to the Mayor, measures to be taken with regard to the matters relating to buildings, roads and bridges, pathways, drains and sewerage. |
| Contracts | To advice and aid the Mayor in matters relating to contracts and tenders. |



The Municipal Commissioner

According to the Odisha Municipal Corporations Act, 2003, an officer in the service of the Government is appointed as the Municipal Commissioner by the Government (Sec. 17). The Commissioner is in office for a period of three years unless he/she is withdrawn from the office by the Government. The Commissioner is the principal Executive Officer of the Corporation (Sec. 28). The following are some of the functions of the Commissioner prescribed by the OMC Act, 2003:

1. The Commissioner has the right to participate in the council meetings and any Standing Committee meetings. However, he/she can not/does not have the right to move any resolution or cast a vote.
2. Drains: all the Corporation drains are under the control of the Commissioner (Section 285, OMC)
3. Water: the Commissioner shall manage and maintain all Corporation water works in good and efficient condition. Commissioner is also responsible for all periodic alterations and extensions. (Section 348, OMC Act, 2003) If there are any pipes or fittings not vesting in the Corporation (regards to water supply), the Commissioner, by an agreement with the consumer, may take charge of them, and they will be maintained under expenses of the Corporation (Sec. 359). He/she can also make any inspection of any premises to which a private water supply is provided and test, remove or examine any pipe or meter (Sec. 364).
4. Roads: The Commissioner is responsible for periodically ensuring that all public streets vested in the Corporation be levelled, paved, channelled, altered or repaired. He/she can also have them widened or extended (Sec. 380). The Commissioner can also permanently close any public street or a part of it with the sanction of the Corporation (Sec. 380).
5. The Commissioner is responsible for making adequate arrangements for the regular sweeping and cleansing of all streets in the city. He/she is also responsible for ensuring the efficient cleaning premises of the Corporation (Sec. 514).

The Deputy Municipal Commissioner

The Corporation can have a Deputy Commissioner under its establishment (Sec. 117, OMC Act). The Deputy Commissioner is subordinate to the Municipal Commissioner. He latter can delegate powers to the Deputy Commissioner (Sec. 121). For any consent/signature required from the Commissioner for any work, in the absence of the Commissioner, the Deputy Commissioner can grant permission for that work (Sec. 663). In BMC, as found out from the field visits, it was observed that Deputy Commissioners served as heads of departments like establishment, revenue, social justice, etc. The 18 functions were mapped to the Deputy Commissioners in BMC. The Deputy Commissioners were responsible for the execution of particular subject.

Corporation Secretary

According to Chapter VIII, Section 125, there should be Corporation Secretary under the Corporation Establishment who will be the Secretary of the Corporation as well as the Standing Committee. He/she should have all the custody of the papers and documents connected with the proceedings of the Corporation and Standing Committees and any sub-committee thereof (Sec. 125). The BMC has a Corporation Secretary.

Administrator

The term of the Bhubaneswar Council got over on 15th January. Hence an Administrator was appointed by the State Government in place of the elected body to depute the functions of the Mayor. The Administrator is a full time officer and his salary is paid from the Corporation Fund (Sec. 48).

| No. | Functions listed in 12 th Schedule | Bhubaneswar |
|-----|---|--|
| 1 | Urban Planning including town planning | Bhubaneswar Municipal Corporation (BMC) : Town Planning Section; Bhubaneswar Development Authority (BDA) |
| 2 | Regulation of land-use and construction of buildings | BMC: Town Planning Section, BDA |
| 3 | Planning for economic and social development | BMC: Dy. Commissioner of Social Justice |
| 4 | Roads and bridges | BMC: Engineering Section, PWD |
| 5 | Water supply- domestic, industrial and commercial | Public Health and Engineering Organisation (PHEO) |
| 6a | Public health, sanitation and conservancy | BMC: Health Section |
| 6b | Solid Waste Management | BMC: Health Section |
| 7 | Fire services | Fire Department |
| 8 | Urban forestry, protection of environment and ecology | BMC: Environment Officer, State Forest Department |
| 9 | Safeguarding the interests of weaker sections society including the handicapped and mentally retarded | BMC: Dy. Commissioner (Social Justice) Department of social security and empowerment of persons with disabilities (SSEPD), government of Odisha |
| 10 | Slum improvement and upgradation | BMC: Dy. Commissioner (Social Justice) |

| | | |
|-----|---|--|
| 11 | Urban poverty alleviation | BMC: Dy. Commissioner (Social Justice) |
| 12 | Provision of urban amenities and facilities- parks, gardens and playgrounds | BMC: Engineering section and Environment Officer |
| 13a | Promotion of cultural and aesthetic aspects | BMC, Department of culture, government of Odisha |
| 13b | Education | School and Mass Education Department, Odisha |
| 14 | Burials and burial grounds, cremations, cremation grounds and electric crematoriums | BMC: Health Section |
| 15 | Cattle pounds, prevention of cruelty to animals | BMC: Health Section |
| 16 | Vital statistics including registration of births and deaths | BMC: Health Section |
| 17a | Public amenities including street lighting, parking lots and public conveniences | BMC: Engineering section and Environment Officer |
| 17b | Bus stops | Capital Region Urban Transport |
| 18 | Regulation of slaughter houses and tanneries | BMC: Health Section |

| | | | | | |
|-------------------------|--|-------------------|--|---------------|--|
| City government control | | Multiple agencies | | State Control | |
|-------------------------|--|-------------------|--|---------------|--|



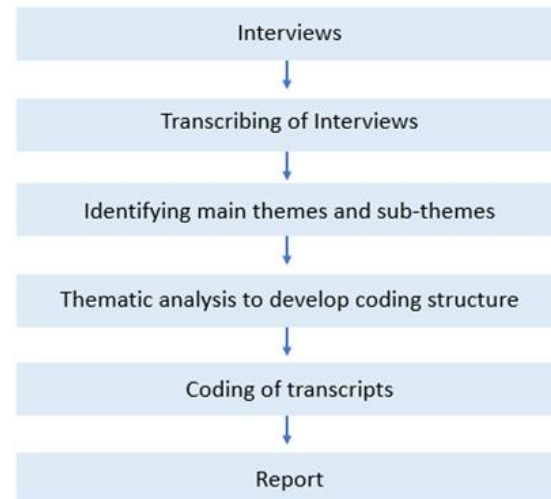
Objective

The interviews aim to gather evidence on understanding urban governance and development from the view of elected representatives, the city executive and citizens. It explores the relationships between these different groups and identifies the challenges facing Indian cities.

The interviews explore the following themes

1. Governance structures and service delivery;
2. Resources (staff, finance, and skills) available to the Municipal Corporation;
3. Municipal finance and citizen participation.

Analysis



Interviews

As a part of the study, 18 interviews (10 Elected representatives, 5 Executives and 3 CSO) were carried out in Bhubaneswar between 11th to 14th March 2019. The sample included Members of Legislative Assembly (MLAs), city councillors and members of the Executive. The participants were representative of gender and political parties at the state and city level.

The analysis in the next section is based on a sample of 18 participants.

- The interviews were qualitative and the figures indicate the number of people who highlighted a particular issue.
- The percentages shown in the analysis are not mutually exclusive. Participants could have given more than one of the answers.
- The solutions capture the reflections of different respondents, and are not indicative of Praja Foundation's views.

The Interview Questionnaire for MLAs, Councillors and Executive have been added as Annexure.



| Elected Representative | Calculation | E.g. Bhopal | Bhubaneswar |
|--------------------------|--|-------------|-------------|
| Total No. of MLAs | | 7 | 3 |
| MLA | 10% of total MLAs in the city or a minimum of 2 (whichever is greater) | 2 | 2 |
| Total No. of councillors | | 85 | 67 |
| Councillor | 10% of the Councillors (or a minimum of 3 Councillors per MLA approached whichever is greater) | 8 | 7 |
| | 3 Councillors per MLA approached (or 10% of Councillors whichever is greater) | 2 x 3 = 6 | 2 x 3 = 6 |
| City Executive | 1 city executive per 3 ER approached or minimum 3 | 3 | 3 |
| Total sample | | 13 | 12 |

- Councillors and MLAs are selected at random. The sample is representative of the gender and party mix.
- Councillors in key positions are approached if they are not covered in the random sample – Mayor/Deputy Mayor, Ward Committee Chair, Standing Committee Chair, Chairs of important statutory committees.
- All Municipal Commissioners are invited to participate + a sample of senior and junior municipal officials selected at random

2.1 Mayoral System

STATUS

- From 2019 the Mayor will be directly elected.
- Earlier, the Mayor was indirectly elected.
- The tenure of the Mayor is 5 Years (Section 31)
- Besides the Mayor some key positions of the elected wing include- Deputy Mayor, Standing Committee chairman. (Section 35)
- BMC has 10 Standing Committees (Section 9).
- All Standing Committees have 7 members from the elected councillors.
- The exception is Standing Committee for Contracts which comprise of Mayor, Chairman of Standing Committee related to contracts, Commissioner and three other members elected from the elected councillors (Section 10).

Councillor

“The mayor is elected for 5 years. The authority of mayor is respected. It is good that the tenure of Mayor is 5years. Till now, Mayor was directly elected amongst us but from 2019, we are shifting to directly elected Mayor. “

KEY TAKEAWAYS

- **Mayor will be directly elected from 2019.**
- **The Mayor and Commissioner work in coordination.**
- **All councillors are a part of at least one committee.**
- **The tenure of Mayor is Coterminous with the office of corporation.**

Levers

Coordination

- There is good coordination between Mayor and Commissioner.
- The Mayor is consulted for all key decisions. All projects have to be passed by the Mayor.

Council

- The planning member Bhubaneswar Development Authority, Public Works Department, Public Health, engineering organisation, head smart city all come for the council meeting once a month.
- Councillors can directly ask questions to the administrative member who is present in the council.

All Councillors are a part of at least one standing committee

- All councillors are a part of at least one committee enabling effective deliberation and participation from the elected representatives.

Barriers

Financial Power

- The Standing committees do not have any financial powers to implement projects related to their subject matters.
- Thus, all the financial matters have to be discussed in the council and then passed.

Empowered Commissioner

- The Commissioner is more empowered than the Mayor.

No provision for steering committee

- There is no provision for a Steering Committee where chairperson of all the committees deliberate.
- The steering committee will ensure coordination between the subject committees and ensure deliberation of projects before going to the council.

Need for accountability of administrative and parastatal towards council through the act.

- The council does not have powers through the Act to hold the administration and parastatal accountable.

STATUS

- BMC has a total of 67 councillors.
- There is 50% reservation for women councillor in BMC.
- The prime responsibility of the councillor is to oversee and supervise service delivery in the ward and solve issues faced by the citizens.
- The councillors do not have councillor fund. They have to give project proposal for the maximum amount decided by council. The amount is released project wise on approval of the proposal from administration. The fund allotted per ward is not sufficient.
- There is no salary for councillors. They only get sitting allowance.

Councillor

“There is a good coordination between the Elected Representatives and the admin in Bhubaneswar. Any project has to be passed from the Mayor, Mayor is the head of the corporation.”

Levers

Coordination with administration

- Councillors have good coordination with Administrative officers.
- Councillors can put forward their plan and the administration listens to the elected heads.

Council and committees

- Council is the common platform used for deliberation by all councillors.
- All councillors are a member of at least one committee. This allows for active participation.

Project proposal

- Councillors can give proposal for development projects in their wards under the development fund allocated.

Accountability of parastatal agencies

- The administrative officers from parastatal agencies are held accountable by the councillors in the council meetings.

Development Fund

- There is development fund for the ward instead of Councillor fund.
- The councillors have to prepare project proposal for utilising the development fund for the ward.

Councillor

“The amount of ward fund is decided in the council. The councillors then have to give project proposal for utilisation of the fund. The projects are approved and funds are mobilised accordingly.”

KEY TAKEAWAYS

- Councillors believe Supervision of service delivery as their role.
- Councillors have good rapport with administration.
- There is development fund instead of ward fund. Project proposal is submitted for using the development fund.
- No salary for councillors.

STATUS

Ward Committees

- Ward committees are active in Bhubaneswar under the Odisha Municipal Corporation Act, 2003 (Section 21).
- There are 67 constituencies and 67 ward committees. Thus, every ward has a ward committee headed by the Councillor.
- The ward committee meetings happen once in three months unless required earlier.
- Councillors, anganwadi, teachers, sanitary inspector, ward officer, tax collector, basti committee member, colony committee member, senior citizen committee member all participate in ward committee.
- Citizens also can participate and contribute in the ward committees.

Other Committees

- There are other informal committees active in Bhubaneswar such as Basti committee, colony committee and senior citizen committee.
- They all are active and participate in the ward committees.
- Basti Committees supports and helps in reaching the people.

"We discuss project priority in the ward committee. There is the councillor, anganwadi, teacher, sanitary inspector, ward officer, tax collector, basti committee, colony committee, senior citizen committee. We notify that the ward committee is meeting, if citizens want to give any proposal, they can give. The ward committee meets at the councillor ward office or anganwadi."

Councillor

Levers

Decentralised platform for public participation

- Citizens have decentralised platform to give proposal and discuss priority of development in the ward.
- The composition of ward committees is such that representatives from various informal committees are also a part of the ward committee.

Administrative officials in ward committees

- The presence of administrative officials in ward committee meeting make it easy to analyse the solutions for the emerging issues in the ward.

Other committees

- The committees are recognised by all Elected wing as well as Administrative wing.

"Basti committees are very helpful. We work with them and find a way to get work done with the masses. The basti committee election is done by themselves, it is not formally enacted and there is no government mandate. Basti committees are not recognised the way it needs."

Councillor

Barriers

No financial powers to ward committees

- The ward committees do not have any financial power to approve projects.

Need for Municipal recognition of informal committees

- The committees formed in the city are informal and not municipally recognised.
- Basti committee needs more recognition and consulted for better understanding of problems in the slums.

KEY TAKEAWAYS

- **Ward committees are active in Bhubaneswar.**
- **They serve as decentralised platforms for deliberation.**
- **Citizens are also allowed to participate in the Ward Committees.**
- **There are informal committees active in Bhubaneswar which need municipal recognition.**

STATUS

- Other agencies responsible for service delivery apart from Bhubaneswar Municipal Corporation (BMC) are
 Bhubaneswar Development Authority (BDA)
 Public health, engineering organisation (PHEO)
 Bhubaneswar Smart City Limited (BSCL)
 Capital Region Urban Transport (CRUT)
 Water Corporation (WATCO).
- Services such as Urban planning, regulation of land use and roads, bridges are delivered by parastatal agencies in coordination with the city government.
- Water supply and fire services are exclusively delivered by the State agencies - PHEO and State Fire Department.
- It was seen that there is close coordination between agencies.

"There is no problem in coordination. We work comfortably with them. We get good support from them. We call them once a month for the council. PHE, electricity board members all are there in the council."

Councillor

Levers

Good coordination because of Municipal Council acting as nodal body

- The coordination between agencies is good.
- All the administrative departments of the municipal corporation and parastatal agencies in Bhubaneswar can be notified to be present in the council meeting in case of any issue.
- The responsibilities are clearly defined.

Regular meetings for coordination or dispute resolution

- In case of any dispute, the principal agency responsible for delivery of the service, holds a meeting to resolve the issue.

"There is very close coordination. There are not overlaps but there is close coordination between the agencies. We have regular meetings to resolve issues if any."

Administration

Barriers

Delay in work

- Presence of multiple agencies results in delay of work.

Single window system

- Although there is good coordination, single window system is needed for the citizens to resolve issues.

KEY TAKEAWAYS

- There is no overlap between the functions.
- There is close coordination between agencies.
- Regular meetings are held to resolve issues if any.
- Municipal council acts as a nodal body.
- Single window system is needed.

2.5 Urban Reforms

STATUS

- Bhubaneswar is a part of Smart City Mission.
- Vice Chairman, Bhubaneswar Development Authority is de-facto Managing director of Smart city.
- Commissioner is also a member of Smart city committee.
- The Mayor, councillor of the ward where area based development is implemented, MLA of the same area and standing committee chairman are part of Smart city committee.
- Any recommendation of the ERs are routed through Mayor or Commissioner.

"We send our suggestions for smart city through the Mayor or the council. The mayor and the councillors in whose area the smart city ABD project is implemented and the MLA are included for the meeting of the SPV."

Councillor

Levers

Councillor involvement

- The councillors can route their suggestions through the Mayor or in the council meetings.

Representation in SPV

- The mayor, standing committee chairman and councillor of the concerned area is involved in the decision making process.

Administration

"There is a City Level Advisory Forum headed by the Mayor of Bhubaneswar and other elected representatives such as members of Parliament, Members of Legislative Assembly, youth representatives, resident welfare housing association, etc. for Smart city.."

Councillor

"After smart city declaration, the city is getting better. Slowly things will happen now. It is improving more."

Barriers

Focus on few wards

- Some projects are implemented only in selected wards.

KEY TAKEAWAYS

- There is representation of elected representatives.
- Smart city mission appreciated for the pace of development and implementation of projects.
- The smart city projects are implemented only in selected wards.

STATUS

Human Resources

- The sanctioned post for BMC is 2354. There are 288 (12%) vacant posts in BMC.
- BMC has 3 officials for every 1000 population in Bhubaneswar.
- About 42% of the staff is contractual.
- The human resources are adequate.

Skills

- The staff is skilled.

Recruitment

- The recruitment of staff is done by the State government.

Administration

“There is a kind of dichotomy; in certain sectors, regular staff are there and certain sectors, private people are working.”

Levers

Skills

- The corporation employees has the required skills.

Adequacy

- The human resources in BMC were seen to be adequate for delivery of services.

Permanent staff for core services and contractual staff for other services

- BMC is shifting to ‘minimum government, maximum governance’.
- BMC has planned to have permanent staff for core services and contractual staff for other services. Thus, 42% of the staff is contractual.

“The whole system has changed and we are going towards minimum government, maximum governance, so if we need manpower, we outsource it and give it to private agency. Example sanitation workers, sweepers which have clearly earmarked targets and monitoring mechanism have been developed.”

Administration

Barriers

Recruitment

- The corporation do not have authority to recruit staff for any department.
- The requirement for staff has to be sent to the State government and only after the approval, recruitment is done.
- Recruitment is done by State government which results in procedural delays in appointment.

“We give proposal for the recruitment of staff to the Mayor if we feel the staff is inadequate. And it has to be approved by the State government.”

Councillor

KEY TAKEAWAYS

- Human Resources are adequate.
- BMC is working towards ‘minimum government, maximum governance’.
- 42% staff is contractual.
- BMC has skilled staff.
- Recruitment is done by State government.



STATUS

Budget

- The budget sanctioned for the year 2018-19 is 430 crore rupees.
- Budget of BMC per capita is 5,117 rupees.
- Standing Committee is the main body involved in preparing the budget with the Commissioner.
- The budget was seen to be adequate.

Sources of revenue

- The major source of revenue for the corporation is holding tax & State grants.
- Other sources of revenue are trade and licenses and rental income from municipal properties.
- BMS has 37.43% of revenue from its own sources and the rest is State compensation and grants.
- The rates of taxes are decided by the City government but need approval from State government.
- Advertisement tax was collected earlier but is now subsumed under GST.

Financial powers to sanction projects

- The Commissioner can sanction projects up to 1 crore rupees.
- Mayor can approve project up to 4 crore rupees.
- Above 4 crore rupees, the project sanction has to be taken by the State government.

State Finance Commission

- State Finance Commission (SFC) is active in Odisha.
 - Constitution order – 5th SFC
 - Report – 5th SFC
 - Action Taken Report – 4th SFC

Levers

Indirect public participation

- The priority of projects is discussed in the ward committees and accordingly budget is prepared.
- Thus, citizen participation is taken indirectly for budget making process.

Financial Power of Mayor

- Mayor has the highest financial sanctioning power of 4 crore rupees. While the Commissioner has financial sanctioning power of projects up to 1 crore rupees.

Potential for sources of revenue

- The officials identified different potential sources of revenue such as vacant land tax, professional tax and shift from holding tax to property tax.

Budget adequacy

- The councillors and executives mentioned that the budget is adequate and if planned properly.

Barriers

Sources of revenue

- BMC was converted into corporation from council in 1994. But the corporation has not shifted from holding tax to property tax. There is great scope for increasing the revenue from property tax.
- Since 62.57% of the revenue comes from grants and compensation, there is scope for reducing dependency on grants and compensation.

Councillor

"After the municipal council became municipal corporation, we have still not changed from holding tax to property tax. Property tax is a big source that can be tapped. Tax on vacant land, stamp duties, professional tax can be other sources"

KEY TAKEAWAYS

- Budget is seen to be adequate
- There is indirect public participation in budget making process.
- Mayor has greater financial sanctioning power.
- Implementing property tax will increase revenue considerably.
- State Finance Commission is active in Odisha.



Annexure 1: City structure and governance status (1/2)

| Reform Areas | Bhubaneswar | Status in other cities |
|--------------------------|---|---|
| Interviews Conducted | <ul style="list-style-type: none">47 total including 10 ER, 34 Executive and 3 CSO | <ul style="list-style-type: none">Total 698 including in 21 States including Mumbai, Delhi, Bhopal, Kolkata and Udaipur till August 2019 |
| Governing Acts | <ul style="list-style-type: none">The Odisha Municipal Corporation Act, 2003 | <ul style="list-style-type: none">Different acts for different states, cities. |
| Service Delivery | <ul style="list-style-type: none">Public health, slum improvement, planning for economic and social development, roads, drainage, gutter and street light services are said to be best provided by BMC.8 functions are completely devolved to BMC while other 7 are under multiple agencies and 3 are under State control. | <ul style="list-style-type: none">Most functions have been devolved in Mumbai & Bhopal |
| Municipal Finance | <ul style="list-style-type: none">Budget is adequate.There is indirect public participation.Mayor has greater financial sanctioning powers. | Mumbai- Per capita budget of Mumbai is 21,982 rupees. <ul style="list-style-type: none">Mumbai has 72% of own sources of revenue to the total budget.Mumbai collects property tax efficiently.If the citizens fail to pay taxes, water supply services are cut off as penalty. |
| Mayoral System | <ul style="list-style-type: none">There is Standing committee system.Mayor will be directly elected from 2019.Tenure of Mayor is 5 Years. | Kochi: Mayor has stable tenure of 5 Years. Mayor can suspend officials other than Secretary (Commissioner). <ul style="list-style-type: none">Mayor prepares Annual Confidential Report of Secretary.Every Councillor is member of a particular Standing CommitteeThe Committees in Kochi have financial powers to approve projects. |



Annexure 1: City structure and governance status (2/2)

| | Bhubaneswar | Status in other cities |
|------------------------------|---|--|
| Multiple Agencies | <ul style="list-style-type: none">• Bhubaneswar Municipal Corporation (BMC)• Bhubaneswar Development Authority (BDA)• Public health, engineering organisation (PHEO)• Bhubaneswar Smart City Limited (BSCL)• Capital Region Urban Transport (CRUT)• Water Corporation (WATCO). <p>• There is good coordination between the agencies.</p> | <p>Ahmedabad: Corporation can join with any local authority from time to time for forming a joint committee to handle any special subjects of the Corporation.</p> <p>Kolkata : MIC conducts regular meetings with other agencies in order to have coordination. It acts as a coordinating agency.</p> |
| Urban Schemes | <ul style="list-style-type: none">• Participated in the smart city mission.• Mayor, standing committee chairman and the councillor of Area based development project area are a part of Special Purpose Vehicle (SPV) board. | <p>Udaipur: corporation has control over SPV. Mayor is vice-chairperson of SPV Board.</p> <p>There should be 51% stake of city government in the Smart city board for accountability.</p> |
| Citizen participation | <ul style="list-style-type: none">• Ward Committees meet once in three months. People raise their issues and give proposals.• Citizen participation also takes place in the ward committees. | <p>There is provision of area sabha with elected area sabha members in Guwahati Municipal Corporation Act.</p> |



Annexure 2: Mapping of 74th constitutional Amendment functions (1/3)

| Sr. No | Functions | Bhubaneswar | Kochi | Bhopal | Mumbai | Udaipur | Kolkata |
|--------|--|---|---|---|--|--|---|
| 1 | Urban planning including town planning. | Town Planning Section of Bhubaneswar Municipal Corporation (BMC), Bhubaneswar Development Authority | Town and Country Planning Office (TCPO). Kochi Municipal Corporation (KMC) has the ownership of the Masterplan but they don't design it. They enforce its regulations. They also don't have a Town Planner position on their rolls. | Town and Country Planning Office (TCPO); Development Authority: Capital Project Administration (Bhopal); Directorate of Urban Administration & Development (DUDA); Bhopal Municipal Corporation (BMC) | Mumbai Metropolitan Region Development Authority (MMRDA), Maharashtra Housing And Urban Development Authority (MHADA) and Maharashtra State Road Development Corp (MSRDC), Municipal Corporation of Greater Mumbai (MCGM)- Town Planning | Master plan prepared by Town and Country Planning (TCP) and implemented by Urban Improvement Trust (UIT) | Kolkata Municipal Corporation (KMC), West Bengal (WB) Govt. |
| 2 | Regulation of land-use and construction of buildings. | Town Planning Section of BMC, Bhubaneswar Development Authority | TCPO. KMC has the power to sanction building plan approvals up to a limit. | TCPO; Committee for multi storeyed buildings; Development Authorities; MP Housing Board ; BMC | MCGM, MMRDA | UIT, Udaipur Municipal Corporation (UMC) | KMC, WB Govt. |
| 3 | Planning for economic and social development | Dy Commissioner Social Justice of BMC | KMC; District Planning Committees; Ward Committees; | DUDA; BMC | MCGM, State Government | UIT and UMC | KMC, WB Govt. |
| 4 | Roads and bridges. | Engineering Section of BMC and Public Works Department | KMC. Roads and Bridges Development Corporation of Kerala (RBDCK) | Public Works Department (PWD); City governments; Traffic Police | Overseen by MCGM, MMRDA, MSRDC and Public Works Department (PWD) | UIT, UMC, Rajasthan State Road Development & Construction Corporation (RSRDCC) | KMC, WB Govt. |
| 5 | Water supply for domestic, industrial and commercial purposes | Public Health and Engineering Organisation | Kerala Water Authority. | Water Dept.; BMC for O&M | MCGM | Public Health Engineering Department (PHED), Rajasthan Water Supply and Sewerage Management Board (RWSSMB) | KMC |

Legend

City government control

Multiple agencies

State Control



Annexure 2: Mapping of 74th constitutional Amendment functions (2/3)

| Sr. No | Functions | Bhubaneswar | Kochi | Bhopal | Mumbai | Udaipur | Kolkata |
|--------|---|--|---|---|---|--|---------------|
| 6 a | Public health and sanitation conservancy | Health Section of BMC | KMC; State health department | Public Health Engineering Department (PHED) | MCGM | PHED, UIT, UMC, State Govt. | KMC, WB Govt. |
| 6 b | Solid waste management | Health Section of BMC | KMC | BMC | MCGM | UMC | KMC |
| 7 | Fire services | Fire Department | Kerala Fire and Rescue Services | BMC | MCGM | UMC | WB Govt. |
| 8 | Urban forestry, protection of the environment and promotion of ecological aspects. | Environment Officer of BMC, State Forest Department | Forest and Wild life department. KMC (for beautification/greener y) | Forest Dept. and Biodiversity Board | Tree Authority under MCGM, Forest Department under State Government | UIT, UMC | WB Govt. |
| 9 | Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded | BMC: Dy. Commissioner (Social Justice), Department of social security and empowerment of persons with disabilities (SSEPD), government of Odisha | KMC; Local Self Government (LSG) Dept. | Dept. of Social Justice; BMC | MCGM, Overseen by Social justice and Special assistance department under State Government | UIT and UMC | KMC, WB Govt. |
| 10 | Slum improvement and upgradation | Dy Commissioner Social Justice of BMC | KMC ; LSG Dept. | BMC; Slum Clearance Board was dissolved | Primarily done by Slum rehabilitation authority (SRA), MCGM, MHADA and MMRDA | UIT and UMC | KMC, WB Govt. |
| 11 | Urban poverty alleviation | Dy Commissioner Social Justice of BMC | Kudumsree. KMC | BMC | MCGM and State government | Ministry of Urban Development , Ministry of Housing and Urban Poverty Alleviation, UMC | KMC, Wb Govt. |

Legend

City government control

Multiple agencies

State Control



Annexure 2: Mapping of 74th constitutional Amendment functions (3/3)

| Sr. No | Functions | Bhubaneswar | Kochi | Bhopal | Mumbai | Udaipur | Kolkata |
|--------|--|--|-----------------------------|--|--|--|--|
| 12 | Provision of urban amenities and facilities such as parks, gardens, playgrounds | Engineering Section and Environment Officer of BMC | Kudumsree. City government. | BMC | MCGM | UMC, UIT | KMC, WB Govt. |
| 13a | Promotion of cultural and aesthetic aspects. | BMC, Department of culture, government of Odisha | KMC | Culture Dept.; BMC | MCGM and Overseen by Ministry of cultural affairs- Maharashtra | UMC, PWD | KMC, WB Govt |
| 13b | Promotion of education | School and Mass Education Department Odisha | State Education Department | State Education Department | BMC run schools | State Education Department , UMC implementing agency | KMC Schools and Department of School Education (State Government) Dept of Higher Education (State Government) |
| 14 | Burials and burial grounds; cremations, cremation grounds | Health Section of BMC | KMC | BMC | MCGM | UMC | KMC |
| 15 | Cattle pounds; prevention of cruelty to animals | Health Section of BMC | KMC | BMC, Animal Husbandry | MCGM | UMC | WB Govt. |
| 16 | Vital statistics including registration of births and deaths. | Health Section of BMC | KMC | BMC | MCGM | UMC | KMC, WB Govt. |
| 17 | Public amenities including street lighting, parking lots, bus slops and public conveniences. | Engineering Section and Environment Officer of BMC, Capital Region Urban Transport | KMC | BMC, Ujjain City Transport Services Limited (UCTSL); Bhopal City Link Limited (BCLL) | Bombay Electric Supply and Transport (BEST) of MCGM | PWD, UMC | KMC, WB Govt. |
| 18 | Regulation of slaughter houses and tanneries | Health Section of BMC | KMC | Urban Development and Housing Department (UDHD); BMC; Pollution Control Board | MCGM | UMC | KMC |

Legend

City government control

Multiple agencies

State Control



Annexure 3: Interview Questionnaire for MLAs/Councillors

Organisational Setup and Service Delivery:

(Questions applicable for MLA as well)

I. Role

- a) How would you define your role as **Councillor** (changes depending on the respondent)?
- b) What would you say are your key responsibilities?
- c) What do the citizens see your responsibility as Councillor/MLA/Administrator?
- d) Are you a part of any statutory committee?
- e) What would you see your role as a member of the said committee?
- f) What are the challenges you face as being a member of the ruling/opposition party? *If in opposition, Is the corporation forum a hurdle or the approach of the bureaucracy?*

II. Service delivery

- a) Pick one service that you believe the municipal corporation has successfully delivered, and one where it has faced significant challenges.
- b) Why was the delivery of the **xx** service a success?
- c) What mechanism is working to make the service a success? (Probe whether it's the funding priority or the human Resources efficiency)
- d) Pick one service that you believe the municipal corporation has faced significant challenges
- e) What challenges do you think the corporation faced and
- f) how did they overcome this to make it a success?

III. Monitoring

(Following Questions are not applicable for MLA's)

- a) How do you to monitor the delivery of schemes, raise issues, and hold the administration to account?
- b) (Did you raise questions in the house? Did you ask for a report? Raise issues at Ward Committee? do you make use of the Municipal Secretary department?)
- c) How do you monitor performance and track the progress of the issued raised? Do you receive reports (audits, data etc.), from the administration?
- d) What is the frequency of these reports?
A: Daily; B: Weekly; C: Monthly D: Quarterly; E: Biannually; F: Annually
- e) Do you use these reports to raise questions? Y/N
- f) How is your rapport with the administration?



Annexure 3: Interview Questionnaire for MLAs/Councillors

IV. External agencies

- a) What other agencies/departments were involved in the delivery of these services? (Give a list of agencies/departments)
- b) Why is the process of delivering this service complicated?
 - a) Because of the involvement of agencies
 - b) Because of the lack of leadership
 - c) Lack of Accountability
 - d) Poor communication between agencies
- c) Do you see yourself as having a role in improving the communication between the agencies?
- d) Do you/they hold regular meetings to ensure that its being done?
- e) Who organises it, at what level are they organised?
- f) Is there an escalation process of passing the work, if you face challenges?
- g) When state projects are sanctioned in your constituency do you have a say in the decision making process? Y/N
- h) How do you monitor whether the benchmarks are being met?
- i) (If the city is under Smart City Mission) What is the role and nature of the Special Purpose Vehicle?
- j) What are the key responsibilities of the SPV?
- k) What members of the corporation are a part of the SPV project?
- l) What is your opinion/evaluation on the SPV of the Smart city mission?

v. Resources:

- a) Do you believe that the corporation has adequate resources in terms of human Resources and tools to carry out delivery of services?
- b) Do you believe the municipal staff who work in your jurisdiction have the adequate skills to carry out their functions? (Very Poor/Poor/Average/Good/Very Good/Excellent)
- c) Do you think there is requirement for capacity building of corporation employees?
- d) Do you as a councillor have adequate resources in terms of the following to monitor the delivery of schemes, raise and understand issues, and hold the administration to account?
- e) Do you hire your own staff to support you in carrying out your responsibilities?
- f) If yes, how do you fund hiring your own staff? (Do you fund out of your own pocket (10,000 honorarium) or does the party fund it?)



Annexure 3: Interview Questionnaire for MLAs/Councillors

VI. Municipal Finance:

- a) What do you use your councillor/MLA/MP fund for?
- b) How did you go about deciding where to use this fund?
- c) How did you decide whether it should be funded from your fund or the administration core/sanctioned budget?
- d) Are you able to participate in the budgeting process of the Corporation?
- e) At what level are you able to participate in the budget making process?
- f) Who decides the priorities of the corporation for budgeting?
- g) Does the corporation have adequate budget?
- h) Do you believe it is being utilized?
- i) What are the major sources of revenue, which is the highest source of revenue?
- j) What are the other potential sources of revenue collection?
- k) Is the corporation mostly dependent on the state government for finances?
- l) How much control does the corporation have over deciding the tax and service rates?
- m) What are your views on providing municipal governments with more control over the way they spend their funds?
- n) Are you aware of the State Finance Commission? Whether the reports of the SFC are taken into consideration while reviewing corporation financial powers?
- o) Are recommendations implemented?
- p) What is your opinion on Goods and Services Tax, has it affected municipal finance?

VII. Citizen Participation

- a) How regularly do you meet citizens in your constituency?
- b) How do citizens approach you- email/phone calls/letters/ in-person?
- c) What is the one service or issue that citizens are most likely to approach you for?
- d) Are you able to direct citizens to the concerned authority, or do you deal with the administration in your own capacity?
- e) Is there a grievance/complaint redressal mechanism where citizens can complain directly to the administration/corporation?
- f) Do you think citizens are aware about this?



VIII. Evaluation of Municipal Government:

(Following Questions are applicable for MLA's)

- a) What is the biggest challenge you face in office?
- b) What would you change in the current system to make it work better?
- c) The balance of responsibilities between the administrative wing and the elected wing?
- d) What is your opinion on mayoral system of your city? Should the mayor have more powers? What are your opinions on mayor in council?
- e) Are you aware about the 74th amendment?
- f) Can you name one function under the 74th amendment that has been devolved to your satisfaction?
- g) Can you name one function in particular that has not been devolved to your satisfaction?



Annexure 4: Interview Questionnaire for City Executive

I. Role

a) How would you define your role as *Municipal Commissioner*?

II. Service delivery

a) Pick one service that you believe the municipal corporation has successfully delivered, and one where it has faced significant challenges.

b) Why was the delivery of the *xx* service a success?

c) What mechanism is working to make the service a success? (Probe whether it's the funding priority or the human Resources efficiency)

d) Pick one service that you believe the municipal corporation has faced significant challenges

e) What challenges do you think the corporation faced and

f) how did they overcome this to make it a success?

III. Monitoring

a) How often do you share updates on the delivery of services with municipal councillors?

b) Do councillors approach you for additional data or reports?

c) How is your rapport with the councillors?



Annexure 4: Interview Questionnaire for City Executive

IV. External agencies:

- a) What other agencies/departments were involved in the delivery of these services? (Give a list of agencies/departments)
- b) Why is the process of delivering this service complicated?
 - a) Because of the involvement of agencies
 - b) Because of the lack of leadership
 - c) Lack of Accountability
 - d) Poor communication between agencies
- c) Do you see yourself as having a role in improving the communication between the agencies?
- d) Do you/they hold regular meetings to ensure that its being done?
- e) Who organises it, at what level are they organised?
- f) Is there an escalation process of passing the work, if you face challenges?
- g) When state projects are sanctioned in your area/ that affect your department do you have a say in the decision making process?
- h) Once the project is sanctioned, how do you monitor whether the benchmarks are being met?
- i) When projects are delayed or cost overruns happen, are you able to hold responsible authorities accountable?
- j) (If the city is under Smart City Mission) What is the role and nature of the Special Purpose Vehicle?
- k) What are the key responsibilities of the SPV?
- l) What members of the corporation are a part of the SPV project?
- m) What is your opinion/evaluation on the SPV of the Smart city mission?

V. Resources:

- a) Do you believe that the corporation has adequate resources in terms of human Resources and tools to carry out delivery of services?
- b) Do you believe the municipal staff who work in your jurisdiction have the adequate skills to carry out their functions? (Very Poor/Poor/Average/Good/Very Good/Excellent)
- c) Do you think there is requirement for capacity building of corporation employees?



Annexure 4: Interview Questionnaire for City Executive

VI. Municipal Finance:

- a) Are you able to participate in the budgeting process of the Corporation?
- b) At what level are you able to participate in the budget making process?
- c) Who decides the priorities of the corporation for budgeting?
- d) Does the corporation have adequate budget?
- e) Do you believe it is being utilized?
- f) What are the major sources of revenue, which is the highest source of revenue?
- g) What are the other potential sources of revenue collection?
- h) Is the corporation mostly dependent on the state government for finances?
- i) How much control does the corporation have over deciding the tax and service rates?
- j) What are your views on providing municipal governments with more control over the way they spend their funds?
- k) Are you aware of the State Finance Commission? Whether the reports of the SFC are taken into consideration while reviewing corporation financial powers?
- l) Are recommendations implemented?
- m) What is your opinion on Goods and Services Tax, has it affected municipal finance?

VII. Citizen Participation:

- a) Is there is grievance/complaint redressal mechanism where citizens can complaint directly to the administration/corporation?
- b) Do you think citizens are aware about this?
- c) Are councillors able to communicate the citizen grievances to you, to improve delivery of service?

VIII. Evaluation:

- a) What is the biggest challenge you face in office?
- b) What would you change in the current system to make it work better?
- c) The balance of responsibilities between the administrative wing and the elected wing?
- d) What is your opinion on mayoral system of your city? Should the mayor have more powers? What are your opinions on mayor in council?
- e) Are you aware about the 74th amendment?
- f) Can you name one function under the 74th amendment that has been devolved to your satisfaction?
- g) Can you name one function in particular that has not been devolved to your satisfaction?



Annexure 5: Operational Plan for Urban Governance Project

| | 2018 | | 2019 | | | | | | | | 2020 | | |
|-------------------|--|--|--|---------------------------------------|--------------------------------------|----------------------------|------------------------------------|---|----------------------------------|------------------------------------|-----------------------------------|--|-----------------------------------|
| | Aug - Sep | Oct - Dec | Jan - Mar | Apr - Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | March |
| Research | Completed Delhi Maharashtra Kerala, MP, West Bengal Rajasthan, Gujarat Goa | Haryana Punjab Andhra Karnataka | Jharkhand, Odisha Manipur Sikkim Tripura | Tamil Nadu Telangana Bihar | Uttar Pradesh Chhattisgarh | | Himachal Pradesh Uttarakhand | Arunachal Pradesh Nagaland Mizoram | | | | | |
| Interviews | | Gujarat Goa Haryana Punjab Andhra Karnataka | Jharkhand, Odisha | Telangana | Patna | Tamil Nadu Chhattisgarh | Uttarakhand Himachal Pradesh | | | | | Manipur Tripura Sikkim Arunachal Nagaland Mizoram | |
| State | | | Rajas, Kerala, MP WB | Gujarat Goa Andhra Karnataka | Haryana Punjab | Andhra Pradesh | Jharkhand, Odisha, Karnataka | Chhattisgarh Uttar Pradesh | Telangana Tamil Nadu Bihar | Uttarakhand Himachal Pradesh | | | |
| Regional | Completed 1 st Round Table in Apr | | | | | | | | | | 2 nd Round Table | | 3 rd Round Table |