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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."

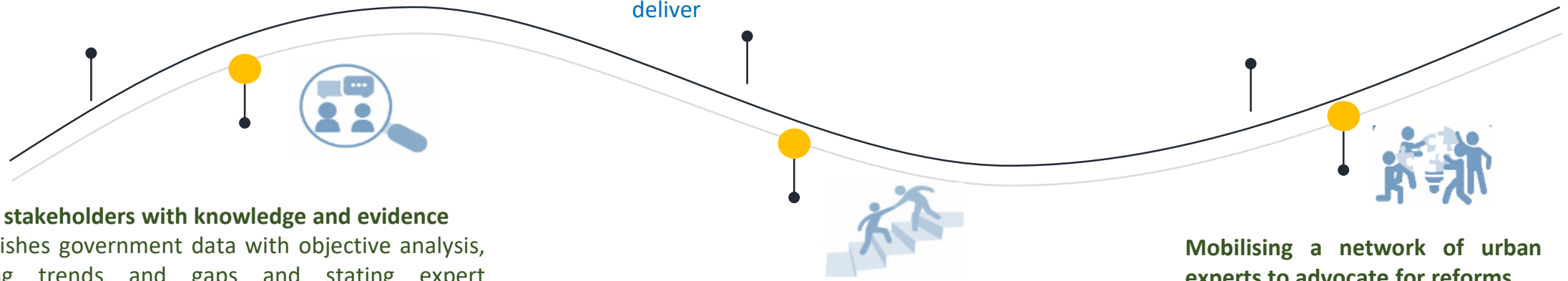


# Over the past two decades Praja has been devoted to bringing transparency and is now embarking on an ambitious journey to transform urban governance

1 Citizens experience poor quality of services and shortage of basic infrastructure like clean water, sanitation, health & education facilities, affordable housing and public transportation. Elected representatives don't have access to data or quality standards to push for improvements

2 Lack of empowerment of local elected representatives to hold the executive accountable coupled with the inadequate skills, knowledge and leadership to be able to effectively deliver

3 City governments are responsive to the needs of the citizens but they are not future-ready



### Equipping stakeholders with knowledge and evidence

Praja publishes government data with objective analysis, highlighting trends and gaps and stating expert recommendations for change, and also create parameters to gauge the quality of urban infrastructure and service delivery



Availability of data and service delivery index provides higher transparency

### Engaging Stakeholders

Praja will build local elected representatives' capacity by both increasing their knowledge and developing their skills. Praja would advocate for democratization of city governments with clearer accountability structures.



Elected city government can appoint, monitor, review and take action against city service providers

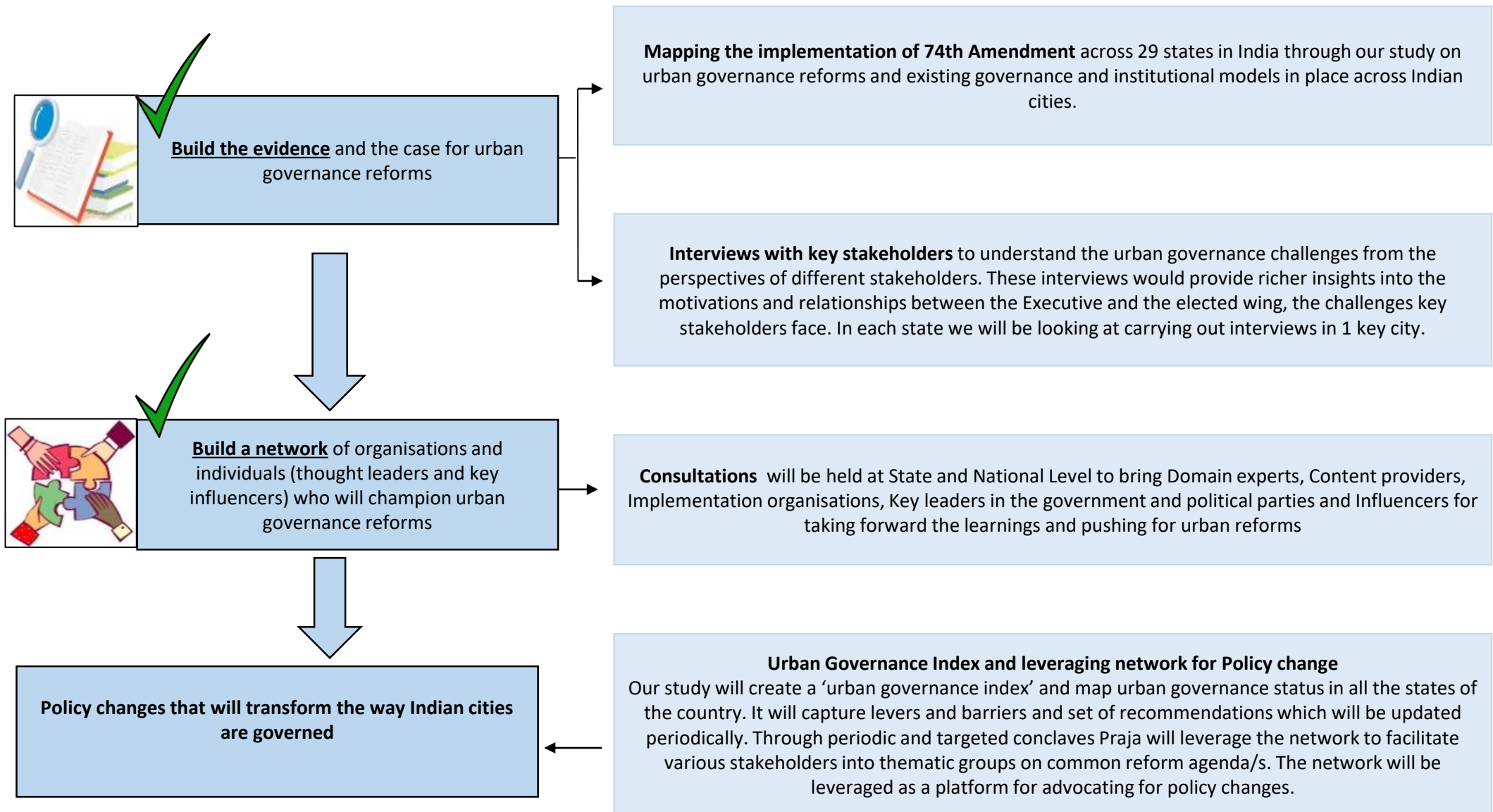
### Mobilising a network of urban experts to advocate for reforms

Praja will be nurturing visionary leadership of elected representatives to plan, mobilize and allocate resources coupled with strengthening of citizen participation



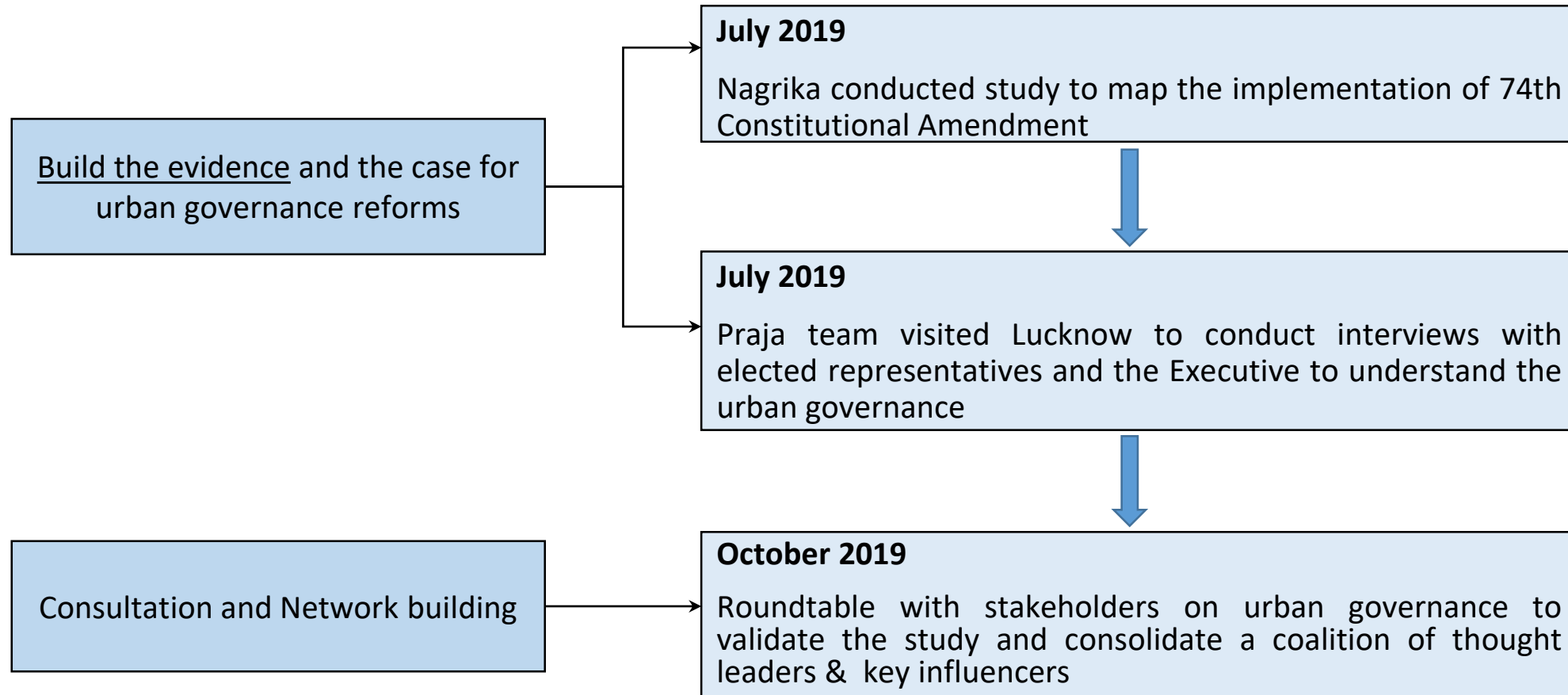
Improved quality of life in Smartly governed cities, with active citizenry

- Problem
- Solution
- Outcome





## The timeline of the study in Uttar Pradesh





### Objective

Some of objectives for conducting the exploratory study by Nagrika 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 74<sup>th</sup> 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 (11 Executives and 4 ERs) were undertaken in Lucknow with multiple stakeholders over the period of one week. Nagrika team visited the city of Lucknow to understand the experience of decentralization.
3. Finally, the field insights were corroborated with secondary research to develop this report.



1	Name of ULB	Lucknow Municipal Corporation
2	Status (Corp, MC):	Municipal Corporation
3	Name of the District:	Lucknow
4	Area of the ULB in sq.km	349 sq. km
5	Population	2,817,105
6	No. of wards	110
7	Term duration of present Municipal Government	Five
8	Name of the Mayor / President/Chairman	Sanyukta Bhatia*
9	No. of Corporators /Councillors-Elected	110
10	No. of Corporators /Councillors-Nominated (if not actual, based on Act)	
11	Name of the Commissioner / Chief Officer/Secretary	Udayraj Singh*
12	No. of Sanctioned Posts in the ULB	
13	No. of Vacant posts in the ULB	
14	Schedule of council meetings (weekly, monthly?)	Bi-monthly
15	If Smart city, is there a SPV in place?	Yes
16	Have ward committees been created?	No
	Are there DPCs in the state?	Yes

## Uttar Pradesh Municipal Corporations Act, 1959

To implement the 74th CAA in U.P., UPLSGL Act, 1994 was enacted to amend the existing Uttar Pradesh Nagar Mahapalika Adhiniyam, 1959. The words 'Nagar Mahapalika' were replaced by 'Nagar Nigam'/'Municipal Corporation', creating the U.P. Municipal Corporation (UPMC) Act, 1959. The UPMC Act, 1959 established the first five municipal corporations in Uttar Pradesh (U.P.) in 1959. These were the five 'KAVAL' cities viz. Kanpur, Agra, Varanasi, Allahabad, and Lucknow. Since then the Act has been extended to 11 more cities where municipal corporations have been set up.

The position of the Deputy Mayor was removed from the Act in 2007. The last deputy-mayor in Lucknow ended their term in 2006. Remarkably, Gorakhpur Municipal Corporation, which is governed by the same Act as LMC, has a position of उपसभापति (deputy-chairperson) unlike any other corporation in U.P.

## The District Planning Committee

The provisions for the establishment of District Planning Committees (DPCs) is given in Uttar Pradesh District Planning Committee (UPDPC) Act, 1999. Each district is mandated to have a DPC which consolidates the plans made by the panchayats and the ULBs within the respective district to prepare a draft development plan for the district (UPDPC Act, 1999, Section 3). The UPMC Act, 1959 mentions that the City Development Plan, which is to be prepared by the Corporation every year, be submitted to the DPC by the Commissioner (Section 383-A).

The UPDPC Act, 1999 mentions that four-fifths of the Committee's membership be elected from amongst the elected representatives from the Zila Panchayat and the ULBs within the respective district (Section 4). The Uttar Pradesh District Planning Committee Rules, 2008 lays down the manner in which the members are to be elected. All the elected members from the Zila Panchayat and ULBs of the district are designated as 'electors' (Section 8(1)) who elect the members from the pool of nominated candidates (Section 20 (1)). The State Election Commission conducts the elections. The last election for the DPCs in U.P. took place in March 2018, including for Lucknow.

## State Departments and Parastatal Bodies

State departments and parastatal bodies undertake many of the functions in Lucknow because most of the functions under the 74th CAA have not been devolved to LMC yet. Public Works Department, Health & Family Welfare Department, and Social Welfare Department. Parastatal bodies involved include State Urban Development Authority to implement central social schemes, Jal Nigam to create water works infrastructure, and Uttar Pradesh Housing & Development Board to develop housing colonies.



## The Mayor and the Deputy Mayor

In Uttar Pradesh, the Mayor is elected directly. The elections for the councillors and the mayor take place at the same time. If the same person is elected as the councillor and the mayor, or a councillor gets elected as the mayor, then the person ceases to be a councillor (Section 11-A(4)). According to our conversations on the field, the mayor does not represent any ward. The Mayor has a five year term that is coterminous with the term of the Corporation. The Mayor is called an ex-officio member of the Corporation in the Act and only has a casting vote in case of equality of votes (Section 17). The Mayor can approve estimates upto Rs. 15 lakhs (Section 135).

The position of the Deputy Mayor in the UPMC Act, 1959 was omitted in 2007. As per the tenure list of the Deputy Mayors at LMC, the last Deputy Mayor completed his term in office in 2006. The Act says that in case of the absence of the mayor, the state government may make arrangements for the discharge of the Mayor's duties (Section 14-A). But according to the elected representatives we spoke to, the 'head' of the Executive Committee (कार्यकारिणी समिति) performs as the acting mayor in case of the mayor's absence.

## Ward Committees

Section 6-A of the Act provides for the establishment of Ward Committees (WCs) for each ward. Each WC is to be comprised of the ward's councillor and ten members from the civil society nominated by the Corporation. The councillor is to be the chairperson of the Committee. But according to the elected representatives that we spoke to, WCs have not been formed in Lucknow. According to the LMC Mayor, ward level committees have been formed for SWM and cleanliness under Swachh Sarvekshan, but these are not WCs.

## Committees

The UPMC Act, 1959, gives the provisions to establish an Executive Committee (कार्यकारिणी समिति) at the Corporation (Section 51). The Mayor is the ex-officio chairperson of the Committee. Apart from the Mayor, the Committee consists of 12 councillors. Elections are held amongst the councillors to select the members of the Committee. After the end of the first year, a lottery is held to select six members who retire from the Committee, and six more members are elected in their place. In the consecutive years till the end of the Corporation's term, the older set of six members retire and a newer set of six members are elected to the Committee. A retiring member is eligible for re-election (Section 51 (6)) and according to the councillors that we spoke to, outgoing members have been re-elected in the past.

The functions of the Committee which can not be delegated are (Section 119):

- To fix terms, rates or maximum prices for the acquisition of property;
- To sanction compulsory acquisition of any property and the exchange of any immovable property;
- To sanction the taking of any property on lease for a term exceeding twelve months.
- To sanction estimates of projects costing more than twenty lakh Rupees.
- To alter or amend the assessment list.
- To fix fees for plumbers

The Committee has the power to sanction projects upto Rs. 20 lakh (Section 135). The Act says that the Committee is to meet once a month (Section 89), which was confirmed on the field from the councillors.

The Act allows the establishment of Special and Joint Committees, with the former responsible to look into matters related to the Corporation's powers and functions (Section 95). According to information from the field, there are four Special Committees at the Corporation: SWM, Publicity, Rent, and Allotment. There are reportedly eight to ten members in each committee, with half being councillors and the rest being relevant officials. The Mayor is reportedly the chairperson of all these Committees. As per information from the field, the work of these committees is to make proposals for the related works and to forward them to the Council.



## Commissioner and Additional Commissioner

According to Section 58 of the UPMC Act, 1959, the State Government will appoint a Municipal Commissioner and one or more Additional Municipal Commissioner for every Corporation. The Commissioner cannot be appointed without the approval of the State Public Service Commission, unless they are already in State government service. No one from the Uttar Pradesh Palika (Centralised) Services can be appointed as the Additional Municipal Commissioner unless they are a Deputy Municipal Commissioner of the Corporation in the senior most scale.

### State level Departments in Uttar Pradesh

Country and Town Planning Department

Housing and Urban Planning Department

Medical Health and Urban Planning

Social Welfare Department

Public Works Department

Fire Service Department

Higher Education Department

### Administrative Branches of the LMC

Department	Function
<b>Engineering</b>	<ul style="list-style-type: none"> <li>Responsible for civil works of LMC</li> </ul>
<b>Jal Kal</b>	<ul style="list-style-type: none"> <li>Issuing water connections</li> <li>Distribution of water</li> <li>Provision of water tankers</li> <li>O&amp;M of the water supply infrastructure</li> <li>O&amp;M of the sewage system infrastructure</li> <li>Provision of soak pit cleaning tanks</li> </ul>
<b>Parks</b>	<ul style="list-style-type: none"> <li>Development and maintenance of parks</li> <li>Development and maintenance of plantation on traffic islands and road medians.</li> <li>Trees plantation.</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>Solid Waste Management</li> <li>Runs a dispensary</li> </ul>
<b>Veterinary</b>	<ul style="list-style-type: none"> <li>Animal Birth Control</li> </ul>

No.	Functions listed in 12 <sup>th</sup> Schedule	Lucknow
1	Urban Planning including town planning	Lucknow Development Authority (LDA)
2	Regulation of land-use and construction of buildings	LDA, Uttar Pradesh Housing & Development Board (UPHDB)
3	Planning for economic and social development	State Urban Development Authority (SUDA)
4	Roads and bridges	Roads: Public Works Department (PWD), Lucknow Municipal Corporation (LMC), LDA, UPHDB Bridges: Uttar Pradesh State Bridge Corporation Ltd.
5	Water supply- domestic, industrial and commercial	Jal Kal Vibhag (LMC), Uttar Pradesh Jal Nigam
6a	Public health, sanitation and conservancy	Health Section (LMC), Health & Family Welfare Department
6b	Solid Waste Management	Health Section (LMC)
7	Fire services	UP Fire Services
8	Urban forestry, protection of environment and ecology	Parks Section (LMC), Forest Department
9	Safeguarding the interests of weaker sections society including the handicapped and mentally retarded	Social Welfare Department
10	Slum improvement and upgradation	SUDA

11	Urban poverty alleviation	SUDA, Social Welfare Department
12	Provision of urban amenities and facilities- parks, gardens and playgrounds	LMC, LDA, UPHDB
13a	Promotion of cultural and aesthetic aspects	LMC, Culture Department
13b	Education	LMC, Basic Education Department, Secondary Education Department, Higher Education Department
14	Burials and burial grounds, cremations, cremation grounds and electric crematoriums	LMC, Waqf Board, Private Trusts
15	Cattle pounds, prevention of cruelty to animals	Veterinary Section (LMC)
16	Vital statistics including registration of births and deaths	LMC, State Govt. Hospitals
17a	Public amenities including street lighting, parking lots and public conveniences	Streetlights: LMC Parking Lots: LMC, LDA
17b	Bus stops	Bus stops: Transport Department, LMC Public Conveniences: LMC
18	Regulation of slaughter houses and tanneries	State Pollution control board Food Safety and Standard Authority of India



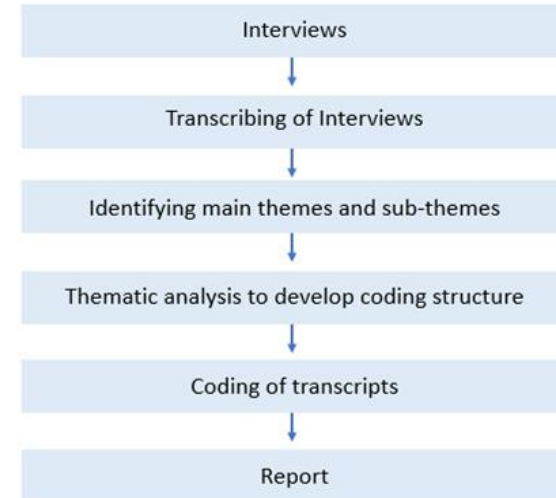
### Objective

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, 29 interviews (20 Elected representatives, 6 Executives and 3 CSO) were carried out in Lucknow between 22<sup>nd</sup> to 27<sup>th</sup> July 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 29 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. Ahmedabad	Lucknow
<b>Total No. of MLAs</b>		16	5
<b>MLA</b>	10% of total MLAs in the city or a minimum of 2 (whichever is greater)	<b>2</b>	<b>2</b>
<b>Total No. of councillors</b>		192	110
<b>Councillor</b>	10% of the Councillors (or a minimum of 3 Councillors per MLA approached whichever is greater)	<b>19</b>	<b>11</b>
	3 Councillors per MLA approached (or 10% of Councillors whichever is greater)	2 x 3 = 6	2 x 3 = 6
<b>City Executive</b>	1 city executive per 3 ER approached or minimum 3	<b>3</b>	<b>3</b>
<b>Total sample</b>		<b>24</b>	<b>16</b>

- 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

- The Mayor is directly elected (section 11a).
- There was a post of deputy mayor who was indirectly elected but the post is dissolved since 2004.
- The term of Mayor is 5 years (Section 15).
- There is Executive committee known as *Karyakarni Samiti* (section 51)
- Mayor is the defacto head of *Karyakarni Samiti*. Other than that there are 12 members elected from the councillors (section 51 a,b).
- The members of *Karyakarni Samiti* are given different departments such as tax, health, lighting, street light, etc. but these are not distributed yet. The mayor is handling all these departments.
- The samiti deliberated and takes decisions on subject matters like revision of tax rates, preparation and sanction of budget along with the Commissioner, etc.

### KEY TAKEAWAYS

- **Mayor is directly elected.**
- **The Mayor and Commissioner work in coordination.**
- **The tenure of Mayor is Cotermious with the office of corporation.**
- **Karyakarni Samiti is formed but the subject matters are not distributed.**

### Levers

#### Stable Tenure

- The Mayor has stable tenure of 5 years.

#### Head of *Karyakarni Samiti*

- Since Mayor is the defacto head of *Karyakarni Samiti*, s/he can ensure overall development of the city.

#### Party proportion in *Karyakarni Samiti*

- The proportion of party representation is maintained in the *Karyakarni Samiti* also.

### Barriers

#### Deputy Mayor

- There was a post of deputy Mayor who was elected from the councillors. It made sure that Councillors' voice was heard.

*Councillor*

*"If the mayor is elected by the citizens, there is no problem. But there used to be a post of deputy mayor who was elected from the Councillors. This should be there. It will ensure that the voice of councillors is also heard by the mayor. There was a post of deputy Mayor, but it is dissolved since 2004/5. Deputy Mayor was indirectly elected."*

#### Karyakarni Samiti

- Each member of the *Karyakarni Samiti* is given one subject matters. The Samiti is formed but the subject matters are not distributed amongst the members.

*Councillor*

*"The members of Karyakarni Samiti are given different departments such as health, lighting, street light, etc. but these are not distributed yet. The mayor is handling all these departments. This should not be done. The departments should be divided between the members of karyakarni."*

### STATUS

- The Lucknow Municipal Corporation (LMC) has a total of 110 councillors.
- The councillors mentioned supervision of service delivery such as water, electricity, road, drainage as their main role
- There is no salary or any sitting allowance for councillors.

Councillor

*“Lucknow councillors have very limited powers as compared to cities in other states. There is no salary or sitting allowance for the corporation. We should get minimum for the work that we are doing as elected representatives. We had sent a proposal to the State government but there is no decision taken till now for this.”*

### Barriers

#### Coordination with administration

- Councillors mentioned having difficulty coordinating with Administrative officers.

#### Council and committees

- Council is the only platform used for deliberation by all councillors. There are no subject committees.

#### Not all Councillors are part of Committee

- Only 12 councillors are a part of *karyakarni samiti*. Other Councillors are not part of any committee or deliberative body.

#### Salary or sitting allowance of Councillors

- The Councillors do not have any salary or sitting allowance.

Councillor

*“There is no salary or sitting allowance for the corporation. We should get minimum for the work that we are doing as elected representatives. We had sent a proposal to the State government but there is no decision taken till now for this.”*

#### No Councillor training

- There are some initiative for trainings of councillor but is not sufficient.

Councillor

*“ There is requirement of capacity building for Councillor. There is very little efforts taken for training of the councillors. Need of workshop especially for the first time elected councillor.”*

### KEY TAKEAWAYS

- **Councillors believe Supervision of service delivery as their role.**
- **Councillors have difficulty working with administration.**
- **No salary or sitting allowance for councillors.**
- **Not all councillors are part of deliberative committee.**
- **There are some initiative for trainings of councillor but is not sufficient.**

### STATUS

#### District Planning Committee / Jilha Yojana Samiti

- There is UP District Planning Committee Act, 1999 under which District Planning Committees (DPC) are formed in each district.
- The DPC consolidates plans made by the panchayat and city governments within the district and prepare a draft development plan for the district.
- Four fifth of the committee members are elected representatives from the panchayat and city government.

#### Ward Committees

- There is provision for ward committees in the Uttar Pradesh Municipal Corporation Act.
- But these ward committees are not formed.
- There are Swachata committees at ward level but they only deal with waste collection and cleanliness and do not have elected representatives as a part.

### Levers

#### District Planning Committee

- The District Planning Committee (DPC) is active in Uttar Pradesh.

#### Elected Representative and administration officials in the DPC

- The DPC has elected representatives from the urban and panchayat areas as well as the administration heads of agencies involved in service delivery.

*“In the jilha yojana samiti, there are heads of all the agencies working in the district from electricity, corporation, LDA, Jalkal and State department. There are also elected representatives Councillors, gram sabha members, panchayat members, all MLAs of the district. If there is any problem, that any of the agency or representative is facing, we can keep that issue in the meetings of the jilha yojana samiti.”*

Councillor

### Barriers

#### No formation of ward committees

- There is provision for formation of ward committees in the Uttar Pradesh Municipal Corporations Act. However, the ward committees are not formed in Lucknow.

#### Swachata Committees

- There are swachata committees at ward level but they only work for waste collection and cleanliness.
- They do not have councillors as a part of the committee

### KEY TAKEAWAYS

- **DPC are active in Uttar Pradesh**
- **DPCs also have elected representatives as well as administrative officials from service delivery agencies in the district.**
- **Ward Committees are not active in Lucknow.**

## 2.4 Multiple Agencies

### STATUS

- Other agencies responsible for service delivery apart from Lucknow Nagar Nigam are  
Lucknow Development Authority (LDA)  
Uttar Pradesh Housing & Development Board (UPHDB)  
State Urban Development Authority (SUDA)  
Public Works Department (PWD)  
Jal Kal Vibhag
- There is a problem of coordination between the agencies.
- There is provision of including 2 councillors in the board of Lucknow Development Authority but they are not elected.
- There is no consultation of the elected representatives while making the development plan.

*“We as councillors are not involved in the development plan process. The LDA prepares development plan for lucknow. If any suggestions are asked, we give suggestion. But as such we are not involved in the process. If we have to give any suggestions, we have to give through the municipal commissioner or head of LDA.”*

Councillor

### Barriers

#### Limited elected representatives in the LDA board

- There is provision for only 2 Councillors to be a member of LDA board.

#### Councillors not elected for LDA board

- Although there is provision for councillors to be a part of SPV board, the councillors are not elected.

#### Coordination between agencies

- There is difficulty in coordination between multiple agencies.

#### No involvement of elected representatives in planning process

- Councillors are not consulted when the LDA prepares development plan.
- Local concerns and requirements are also not taken into consideration while preparing the development plan.

*“We as councillors are not involved in the development plan process. The LDA prepares development plan for lucknow. If any suggestions are asked, we give suggestion. But as such we are not involved in the process. If we have to give any suggestions, we have to give through the municipal commissioner or head of LDA.”*

Councillor

### KEY TAKEAWAYS

- **There is lack of coordination between the agencies involved in service delivery.**
- **Councillors are not involved in decision making of planning processes.**
- **There is a provision for including only 2 councillors in the board of LDA, however they are not yet elected.**

## 2.5 Urban Schemes

### STATUS

- Lucknow is a part of Smart City Mission.
- Lucknow Smart City Limited (LSCL)
- Municipal Commissioner, Lucknow Nagar Nigam is chief executive officer of Lucknow Smart city.
- The elected representatives are not a part of the Smart city Lucknow.
- There is no consultation with the nagar nigam or the councillors in decision making of the Smart city board.

*“There is no control of Nagar Nigam in the working and project sanction of the Smart city SPV. There should be representation of the Councillors in the smart city because, councillor representation means citizen representation.”*

*Councillor*

### Barriers

#### **LSCL acting as independent Body**

- The Councillors mentioned that LSCL is acting as a independent body without any consultation of the corporation.

#### **ERs do not have any representation in SPV**

- Elected representatives are not a part of the SPV board.
- Councillors mentioned that they are not involved or consulted in decision making of the smart city projects.

#### **Focus on few wards**

- Some projects are implemented only in selected wards.

### KEY TAKEAWAYS

- **There is no representation of elected representatives in SPV board.**
- **The SPV board acts as independent body.**
- **The smart city projects are implemented only in selected wards.**

## 2.6 Citizen participation and grievance redressal

### STATUS

- Mayor of Lucknow Smart City holds Lok Mangal Divas in two zones every Tuesday to invite complaints from citizens.
- Lucknow has 8 zones, so all zones are covered in every month.
- The complaints are invited in respective zonal office where mayor, councillors, commissioner and zonal administrative officials are present.
- Lucknow has public grievance redressal system (PGRS) - 1076 and 24\*7 war room.

*“There is a central complaint number of the corporation where the people can register complaint, but the complaints are solved after 3 to 4 days. You get a complaint number. There is no tracking system to these complaints. You have to call and ask every time.”*

Councillor

### Levers

#### Platform for citizens complaint

- Lok Mangal Divas is a platform for inviting citizen grievances.
- Lok Mangal Divas gets about 40-70 complaints in each ward.

#### Composition of Lok Mangal Divas

- Mayor, councillor, commissioner and zonal officers are all present in the zonal office.

#### Fast-tracking of complaints

- Since the complaints are immediately marked to the concerned official, it helps in speedy addressing of the issue.

### Barriers

#### No online tracking system

- There is no online tracking system for the complaints. The citizens have to visit next month to enquire for the status.
- PGRS is not integrated in the backend with all the departments of corporation and parastatals.

*“Lok mangal Divas is good. Citizens; complaints are addressed point to point then and there. Improvement is needed for it to work efficiently. The problems can be solved then and there and given timeline to be addressed on ground. There is no tracking system for the complaints registered.”*

Councillor

### KEY TAKEAWAYS

- **Lok Mangal Divas acts as a forum for citizen complaints.**
- **It helps in fast-tracking of complaints**
- **There is no online tracking system for the complaints registered.**

### STATUS

#### Human Resources

- The staff is insufficient. For effective service delivery.
- Lucknow Nagar Nigam has three types of posts – Centralised, non-centralised and contractual.
- Centralised posts – Sanction – 226, vacant 57, additional 20 (tax superintendent, assistant engineer)
- Non-centralised posts - Sanction – 2394, vacant 680, additional 47 (chowkidar and chaprasi)
- Contractual posts – 6271
- There is not even 1 employee per 1000 population working in Lucknow Nagar Nigam

#### Skills

- The staff is not skilled.
- Training programs are not held for new and existing employee

#### Recruitment

- The recruitment of centralised posts are done by the state government, the non-centralised posts are under the corporation but the final approval is of State government.

*Administration*

*“We have two types of posts – centralised and non-centralised. The centralised vacancies are filled by Government of UP, decisions regarding non centralised posts are taken in the corporation. But the final approval is of the State. When there is any gap, we outsource the required resources.”*

### Barriers

#### Skills

- The corporation employees do not have required skills for effective delivery of services.

#### Adequacy

- The human resources in LMC were seen to be inadequate.

#### Sanction

- Sanction for recruitment of both central and non-central posts have to be taken from the State government.
- LMC do not have authority to sanction posts.

#### 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.

#### Delay in recruitment

- There is a lot of delay in recruitment since it has to be routed through the State Government.

*“The human resources that we have in corporation, are since 1960-61.”  
“We have less employees, we need more and we demand from the state govt but they take time to respond and it takes them really long to respond. If we want to recruit, then we have to write a letter to the state government.”*

*Councillor*

### KEY TAKEAWAYS

- **Human Resources are in-adequate.**
- **Employees lack skills for delivery of services.**
- **There is not even 1 employee per 1000 citizens.**
- **Sanction and recruitment is done by the State government which also results in delay.**



### STATUS

#### Budget

- The budget sanctioned for the year 2018-19 is 2,189 crore Rupees.
- Budget of LMC per capita is Rupees 7,771/-
- Commissioner, Mayor and Karyakarni Samiti is the main body involved in preparing the budget.
- The budget was seen to be in-adequate.

#### Sources of revenue

- The major source of revenue for the corporation is property tax.
- One time settlement (OTS) Scheme has been introduced to settle the pending property tax from defaulters.
- LMC has 16.29% 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 10 lakh Rupees.
- Mayor can approve project up to 15 lakh Rupees.
- The Council can approve projects up to 20 lakh Rupees.
- Above 20 lakh Rupees, the project sanction has to be taken by the State government.

#### State Finance Commission

- State Finance Commission (SFC) is active in Uttar Pradesh.
  - Constitution order – 4<sup>th</sup> SFC
  - Report – 4<sup>th</sup> SFC
  - Action Taken Report – 4<sup>th</sup> SFC

### KEY TAKEAWAYS

- Budget is seen to be inadequate
- There is no public participation in budget making process.
- Implementing one time settlement has increased property tax

- revenue income. But it is not a sustainable scheme.
- State Finance Commission is active in Uttar Pradesh.
- There is large dependency on State government for grants.

### Levers

#### One time settlement (OTS) Scheme

- LMC has introduced OTS scheme, where 20% rebate and waiver is given to the tax defaulters encouraging them to settle the pending property tax.
- The scheme is expected to collected property tax target of about 350 crores.

Councillor

*“Because of OTS, a lot of people have paid the remaining tax and there has been an increase in revenue. OTS has helped in addressing the liabilities of the salaries of employees, pension and other things.”*

### Barriers

#### Sources of revenue

- LMC has a lot of liabilities. Thus, the sources of revenue needs to be revamped.

#### Dependency on State government

- Since 83.71% of the funds come from State grants and schemes, there is large dependency on State governments.

#### OTS is not sustainable

- OTS scheme is one time, once that is over, the revenue income will not increase. OTS is not an initiatives which is sustainable.

#### No public participation

- There is no public participation in the budget making process.

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”*



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

Reform Areas	Lucknow	Status in other cities
Interviews Conducted	<ul style="list-style-type: none"><li>44 total including 24 ER, 17 Executive and 3 CSO</li></ul>	<ul style="list-style-type: none"><li>Total 698 including in 23 States including Mumbai, Delhi, Bhopal, Kolkata and Udaipur till September 2019</li></ul>
<b>Governing Acts</b>	<ul style="list-style-type: none"><li>Uttar Pradesh Municipal Corporations Act, 1959</li></ul>	<ul style="list-style-type: none"><li>Different acts for different states, cities.</li></ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"><li>Only 1 functions are completely devolved to LMC while other 7 are under multiple agencies and 9 are under State control.</li></ul>	<ul style="list-style-type: none"><li>Most functions have been devolved in Mumbai &amp; Bhopal</li></ul>
<b>Municipal Finance</b>	<ul style="list-style-type: none"><li>Budget is seen to be inadequate</li><li>There is no public participation in budget making process.</li><li>Implementing one time settlement has increased property tax revenue income. But it is not a sustainable scheme.</li></ul>	<b>Mumbai-</b> Per capita budget of Mumbai is 21,982 Rupees. <ul style="list-style-type: none"><li>Mumbai has 72% of own sources of revenue to the total budget.</li><li>Mumbai collects property tax efficiently.</li><li>If the citizens fail to pay taxes, water supply services are cut off as penalty.</li></ul>
<b>Mayoral System</b>	<ul style="list-style-type: none"><li>Mayor is directly elected.</li><li>The tenure of Mayor is Coterminous with the office of corporation.</li><li>Karyakarni samiti is formed consisting of 12 councillors.</li></ul>	<b>Kochi</b> <ul style="list-style-type: none"><li>Mayor prepares Annual Confidential Report of Secretary.</li><li>Every Councillor is member of a particular Standing Committee</li><li>The Committees in Kochi have financial powers to approve projects.</li></ul>



	Lucknow	Status in other cities
<b>Multiple Agencies</b>	<ul style="list-style-type: none"> <li>Other agencies responsible for service delivery apart from Lucknow Nagar Nigam are Lucknow Development Authority (LDA) Uttar Pradesh Housing &amp; Development Board (UPHDB) State Urban Development Authority (SUDA) Public Works Department (PWD) Jal Kal Vibhag</li> </ul>	<p><b>Ahmedabad:</b> 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><b>Kolkata :</b> MIC conducts regular meetings with other agencies in order to have coordination. It acts as a coordinating agency.</p> <p><b>Odisha :</b> 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.</p>
<b>Urban Schemes</b>	<ul style="list-style-type: none"> <li>Municipal Commissioner, Lucknow Nagar Nigam is chief executive officer of Lucknow Smart city.</li> <li>The elected representatives are not a part of the Smart city Lucknow.</li> </ul>	<p><b>Udaipur:</b> corporation has control over SPV. Mayor is vice-chairperson of SPV Board.</p> <p><b>Bhubaneswar:</b> The MP, MLA, Mayor and cocouncillor of wards where area based development is implemented are a part of city level advisory forum. It also includes youth and resident welfare association representation. There should be 51% stake of city government in the Smart city board for accountability.</p>
<b>Citizen participation and grievance redressal</b>	<ul style="list-style-type: none"> <li>There is provision of ward committees but not implemented.</li> <li>Lok mangal divas is a mechanism for registering and fast tracking of complaints.</li> </ul>	<p>There is provision of area sabha with elected area sabha members in Guwahati Municipal Corporation Act.</p>



## Annexure 2: Mapping of 74<sup>th</sup> constitutional Amendment functions (1/3)

Sr. No	Functions	Lucknow	Kochi	Bhopal	Mumbai	Udaipur	Kolkata
1	<b>Urban planning including town planning.</b>	Lucknow Development Authority (LDA)	Town and Country Planning Office (TCPO). Kochi Municipal Corporation (KMC)	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	<b>Regulation of land-use and construction of buildings.</b>	LDA, Uttar Pradesh Housing & Development Board (UPHDB)	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	<b>Planning for economic and social development</b>	State Urban Development Authority (SUDA)	KMC; District Planning Committees; Ward Committees;	DUDA; BMC	MCGM, State Government	UIT and UMC	KMC, WB Govt.
4	<b>Roads and bridges.</b>	Roads: Public Works Department (PWD), Lucknow Municipal Corporation (LMC), LDA, UPHDB Bridges: Uttar Pradesh State Bridge Corporation Ltd.	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	<b>Water supply for domestic, industrial and commercial purposes</b>	Jal Kal Vibhag (LMC), Uttar Pradesh Jal Nigam	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 74<sup>th</sup> constitutional Amendment functions (2/3)

Sr. No	Functions	Lucknow	Kochi	Bhopal	Mumbai	Udaipur	Kolkata
6 a	Public health and sanitation conservancy	Health Section (LMC), Health & Family Welfare Department	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 (LMC)	KMC	BMC	MCGM	UMC	KMC
7	Fire services	UP Fire Services	Kerala Fire and Rescue Services	BMC	MCGM	UMC	WB Govt.
8	Urban forestry, protection of the environment and promotion of ecological aspects.	Parks Section (LMC), Forest Department	Forest and Wild life department. KMC (for beautification/greener y)	Forest Dept. and BMC; 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	Social Welfare Department	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	SUDA	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	SUDA, Social Welfare Department	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
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## Annexure 2: Mapping of 74<sup>th</sup> constitutional Amendment functions (3/3)

Sr. No	Functions	Lucknow	Kochi	Bhopal	Mumbai	Udaipur	Kolkata
12	Provision of urban amenities and facilities such as parks, gardens, playgrounds	LMC, LDA, UPHDB	Kudumsree. City government.	BMC	MCGM	UMC, UIT	KMC, WB Govt.
13a	Promotion of cultural and aesthetic aspects.	LMC, Culture Department	KMC	Culture Dept.; BMC	MCGM and Overseen by Ministry of cultural affairs Maharashtra	UMC, PWD	KMC, WB Govt
13b	Promotion of education	Secondary Education Department, Higher Education Department	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	LMC, Waqf Board, Private Trusts	KMC	BMC	MCGM	UMC	KMC
15	Cattle pounds; prevention of cruelty to animals	Veterinary Section (LMC)	KMC	BMC, Animal Husbandry	MCGM	UMC	WB Govt.
16	Vital statistics including registration of births and deaths.	LMC, State Govt. Hospitals	KMC	BMC	MCGM	UMC	KMC, WB Govt.
17	Public amenities including street lighting, parking lots, bus slops and public conveniences.	Streetlights: LMC Parking Lots: LMC, LDA Bus stops: Transport Department, LMC Public Conveniences: LMC	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	State Pollution control board Food Safety and Standard Authority of India	KMC	Urban Development and Housing Department (UDHD); BMC; Pollution Control Board	MCGM	UMC	KMC

**Legend**

City government control

Multiple agencies

State Control



### 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?



### 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?)



### 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 74<sup>th</sup> amendment?
- f) Can you name one function under the 74<sup>th</sup> amendment that has been devolved to your satisfaction?
- g) Can you name one function in particular that has not been devolved to your satisfaction?



### ***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?



### **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?



### **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 74<sup>th</sup> amendment?
- f) Can you name one function under the 74<sup>th</sup> 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
<b>Research</b>	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				
<b>Interviews</b>		Gujarat Goa Haryana Punjab Andhra Karnataka	Meghalaya, Assam, Jharkhand, Odisha	Telangana	Uttar Pradesh, Bihar	Tamil Nadu Chhattisgarh	Uttarakhand Himachal Pradesh					Manipur Tripura Sikkim Arunachal Nagaland Mizoram	
<b>State</b>			Rajas, Kerala, MP WB	Gujarat Goa Andhra Karnataka	Haryana Punjab		Jharkhand, Odisha, Karnataka	Chhattisgarh Uttar Pradesh Andhra Pradesh	Telangana Tamil Nadu Bihar	Uttarakhand Himachal Pradesh			
<b>Regional</b>	Completed 1 <sup>st</sup> Round Table in Apr										2 <sup>nd</sup> Round Table		3 <sup>rd</sup> Round Table