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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."

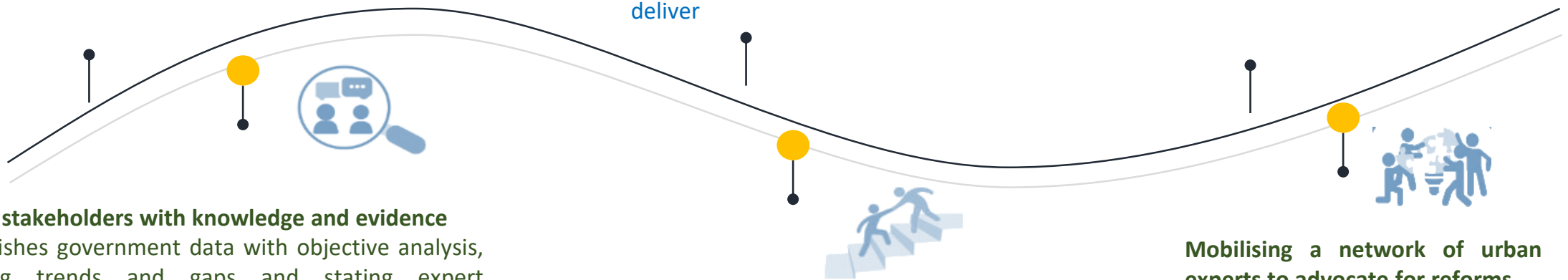


Over the past two decades Praja has been devoted to bringing transparency and is now embarking on an ambitious journey to transform urban governance

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

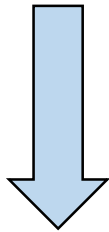

- Problem
- Solution
- Outcome

Build the evidence and the case for urban governance reforms

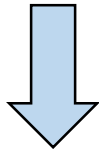
Mapping the implementation of 74th Amendment across 29 states in India through our study on urban governance reforms and existing governance and institutional models in place across Indian cities.

Interviews with key stakeholders to understand the urban governance challenges from the perspectives of different stakeholders. These interviews would provide richer insights into the motivations and relationships between the Executive and the elected wing, the challenges key stakeholders face. In each state we will be looking at carrying out interviews in 1 key city.

Build a network of organisations and individuals (thought leaders and key influencers) who will champion urban governance reforms

Consultations will be held at State and National Level to bring Domain experts, Content providers, Implementation organisations, Key leaders in the government and political parties and Influencers for taking forward the learnings and pushing for urban reforms

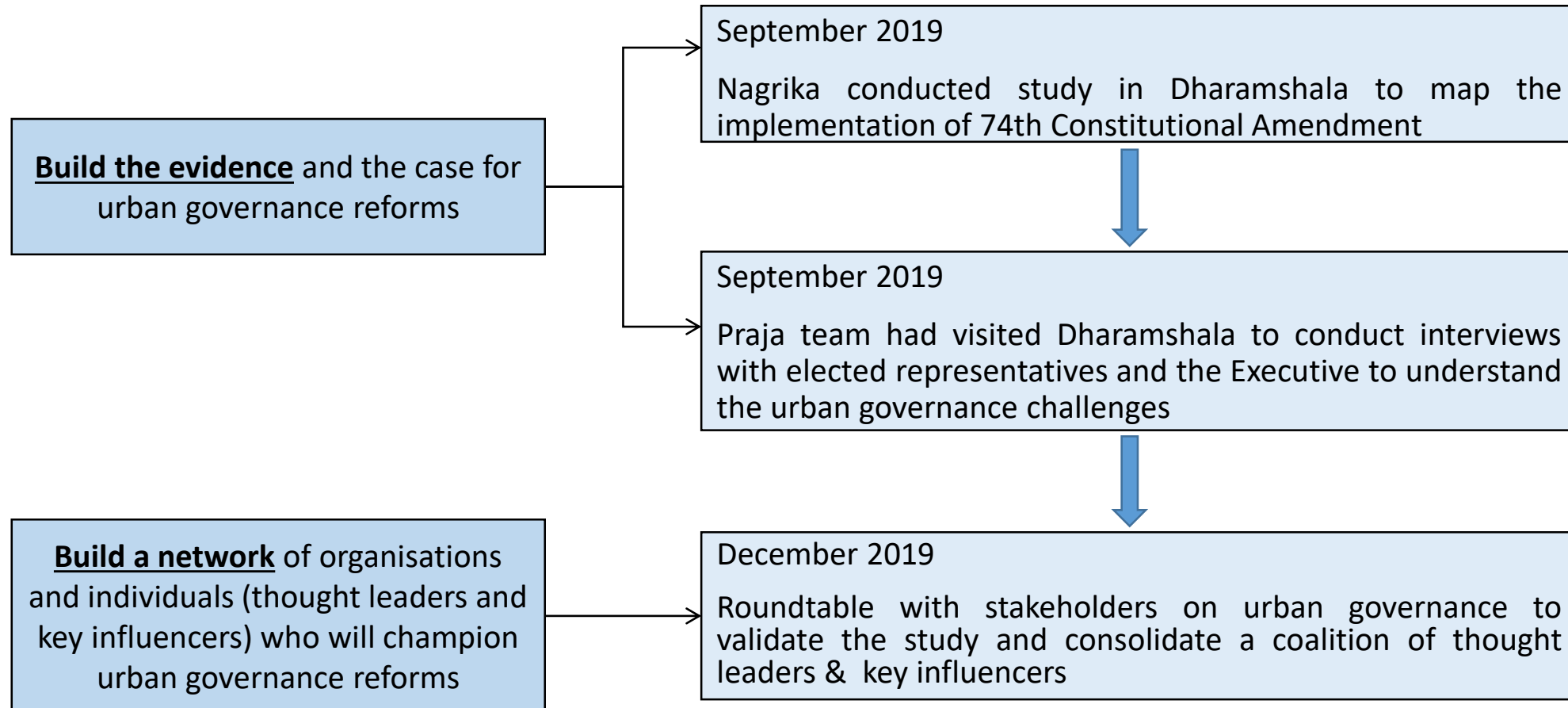


Policy changes that will transform the way Indian cities are governed

Urban Governance Index and leveraging network for Policy change
Our study will create a 'urban governance index' and map urban governance status in all the states of the country. It will capture levers and barriers and set of recommendations which will be updated periodically. Through periodic and targeted conclaves Praja will leverage the network to facilitate various stakeholders into thematic groups on common reform agenda/s. The network will be leveraged as a platform for advocating for policy changes.



The timeline of the study in Himachal 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 governments 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 were undertaken in Himachal Pradesh with multiple stakeholders over the period of one week. Nagrika team visited the Dharamshala city and conducted 16 interviews (5 Elected Representatives, 11 Administrators) to understand the experience of decentralisation.
3. Finally, the field insights were corroborated with secondary research to develop this report.



| Sr. no | Name of City Government | Dharamshala |
|--------|---|--|
| 1 | Act | The Himachal Pradesh Municipal Corporation Act, 1994 |
| 2 | Status (Corp, MC): | Municipal Corporation |
| 3 | Name of the District: | Kangra |
| 4 | Area of the City Government in sq.km | 27.6 sq. km. |
| 5 | Population | 53,543 |
| | No. of wards | 17 |
| 6 | Term duration of present City Government | 3.5 years |
| 7 | Name of the Mayor / President/Chairman | Devinder Jaggi |
| 8 | No. of Corporators /Councillors-Elected | 17 |
| 9 | No. of Corporators /Councillors-Nominated (if not actual, based on Act) | 5 |
| 10 | Name of the Commissioner / Chief Officer/Secretary | Pradeep Thakur |
| 11 | No. of Sanctioned Posts in the Corporation | 202 |
| 12 | No. of Vacant posts in the Corporation | 71 |
| 13 | Schedule of council meetings (weekly, monthly?) | Monthly |
| 14 | If Smart city, is there a SPV in place? | Yes |
| 15 | Have ward committees been created? | Yes |
| 16 | Are there DPCs in the state? | Yes |

*As on September 2019

Source: DMC Website and Field Surveys

Decentralisation in Himachal Pradesh

The Directorate of Urban Development has been established in Himachal Pradesh to control and monitor the activities of the ULBs in the state. There are two Municipal Corporations, 31 Municipal Councils and 21 Nagar Panchayats in the State.

Himachal Pradesh Municipal Corporation Act, 1994

Dharamshala is governed by the Himachal Pradesh Municipal Corporation Act, 1994. The Himachal Pradesh government enacted two Acts after the 74th CAA was implemented: the H.P Municipal Act, 1994 and the H.P Municipal Corporation Act, 1994. Nagar Panchayats and Municipal Councils follow the H.P Municipal Act, 1994. The functions of Urban Planning and Town Planning, Regulation of Land Use and Construction of Buildings and Planning for Social and Economic Development which were included in the Municipal Acts of 1994, were not part of the previous Acts of 1968. These functions are now obligatory functions in the Acts of 1994. Some functions related to water supply, public streets, schools, holding fairs and exhibitions are identical in the repealed Act of 1968 and in the Acts of 1994.

District Planning Committee

District Planning Committees in Himachal Pradesh are formed under the Section 185 of the Himachal Pradesh Panchayati Raj Act, 1994. As per the same section, a Minister or Speaker or Deputy Speaker is appointed by the State Government as the Chairperson of DPC. The Mayor of the municipality in the district is supposed to be a member of the DPC.

According to the Himachal Pradesh Municipal Corporation Act, 1994, the elected members of the Corporation are supposed to choose amongst themselves the person who will represent it at DPC meetings (Section 421-3). An elected representative told us that the Mayor attends the meetings of the Kangra DPC.

Mayor

According to the Act, the Mayor and Deputy Mayor are elected indirectly for a term of two and a half years each (Section 36). The office of the Mayor is reserved for Scheduled Castes, Scheduled Tribes and women by rotation or by lots. The Deputy Mayor is responsible for discharging the functions of the Mayor when their office is vacant (Section 38).

Functions of the Mayor:

The Mayor is an ex-officio member and the Chairperson of the General Functions Committee, and the Finance, Contracts and Planning Committee (Section 40-6).

Leave can be granted to the Municipal Commissioner on the recommendation of the Mayor (Section 48).

The Mayor can convene a special meeting of the Corporation if they think fit through a written requisition (Section 53). The Mayor has to preside over every meeting of the Corporation (Section 57-3).

As per councillors we interviewed, the Mayor is the chairperson of the Finance and General Functions Committee in Dharamshala. The Deputy Mayor is the chairperson of the Social Justice Committee.

Committees

Standing Committee

According to the Act, the Municipal Corporation has three Standing Committees (Section 40): Social Justice Committee, General Functions Committee, and Finance, Contracts and Planning Committee. Each Standing Committee should have three to five members including the Mayor or Deputy Mayor. The members are to be elected by the Councillors from amongst themselves, though according to our informants, the members get selected by the mayor and the deputy mayor. A member of one Standing Committee cannot be a member of more than two Standing Committees at a time (Section 40-7). According to a councillor, each Committee has five members and the term of these members is five years. The members of the Standing Committees are reportedly selected by the Mayor.

According to the councillors we met, the Finance Committee is supposed to meet one month before the monthly house meeting. At the meetings of this Committee, discussions related to budget are held. The Accountant of DMC and the Municipal Commissioner also attend these meetings. The budget however gets reportedly finalised in the Council. The functions and responsibilities of the different standing committees are given in Table (P.T.O)

Ward Committees

According to the Act, Ward Committees should be formed in each ward (Section 44-C). Informants from the field confirmed that there are Ward Committees in Dharamshala. The Ward Councilor is the President of the Committee. It has nine members nominated by the Ward Sabha (Section 44-C). Fifty percent of the seats in these Committees should be reserved for women. A councillor also told us that the members in his Ward Committee include women and ex-servicemen as well. The Secretary of the Ward Committee is the Secretary of Ward Sabha. The term of the members of the Ward Committee is two and a half years, and they are eligible for renomination (Section 44 (6)).

Meetings of the Committees should be held at least once every two months to discuss the developmental issues and plans of the ward (Section 44-D). The functions of the Ward Committees include preparation of annual ward plans, ensure proper implementation of schemes and identification of beneficiaries for them, supervision of sanitation work and to encourage harmony among people residing in the ward (Section 44-H). The President and members of the Ward Committee have the right to seek any information on matters related to the ward from the Municipal Commissioner (Section 44-I).

Ward Sabha

A Ward Sabha is formed by persons comprising the electoral roll of the ward (Section 44-A). Councillors interviewed for the study confirmed that all the members of the ward are members of the Ward Sabha. The Municipal Commissioner nominates the Secretary of the Ward Sabha (Section 44-B). The Secretary of the Ward Sabha is the same as the Secretary of Ward Committee (Section 44-C). The Ward Sabha has two mandatory meetings in a year and it forwards the minutes of each meeting to the Municipal Commissioner (Section 44-B).



Table 2: List of Standing Committees

| Standing Committee | Responsibilities |
|---|---|
| General Functions Committee | <ul style="list-style-type: none"> Responsible for establishment matters Communications, construction of roads, urban housing and relief against natural calamities. Responsible for water supply, sewerage disposal, health and sanitation. |
| Finance, Contracts and Planning Committee | <ul style="list-style-type: none"> Functions related to finance like preparation of budget, scrutinizing proposals for increase in revenue and taxes Examination of receipts and expenditure statement, sales and leases of Corporation properties and recovery of loans. |
| Social Justice Committee | <ul style="list-style-type: none"> Promotion of educational, economic, social, cultural and other interests of SC, ST and OBC. Protection from social injustices. |

Source: Section 40 of Himachal Pradesh Municipal Corporation Act, 1994

The Municipal Commissioner

The State Government appoints the Municipal Commissioner (Section 45). The Municipal Commissioner has the executive power for carrying out any provisions of the Corporation given in the Act (Section 50). Some of the functions and powers of the Municipal Commissioner are:

- The Municipal Commissioner can call for information on the name of the owner of property, measurements and dimensions of buildings if they want to determine the value of a land and the taxes the owner of the land is liable to (Section 101). The Commissioner also has the power to employ people to provide advice on valuation of land (Section 105).
- Advertisements cannot be put up without the written permission of the Municipal Commissioner (Section 116).
- The Commissioner has to submit an annual statement declaring the investments and amount of securities each year (Section 150).
- It is the duty of the Commissioner to level, metal, pave or channel the public streets under the Corporation. They can also widen, improve or extend the public streets under the Corporation. With the sanction of the Corporation, the Commissioner can also close any public street (Section 209).
- However, this permission can also become void under circumstances stated in Section 117 of the Act.



Administrative Sections of the DMC

| Department | Function |
|--------------------------|---|
| General Department | <ul style="list-style-type: none"> ● Overall coordination among various departments of Municipal Corporation Dharamshala. ● Establishment matters. ● Redressal of public grievances ● Information under the Right to Information Act. ● Organizing functions, Festival & Fairs. ● Management of M.C. Vehicles. ● Maintenance of Record. ● Redressal of public grievances. ● Meetings (both internal & external). ● Preparation of bye-Laws/Rules. ● Vidhan Sabha business. Draft: Do not cite 14 ● Purchase of stationery articles, printing of various materials. ● Implementation/introduced various schemes sponsored by the Central/State Govt. ● Revenue record/matters. ● All correspondence with the general public, State Govt., other Govt., departments etc. |
| Accounts Department | <ul style="list-style-type: none"> ● Maintaining accounts of the Corporation |
| Estate Department | <ul style="list-style-type: none"> ● To look after the immovable property of the corporation ● To look after the immovable property of the corporation ● To issue various business and other licenses under the Municipal Corporation Act. ● To control the labor hostels. ● Recovery of arrears/ Municipal Corporation’s dues. ● To grant permissions for hoardings, banners, posters, road shows etc. ● To regulate the activities of the hawkers, migratory labor etc. ● To look after the working women hostels. |
| Legal Department | <ul style="list-style-type: none"> ● Handling cases for the Municipal Corporation |
| Public Health Department | <ul style="list-style-type: none"> ● Health and Solid Waste Management related activities |
| Roads and Bridges | <ul style="list-style-type: none"> ● Construction and maintenance of roads and bridges |

| No. | Functions listed in 12 th Schedule | Dharamshala Municipal Corporation |
|-----|---|--|
| 1 | Urban Planning including town planning | Master Plan by the Department of Town and Country Planning (DTCP). |
| 2 | Regulation of land-use and construction of buildings | Engineering Section of DMC for building permissions and demolitions, DTCP for land-use regulations and changes |
| 3 | Planning for economic and social development | DMC for NULM, PMAY. |
| 4 | Roads and bridges | Public Works Department (PWD) for major roads, National Highways Authority of India (NHAI) for Highways and Engineering Section of DMC for small, internal roads Bridges by PWD and Culverts by DMC Engineering Section |
| 5 | Water supply- domestic, industrial and commercial | Department of Irrigation and Public Health (IPH) |
| 6 a | Public health, sanitation, conservancy | Health and Family Welfare Department of Himachal Pradesh for health related activities. |
| 6 b | Solid Waste Management | Engineering Section of DMC. |
| 7 | Fire services | Fire Department |
| 8 | Urban forestry, protection of environment and ecology | Forest Department for forestry, Department of Environment, Science and Technology for protection of environment. Tree officer of DMC regulates the cutting/felling of trees in Dharamshala |

| | | |
|------|---|---|
| 9 | Safeguarding the interests of weaker sections society including the handicapped and mentally retarded | ICDS Women and Child Development Department for pensions |
| 10 | Slum improvement and upgradation | DMC for PMAY |
| 11 | Urban poverty alleviation | DMC for PMAY and NULM |
| 12 | Provision of urban amenities and facilities- parks, gardens and playgrounds | Engineering section of DMC |
| 13 a | Promotion of cultural and aesthetic aspects | Cultural events initiated by citizens |
| 13 b | Promotion of Education | Schools under the Himachal Pradesh School Education Department. |
| 14 | Burials and burial grounds, cremations, cremation grounds and electric crematoriums | Engineering section of DMC, Waqf Board for burial grounds |
| 15 | Cattle pounds, prevention of cruelty to animals | DMC, Himachal Pradesh Forest Department |
| 16 | Vital statistics including registration of births and deaths | DMC |
| 17a | Public amenities including street lighting, parking lots and public conveniences | DMC |
| 17b | Bus stops | DMC |
| 18 | Regulation of slaughter houses and tanneries | DMC, Veterinary Department |

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



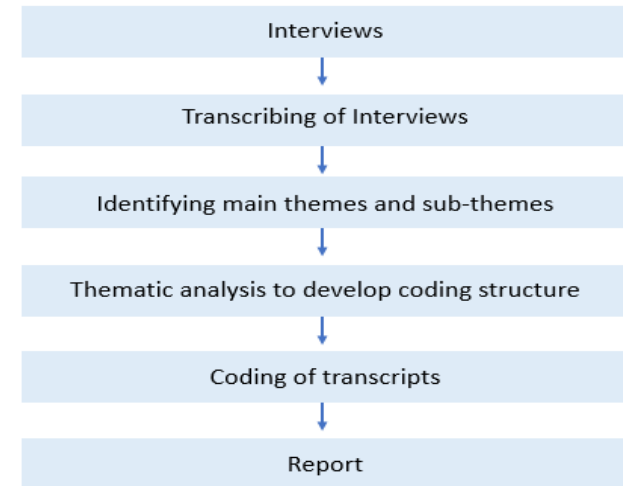
Objective

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, 12 interviews (5 Elected Representative, 6 Administrator and 1 CSO) were carried out in Dharamshala in between 16th August and 19th September 2019. The sample included 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 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. Panaji | E.g. Dharamshala |
|------------------------|--|-------------|------------------|
| No. of MLAs | | 1 | 1 |
| No. of councillors | | 30 | 17 |
| MLA | 10% of total MLAs in the city or a minimum of 2 (whichever is greater) | 1 | 1 |
| Councillor | 10% of the Councillors (or a minimum of 3 Councillors per MLA approached whichever is greater) | 3 | 1 |
| | 3 Councillors per MLA approached (or 10% of Councillors whichever is greater) | 1 x 3 = 3 | 2 x 1 = 2 |
| Executives | 1 Executive per 3 Councillors or Minimum 3 | 3 | 3 |
| Total sample | | 7 | 6 |

- 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, Members of Mayor-in-Council, 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

1. The Mayor and Deputy Mayor is indirectly elected through the council (Section 36(1) - HPMCA, 1994).
2. The tenure of Mayor and Deputy Mayor is of 2.5 years. The office of the Mayor is reserved for Scheduled Castes, Scheduled Tribes and women by rotation or by lots (Section 36(2) - HPMCA, 1994).
3. As per section-34A of the HPMCA, 1994, the State Government holds the power to remove Mayor and Deputy Mayor.
4. Mayor is the ex-officio member and also Chairman of the General Functions Committee and Finance, Contracts and Planning Committee. (section 36(6) – HPMCA, 1994)

I feel that direct election of Mayor will lead to dictatorship. Indirect election is better.

Councillor

Levers

Mayor holds administrative control

- Mayor is authorized under the HPMCA, 1994, to have access to records of the corporation and issue directions to commissioner and other functionaries (section 36 (4), 51). Also, in the case of emergencies, immediate actions can be taken by Commissioner only after consultation with Mayor (section 50(C)).
- It was also noted that the Mayor holds the power to frame a performance review report of the commissioner.

Barriers

Unstable tenure of the Mayor's post

The term of the office of Mayor is limited to 2.5 years as the office of the Mayor is reserved for Scheduled Castes, Scheduled Tribes and women by rotation or by lots. Hence, the term of the post is not co-terminus with the term of corporation.

Councillor

In the year 2016 when M.corp formed notification passed by the state government department that Mayor and Dy. Mayor tenure should be 2.5 year. I believe Mayor and Dy. Mayor tenure should be 5 years.

State Government holds power to remove Mayor and Deputy Mayor

- The HPMCA, 1994 Act has provisions which authorizes State Govt. to remove Mayor and Dy. Mayor subject to conditions. Such a provision weakens the position of the Mayor.

Mayor lacks financial sanctioning powers

- It was reported that the mayor's position lacks financial powers to sanction projects.

KEY TAKEAWAYS

- Mayor is elected through indirect elections.
- Mayor is the ex-officio member and also Chairman of the General Functions Committee and Finance, Contracts and Planning Committee.
- The tenure of Mayor and Deputy Mayor is of only 2.5 years.
- The State Government holds the power to remove Mayor and Deputy Mayor.
- Mayor lacks financial sanctioning powers

2.2 Committees and Role of Councillor

STATUS

1. There are total 17 wards and respective no. of ward councillors in Dharamshala.
2. The council meetings is to take place once in a month. The Mayor presides the council meeting (Section 53).
3. There are a total of 3 standing committees that have been constituted:
 - General Functions Committee
 - Finance, Contracts and Planning Committee and
 - Social Justice Committee (Section 40 (1))
4. The Mayor or Deputy Mayor along with 3-5 councillors are part of the standing committee.
5. Ward Committee and Wards Sabhas have been constituted at ward level.
6. Ward committee meetings are to happen atleast once in two months. Ward Sabha Meetings are to take place in twice in a year.
7. There are provisions for 50% reservation of seats for women in council and ward committee.

KEY TAKEAWAYS

- **There are 3 standing committees that have been constituted:** General Functions Committee; Finance, Contracts and Planning Committee and Social Justice Committee.
- **Ward committees and Ward Sabhas have been constituted and is functioning actively in most of the wards.**
- **There has been no initiatives to provide capacity building trainings to councillors.**

Levers

Active Ward Committees and Ward Sabhas

- Ward Sabhas and Ward Committees have been constituted at ward level and are functioning actively. However, some interviewees mentioned that some of the wards have not been conducting such meetings as per stated frequency in the Act.

Ward committee pass the resolution and send it to the house but the challenges are irregular meetings of Ward Sabha.

Councillor

Reservation of seats for women in council and ward committee

- 50% reservations for women councillors in the council and ward committee seats have been enacted. This is an indication of empowerment of women councillors.

Barriers

Constraints with ward development

- Ward development fund of ₹2 Lacs is allotted for each ward for development of ward. However, councillors pointed the funds are low for delivering projects. Also, councillors have raised concerns on not being able to implement projects in their ward since most of the area comes under Forest Department in the city.

We councillors face issues in ward development as there is lack of land since most of the land are under forest land.

Councillor

Lack of capacity building initiatives for councillors

- There are no mandatory provisions for regular trainings for councillors. There is a need for building the capacity of councillors to enable them to enact their roles and responsibilities more effectively.

Councillor

We do not receive any form of trainings. We need to be given such trainings to handle various problems.

No support provided to councillors to set up ward offices to perform duties.

- The councillors have not been provided with any designated ward offices to conduct meetings with citizens of the ward and also perform associated duties.

STATUS

1. There are multiple authorities executing projects in the municipal jurisdiction of Dharamshala such as Public Works Department (PWD), National Highways Authority Department (NHAI), Irrigation & Public Health Department (IPH), Dharamshala Municipal Corporation (DMC) etc.
2. Overall, out of the 18 functions specified in 74th CAA, **7 functions involve multiple authorities** i.e., DMC, state govt. agencies and or departments.

Corporation should be single window agency that solve every problem in my view.

Administration

we receive many calls related to sewage , drinking water . then we have to tell them for these problems different departments are there .

Councillor

Barriers

Joint/Multi Stakeholder Meetings not conducted

- The Act has no provisions for holding joint meetings with multiple authorities/agencies for efficient coordination and execution of projects in the city.

I accept that there are multiple agencies involved in service delivery. But there is a need to sit and talk, hold monthly or quarterly meetings to sort out the challenges

Councillor

Parastatal bodies/State Government bodies are not accountable to corporation

- The procedure of taking NOC from corporation to execute projects in the city by other agencies has not been strictly followed.

Administration

For projects concerning electricity and water supply, NOC to be taken from municipal corporation.

Lack of Nodal Agency

- There is no single authority/agency to coordinate between multiple agencies for improving efficiency and ensuring clear division of accountability.

The problem we face as we have multiple agency for services due to miscommunication and less coordination people suffers a lot in Dharamshala.

Councillor

Multiple agencies are working independently and are not interlinked. Corporation does not act as a nodal agency also.

Councillor

KEY TAKEAWAYS

- In Dharamshala, 7 out of the 18 functions mentioned in 74th CAA involve role of multiple authorities.
- There is no effective coordination between the DMC and these parastatal bodies.
- The multiple authorities/agencies are also not accountable to the DMC.

2.4 Urban Schemes

STATUS

1. Dharamshala Smart City Corporation Ltd. (DSCL) set up as a SPV for implementation of smart city projects in the city.
2. The DSCL is undertaking various hard and soft projects under the mission such as e-nagar pallika, GIS portals, smart streets, roof top solar, sewage treatment, e-vehicle projects etc.
3. It was reported that the implementation of all Smart City projects are undertaken by DSCL whereas the revenue and maintenance function rests with the corporation.
4. There is no interlinkage between the DMC and DSCL.

The city has the potential to develop as a prime location for health, eco and political tourism but there are many challenges to achieve this.

Administration

Levers

Mayor and Commissioner are part of Smart City Board.

- The Mayor and commissioner are part of the Smart City Board. Therefore, it works in coordination with the corporation. However, there is no representation of councilors in the smart city board.

Barriers

Local relevant projects not implemented

- The Smart City proposal was prepared on the same lines as most other cities. The proposal did not take in local characteristics and needs into account. Hence, the SPV is finding it difficult to implement such projects.

Limited availability of land for Area-Based Development projects

- It was reported that there is very limited land bank available with the DSCL for executing ABD projects as most of the lands come under the purview of Forest Department.

KEY TAKEAWAYS

- Dharamshala Smart City Corporation Ltd. (DSCL) set up as a SPV for implementation of smart city projects
- Mayor and councillors are not part of the SPV board.
- DMC does not hold control over DSCL for coordination and execution of smart city projects.



STATUS

1. State Government holds authority to sanction posts for municipal corporations. (Section 67)
2. Corporation can appoint posts only after approval from the State Government. (Section 67)
3. As per the latest order passed by State Government on 2016, the human resource stands as follows:
 - No. of sanctioned posts (permanent) – **202**
 - No. of filled posts – **131 (65%)**
 - No. of vacant posts (permanent) – **71 (35%)**
 - No. of contractual post – 0
4. The no. of employees per 1000 citizens in DMC is **2 employees per 1000 citizens.**

Note: Human Resource data as received on September 2019.

Manpower is the main problem. There is only one JE in the corporation. The issue is that the state government is not giving approval.

Councillor

Barriers

Acute shortage of human resource

- DMC is facing a serious challenge in terms of Human Resources which is affecting the overall management and provision of services and projects. Important posts such as Town Planner and Health Officer are vacant in the corporation.

Shortage of staff in the corporation is the major challenge we face. Council has passed resolution on the need for more staff in corporation but the state govt. has not reacted on it.

Administration

Lack of mandatory capacity building initiatives for municipal officials

- There is no mandatory provision of regularly training of employees in the corporation. Corporation needs to act and ensure upgradation of skills of its employees.

Corporation employees must be trained and introduced to latest technologies. There is a need to enhance the knowledge, skill and accordingly apply the same regularly.

Administration

Shortage of establishment funds

- Corporation lacks adequate funds to appoint staffs. It is completely dependent on the State Government.

KEY TAKEAWAYS

- Corporation can appoint posts only after approval from the State Government.
- DMC holds a vacancy of 35% of total no. of sanctioned posts in the corporation.
- No. of employees per 1000 citizens in DMC is 2 employees per 1000 citizens.



STATUS

Budget

- According to budget estimates for year 2019-2020, the budget size stands at **₹77 Cr.**
- The budget per capita of the DMC stands at **₹14,503 for the year 2019-2020.**

Financial powers:

- The financial sanctioning power rests with only the Commissioner and the Council.

Revenue

- The DMC can set tax rates on its own without the approval from the State Government.
- House tax is the major source of revenue for the corporation. The process of replacing house tax with property tax is on-going. (as on September 2019)

KEY TAKEAWAYS

- **The budget size for DMC for the year 2019 – 2020 stands at ₹77 Cr.**
- **The budget per capita of the DMC stands at ₹14,503 for the year 2019-2020.**
- **The DMC can set tax rates on its own without the approval from the State Government.**

Levers

DMC holds autonomy to revise taxes

- The DMC does not have to depend on state govt. approval to revise tax rates. However, no tax revisions have been undertaken in a long period.

Barriers

Corporation not given financial support

- DMC has not been given adequate funds to cope with the requirements and upgradation from a municipal council to a municipal corporation.
- The State Government must follow the SFC recommendation strictly and ensure financial empowerment of newly formed corporation.

There are challenges because municipal council changed to municipal corporation with no funding. It's one of the main problems.

Councillor

Ward committees and Standing Committees do not hold any financial sanctioning power

- There is a need to extend the decentralization of financial sanctioning powers to standing committees and the ward committee.

Lack of awareness among people on the need for paying taxes

- The corporation faced strong resistance from citizens belonging to the newly merged villages under the corporation jurisdiction on payment of taxes. As DMC has been upgraded from a council to corporation, the corporation is on road to levy property taxes from its citizens. Hence, there is a strong need for awareness initiatives for people to be made aware of the need of such taxation.



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

| Reform Areas | Dharamshala | Status in other cities |
|---|---|---|
| Interviews Conducted | <ul style="list-style-type: none"> 34 interviews (11 Councillors, 23 Executives) | <ul style="list-style-type: none"> Total 698 in 23 states including in Mumbai, Delhi, Bhopal, Kolkata and Udaipur till September 2019 |
| Governing Acts | Himachal Pradesh Municipal Corporation Act, 1994 | <ul style="list-style-type: none"> Different acts for different states, cities. |
| Service Delivery | <ul style="list-style-type: none"> There are multiple authorities/agencies such as PWD, NHAI who execute projects within city jurisdiction apart from DMC. | <ul style="list-style-type: none"> Mumbai and Bhopal are leading cities in terms of devolution of 18 functions. However there is presence of various agencies in service delivery. |
| Municipal Finance | <ul style="list-style-type: none"> DMC has autonomy in terms of final approval of budget. DMC can revise tax rates on its own and does not require approval from State Govt. | <ul style="list-style-type: none"> Mumbai- Mumbai has 72% of own sources of revenue to the total budget. The property tax collection is efficient. Advertisement & Entertainment Tax given to city government in Bhopal after GST. |
| Mayoral System & key deliberative committees | <ul style="list-style-type: none"> Mayor is in-directly elected The term of the office of Mayor is 2.5 years and is not co-terminus with the term of corporation. Mayor does not hold any signatory authority. | <ul style="list-style-type: none"> Mayor of Kochi is indirectly elected and has tenure of 5 years Kochi has eight standing committees and each councillor is part of at least one committee. Bhopal and Kolkata have Mayor in council system. Directly elected mayor in Bhopal and Mayor has financial powers can approve projects worth 5 crores. Right to recall of an elected mayor in Bhopal. |



| Reform Areas | Dharamshala | Status in other cities |
|---|--|---|
| Multiple Agencies | <ul style="list-style-type: none">• Lack of coordination among municipal corporation and state govt. agencies/departments leading to poor efficiency in service delivery.• State Govt. agencies/departments are not accountable to the corporation. They do not have take a NOC from DMC. | <ul style="list-style-type: none">• Multiple agencies are creating problems for efficient service delivery in cities like Delhi, Bhopal, Patna and Lucknow.• 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.• Bhopal is working towards making unified body which will have control over all functions. Proposal has been given to the state. |
| Urban Reforms (smart city mission) | <ul style="list-style-type: none">• DSCL, an SPV created for smart city mission is acting as independent body.• Councillors are unable to play active role in the area of smart city projects as they are not members of SPV Board. | <ul style="list-style-type: none">• Coimbatore Municipal Corporation has complete control over Coimbatore Smart City Ltd. with commissioner heading the SPV board.• Commissioner, Mayor and 4 councillors are part of the SPV board in Udaipur. |
| Citizen participation | <ul style="list-style-type: none">• Ward committees and Ward Sabhas have been formed. However, strict adherence to rules and regular meetings need to be followed. | <ul style="list-style-type: none">• In Kochi, Ward Sabhas are conducted once in three months. People raise their issues and give proposals.• Ward Sabhas are active in Dharamshala wherein citizens are entitled to participate in sabha meetings.• Lok Mangal Diwas held in Lucknow and Commissioner Grievance day held in Coimbatore where grievances are noted and accordingly directed to concerned officials for solving issue and closing. |



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

| Sr. No | Functions | Dharamshala | Kochi | Bhopal | Mumbai | Udaipur | Kolkata |
|--------|---|--|---|---|--|--|---|
| 1 | Urban planning including town planning. | Master Plan by the Department of Town and Country Planning (DTCP). | 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. | Engineering Section of DMC for building permissions and demolitions, DTCP for land-use regulations and changes | 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 | DMC for NULM, PMAY. | KMC; District Planning Committees; Ward Committees; | DUDA; BMC | MCGM, State Government | UIT and UMC | KMC, WB Govt. |
| 4 | Roads and bridges. | Public Works Department (PWD) for major roads, National Highways Authority of India (NHAI) for Highways and Engineering Section of DMC for small, internal roads Bridges by PWD and Culverts by DMC Engineering Section | 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 | Department of Irrigation and Public Health (IPH) | 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 | Dharamshala | Kochi | Bhopal | Mumbai | Udaipur | Kolkata |
|--------|---|--|--|---|---|--|---------------|
| 6 a | Public health and sanitation conservancy | Health and Family Welfare Department of Himachal Pradesh for health related activities. | KMC; State health department | Public Health Engineering Department (PHED) | MCGM | PHED, UIT, UMC, State Govt. | KMC, WB Govt. |
| 6 b | Solid waste management | Engineering Section of DMC. | 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. | Forest Department for forestry, Department of Environment, Science and Technology for protection of environment. Tree officer of DMC regulates the cutting/felling of trees in Dharamshala | Forest and Wild life department. KMC (for beautification/greenery) | 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 | ICDS Women and Child Development Department for pensions | 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 | DMC for PMAY | 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 | DMC for PMAY and NULM | 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 | Dharamshala | Kochi | Bhopal | Mumbai | Udaipur | Kolkata |
|--------|--|---|-----------------------------|--|--|--|--|
| 12 | Provision of urban amenities and facilities such as parks, gardens, playgrounds | Engineering section of DMC | Kudumsree. City government. | BMC | MCGM | UMC, UIT | KMC, WB Govt. |
| 13a | Promotion of cultural and aesthetic aspects. | Cultural events initiated by citizens | KMC | Culture Dept.; BMC | MCGM and Overseen by Ministry of cultural affairs- Maharashtra | UMC, PWD | KMC, WB Govt |
| 13b | Promotion of education | Schools under the Himachal Pradesh School 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 | Engineering section of DMC, Waqf Board for burial grounds | KMC | BMC | MCGM | UMC | KMC |
| 15 | Cattle pounds; prevention of cruelty to animals | DMC, Himachal Pradesh Forest Department | KMC | BMC, Animal Husbandry | MCGM | UMC | WB Govt. |
| 16 | Vital statistics including registration of births and deaths. | DMC | KMC | BMC | MCGM | UMC | KMC, WB Govt. |
| 17 | Public amenities including street lighting, parking lots, bus slops and public conveniences. | DMC | 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 | DMC | 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 manpower 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 manpower 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 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 manpower 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 manpower 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 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?



Operational Plan for Praja's 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 Himachal Pradesh | | Himachal Pradesh Uttarakhand | Arunachal Pradesh Nagaland Mizoram | | | | | |
| Interviews | | Gujarat Goa Haryana Punjab Andhra Karnataka | Jharkhand, Odisha | Telangana | Patna | Tamil Nadu Himachal Pradesh | Uttarakhand Himachal Pradesh | | | | | Manipur Tripura Sikkim Arunachal Nagaland Mizoram | |
| State | | | Rajas, Kerala, MP WB | Gujarat Goa Andhra Karnataka | Haryana Punjab | | Jharkhand, Odisha, Karnataka | Himachal Pradesh Uttar Pradesh Andhra Pradesh | Telangana Tamil Nadu Bihar | Uttarakhand Himachal Pradesh | | | |
| Regional | Completed 1 st Round Table in Apr | | | | | | | | | | 2 nd Round Table | | 3 rd Round Table |