

Jana Urban Space Foundation (India)



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY



A S I C S



ANNUAL SURVEY OF INDIA'S CITY-SYSTEMS

2017

SHAPING INDIA'S URBAN AGENDA





About Janaagraha Centre for Citizenship and Democracy

Janaagraha Centre for Citizenship and Democracy (Janaagraha) is a Bengaluru based not-for-profit institution that is a part of the Jana group. Janaagraha's mission is to transform quality of life in India's cities and towns. It defines quality of life as comprising quality of infrastructure and services and quality of citizenship. To achieve its mission, Janaagraha works with citizens to catalyse active citizenship in city neighbourhoods and with governments to institute reforms to City-Systems.

You can read more about Janaagraha at www.janaagraha.org



Jana Urban Space Foundation (India)

About Jana Urban Space Foundation (Jana USP)

Jana Urban Space is a Professional Services Social Enterprise (PSSE), delivering transformational, world-class work on the spatial dimension of India's cities. Jana USP has four inter-disciplinary Studios - Urban Planning Studio; Urban Design Studio; Spatial Mapping and Analytics Studio; and Architecture and Design Studio. The multiple studios reflect Jana USP's systems-driven approach to addressing urban Spatial challenges. Jana Urban Space is a not-for-profit entity.

You can read more about Jana USP at www.jusp.org

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Janaagraha Centre for Citizenship and Democracy

India's cities don't have a hundred thousand problems, they have the same hundred problems repeated a thousand times





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FOREWORD

Cities are complex systems. To diagnose urban problems and - more importantly - solve them, we need to view them in a systems framework. The "City-Systems" framework is such a framework that helps us identify the root causes of our urban challenges. The City-Systems framework comprises four components - Urban Planning & Design, Urban Capacities & Resources, Empowered & Legitimate Political Representation and Transparency, Accountability & Participation. The Annual Survey of India's City-Systems (ASICS) is a study of City-Systems of India's cities and is meant to serve as an annual health check-up of the quality of laws, policies, institutions and institutional processes underlying quality of life in our cities. With this 5th edition we seek to push the envelope on transformative reforms to city governance in India's cities.

What is ASICS?

ASICS evaluates the quality of governance in cities by assessing the quality of laws, policies, institutions and institutional processes that together help govern them. These are what we refer to as City-Systems.

City-Systems are the foundation on which good quality of life is built.



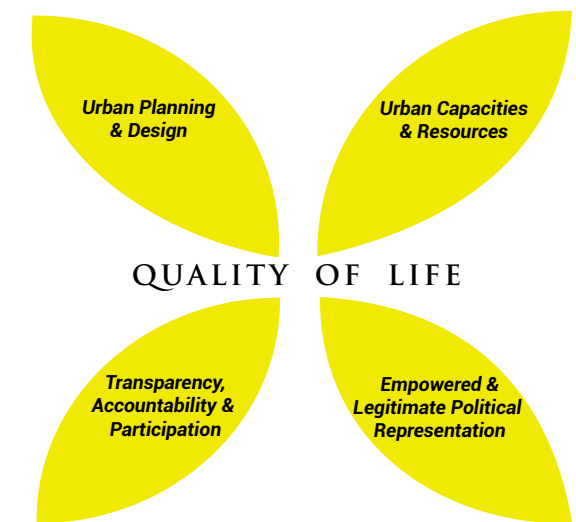
City-Systems are invisible yet critical to good quality of life in our cities.

Why ASICS?

ASICS evaluates urban governance using the City-Systems framework consisting of four distinct but inter-related components that help govern a city and deliver good quality of life to all citizens. It scores cities on a scale of 0 to 10.

The ASICS score of a city is an indication of the health of its governance systems and therefore its ability to deliver good quality of life in the medium to long-term. It aims to push the envelope on transformative reforms in city governance.

City-Systems Framework



City-Systems are the root causes underlying quality of life in cities.

How the 5th edition was done?

26

Cities

89

Questions

150+

Parameters

3,200+

Points of Investigation

50+

Laws

100+

Budgets, Audited Annual Accounts & Audit Reports

250+

RTI Requests

ASICS evaluates and scores India's cities on 89 objective parameters developed using the City-Systems framework and compares them with the benchmark cities of London, New York and Johannesburg.

The ASICS 2017 report has two parts - this main report with key findings and the ASICS 2017 Data Book.

This ASICS 2017 Data Book can be accessed at www.janaagraha.org/asics2017databook

The ASICS 2017 report is also available in Hindi and can be accessed at www.janaagraha.org/asics2017hindireport

55%

citizens live in cities where the mayor has a term of 2.5 years or less



Only

13%

cities have enacted town & country planning acts post liberalisation



Only

2

cities have formed both ward committees and area sabhas



10

months is the average tenure of a municipal commissioner

54%

cities do not generate enough revenue to meet their salary costs



39%

is the average percentage of own revenues to total expenditure



70%

cities had budget variance of over

30%



35%

is the average staff vacancy



ASICS SCORES 2017

Rank	City	Score	Score Change over 2016
1	Pune	5.1	0.9
2	Kolkata	4.6	0.5
3	Thiruvananthapuram	4.6	0.2
4	Bhubaneswar	4.6	1.1
5	Surat	4.5	1.3
6	Delhi	4.4	0.8
7	Ahmedabad	4.4	1.1
8	Hyderabad	4.3	0.3
9	Mumbai	4.2	0.1
10	Ranchi	4.1	0.8
11	Raipur	4.0	0.7
12	Kanpur	3.9	0.2
13	Lucknow	3.8	0.5
14	Guwahati	3.8	--
15	Bhopal	3.7	--
16	Ludhiana	3.5	0.5
17	Visakhapatnam	3.4	--
18	Jaipur	3.4	0.8
19	Chennai	3.3	-0.3
20	Patna	3.3	-0.1
21	Dehradun	3.1	--
22	Chandigarh	3.1	1.0
23	Bengaluru	3.0	-0.3



London
Score: 8.8



New York
Score: 8.8

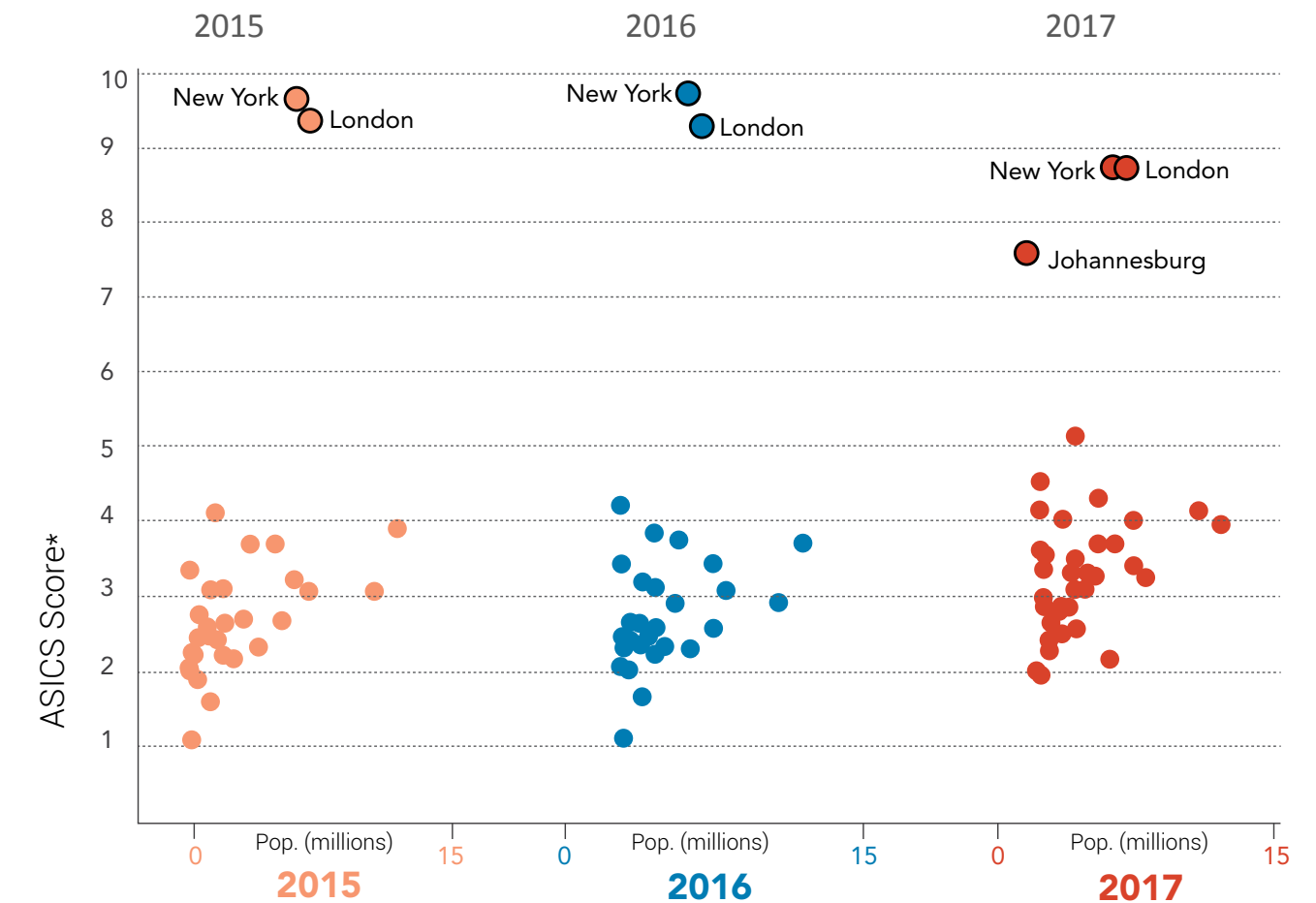


Johannesburg
Score: 7.6

The pace of City-Systems reforms in India has been painfully slow; India's cities need to address five systemic challenges urgently

Our cities presently have broken City-Systems and are improving at a snail's pace. They score between 3.0 and 5.1 while London and New York score 8.8. Johannesburg, a city from a developing country scores 7.6. Scores of benchmark cities indicate how far our City-Systems need to be strengthened before we can expect our cities to deliver good quality of life. The graph below shows the slow pace at which scores have improved - the average score has moved from 3.4 to just 3.9 over the last three years.

ASICS Scores (for all cities) over the last three years



* Each dot represents the score for one of the ASICS cities

The key messages from ASICS since its first edition in 2013 have remained consistent. India's cities need to address the following five systemic challenges in order to deliver better quality of life to citizens in a sustainable manner. These are:

1. Lack of a modern, contemporary framework of spatial planning of cities and design standards for public utilities
2. Weak finances, both in terms of financial sustainability and financial accountability of cities
3. Poor human resource management, in terms of number of staff, skills and competencies of staff, organisation design and performance management
4. Powerless mayors and city councils and severe fragmentation of governance across municipalities, parastatal agencies and state departments
5. Total absence of systematic citizen participation and transparency



01

Our cities lack a modern, contemporary urban planning framework. This may be denying us up to 3% of our GDP each year.

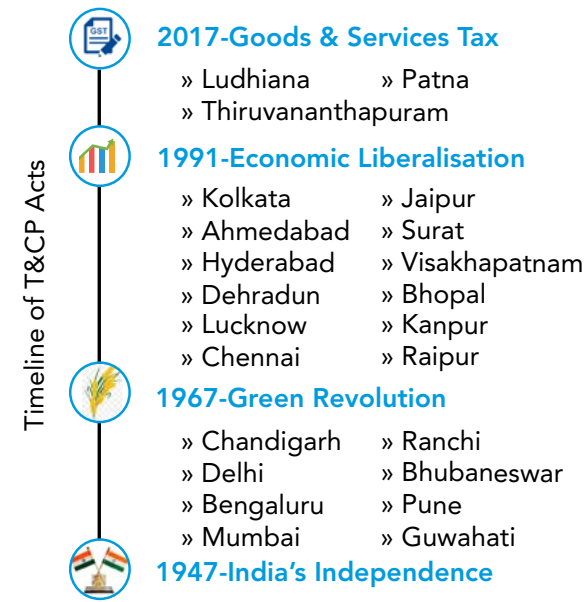
What's the problem?

- Outdated town & country planning acts
- Weak preparation, implementation and enforcement of spatial development plans
- Lack of design standards for public utilities

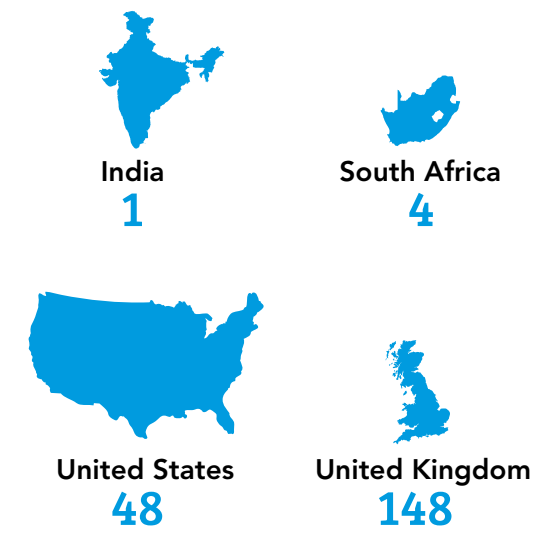
1 Green Economy Report - UNEP, 2011

Well-made and well-executed Spatial Development Plans (SDP) lie at the heart of economically vibrant, equitable, environmentally sustainable and democratically engaged cities. India's cities suffer from acute lack of planning. Our evaluation reveals several issues across the planning PIE (Preparation, Implementation and Enforcement). Outdated town & country planning acts, a large majority of which were drafted well before India's economic liberalisation and subsequent population growth have spawned a whole range of challenges such as urban sprawls, choked mobility networks, high carbon emissions, lack of affordable housing, rising income inequality, low economic productivity etc.

Most T&CP Acts are outdated and need an overhaul



India's cities don't have enough planners²



#Planners per 400,000 citizens

The town and country planning acts are only instruments of change. There are several reform agendas that need to be part of their overhaul. Firstly, they need to mandate creation of three tiers of SDPs at the metropolitan, municipal and ward levels with nested timelines. These SDPs need to have sectoral plans within them, such as mobility plans. The law needs to provide for proper and timely preparation, implementation and enforcement of SDPs (the planning PIE). It needs to have performance measures as an integral part, to measure the success of SDPs. Citizen participation in SDPs, particularly at the ward level, will need to find place in this new and improved law. So also a single GIS base map for the city across the municipality and all public utilities and state departments. Institutions and institutional mechanisms such as metropolitan planning committees, spatial planning boards, spatial data centres and others required for the functioning of the spatial planning framework will need to be conceived through the law.

India's cities do not have design standards for roads. Roads are networks for other public utilities too-footpaths, bus stops, water and sewerage networks, storm water drains, power cables, optical fibre networks and traffic surveillance all depend on road networks. Proper design standards for roads can transform not just mobility but also other utilities.

How do we fix it?

City Councils

- Implement an effective system to monitor, report and penalise SDP violations

State Governments

- Overhaul planning acts, mandate creation of three levels of SDPs with defined objectives & metrics and covering the planning PIE
- Constitute an empowered MPC anchored by elected representatives from municipalities

Government of India

- Publish model spatial planning framework and design standards for public utilities

2 Rafel Tuts, Director of Programme Division of UN-Habitat



02

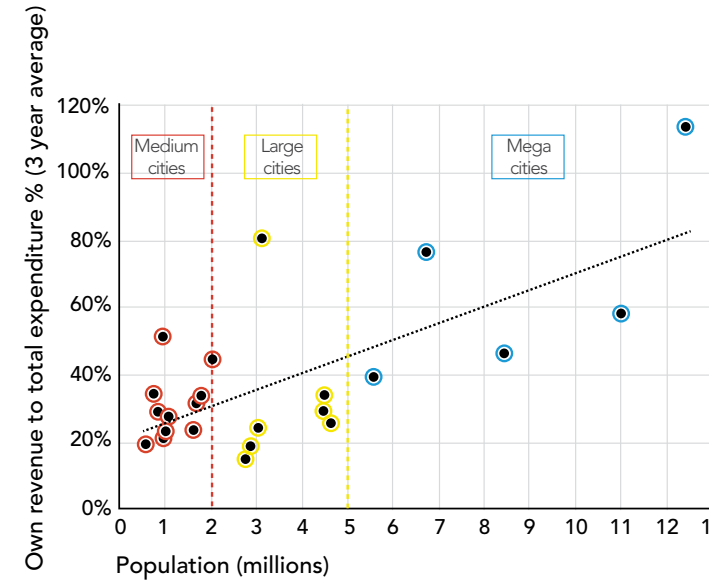
Both availability of money and its management are showstoppers in India's cities. Several cities don't generate enough funds to even cover staff salaries and have grossly inadequate financial management systems.

What's the problem?

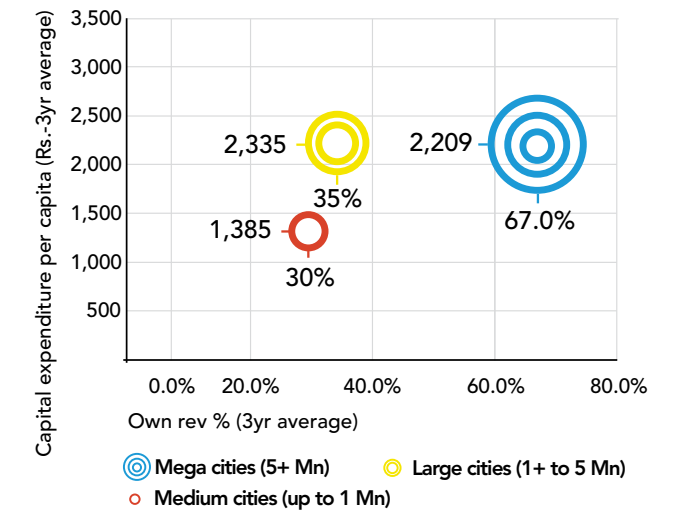
- Financial sustainability of most municipalities is presently in a precarious position
- Their financial accountability systems and processes are ridden with holes allowing leakages, both wilful and otherwise

Cities need significant amounts of capital to invest in not just creating new infrastructure and catching up on service delivery deficits, but also for revenue expenditure such as operations and maintenance and hiring of talent. On average, the cities assessed in this study, **generate only 39% of the funds** they spend, leaving them highly dependent on state and central government grants. Our analysis revealed that for several cities, their own revenues do not even cover staff salaries. Lack of adequate own revenue sources severely constrains the ability of our cities to invest in infrastructure and service delivery.

Most cities do not generate adequate revenues on their own



Medium sized cities spend much less than mega cities on capital expenditure on per capita basis



However, with the abysmal standards of financial management and accountability systems existing in Indian cities today, enhancing revenues will be akin to pouring money down a leaky bucket. This is evident in the fact that no Indian city, barring Guwahati, is required to have a Medium or Long Term Fiscal Plan (MTFP/LTFP) in place. No city is required to mandatorily undertake external audit of annual accounts or internal audits. The weak state of budget management is also evident in budget variance figures (budget v/s actuals) which on average over last three years is 36% across cities and as high as 75% in the cities of Raipur and Ranchi.

How do we fix it?

City Councils

- Sharply focus on improving collection efficiencies, explore technology and outsourcing solutions to enable the same
- Reform bases of assessment of revenue streams through market-orientation
- Improve return on assets, particularly on leased properties
- Implement a performance MIS framework

State Governments

- Undertake systematic fiscal decentralisation of additional, buoyant revenue streams; devolve full powers over tax rates and assessments
- Enact FRBM legislation, mandate audit of annual accounts by CAs by 31 July each year

Government of India

- Create and own a national performance reporting framework for municipalities, publish annual fiscal rankings of municipalities
- Publish models and templates for outsourcing of property tax collections, FRBM for municipalities, medium-term fiscal plans, performance MIS and annual accounts
- Incentivise better financial governance in future missions



03

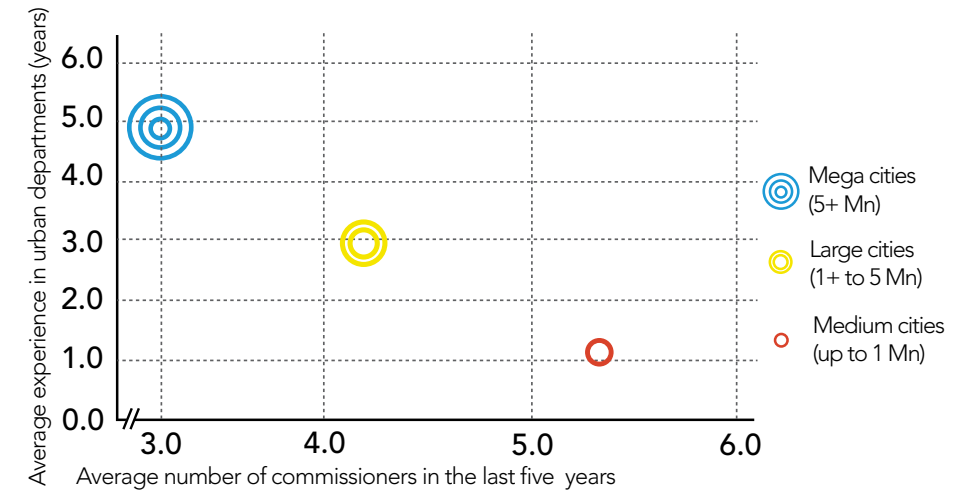
Human resource management is the Achilles' heel of India's cities. Municipalities have far fewer staff than they need. Their staff do not possess the required skills and competencies and their overall HR system is broken.

What's the problem?

- Municipalities do not have enough number of skilled staff required to meet infrastructure and service delivery needs of citizens
- Municipalities lack proper organisation design and have very poor human resource management policies

Arguably the single most important City-System for India's cities presently is that of urban capacities. Our cities do not have adequate number of skilled staff. Their HR policies are outdated and HR systems and processes broken. **The average staff vacancy is 35%, with the highest vacancy being 60% in the case of Guwahati.** These vacancies have been evaluated against sanctioned posts, which themselves in many cases have not been updated in a scientific manner commensurate with the growth of cities. **None of the cities has cadre and recruitment rules that contain modern job descriptions covering both technical skills and managerial competencies for each role or position in the municipality.**

Are we ignoring medium sized cities?



Commissioners in medium sized cities have less than a fourth of the experience of commissioners in mega cities. They also tend to have a shorter tenure of just about a year.

Commissioners of cities do not possess adequate domain experience in urban management constraining their ability to deliver strongly. **On average, commissioners only have 2.7 years of experience in urban management.** Medium-sized cities have commissioners with 1.2 years of urban management experience, whereas large and mega cities have commissioners with 2.9 and 4.1 years respectively. **Commissioners in Ludhiana, Guwahati, Dehradun, Kanpur, Ranchi, Thiruvananthapuram and Chandigarh have less than a year's experience in urban management.**

While it is true that 15 out of the 23 cities have access to a municipal cadre, the underlying rules are quite weak. What we need in our cities are robust and modern HR policies which have normative standards for job roles and number of positions, clearly defined job descriptions covering both technical skills and managerial competencies, principles in respect of organisation design and span of control, a comprehensive performance management system, staff benefit policies and learning and development policies.

How do we fix it?

City Councils

- Create a medium-term workforce plan and an annual workforce plan, aligned to medium term fiscal plan and annual budgets
- Evolve adequate financial visibility to fill in required staff vacancies and explore technology and outsourcing-based solutions
- Put in place quantitative performance metrics at staff and department level

State Governments

- Overhaul cadre and recruitment rules to bring them up to modern, contemporary standards of HR management
- Provide one-time financial support to municipalities to meet target workforce levels or adopt technology and outsourcing-based solutions

Government of India

- Publish model HR policies for municipalities including destination organisation charts, normative standards for job roles and number of staff, model job descriptions, other policies and model cadre and recruitment rules
- Sponsor pilot projects to test feasibility of technology and outsourcing-based solutions in select functional areas such as property tax collections, accounting
- Create a municipal service sector skill council to ensure municipal staffing is mainstreamed as part of the skills agenda



04

Mayor and Councillors, the elected leaders of a city, are not the ones in charge of several key functions in a city. Fragmentation of governance and low levels of empowerment renders them toothless.

What's the problem?

- Low levels of devolution of the proverbial three Fs - Funds, Functions and Functionaries
- Fragmentation of governance with multiple parastatals and state departments operating within cities

Mayors and councils in our cities are toothless. They don't have full decision-making authority over critical functions and services such as planning, housing, water, environment, fire and emergency services etc. **On average, only 9 out of the 18 functions under the 74th CAA have been effectively devolved.** Large cities such as Bhopal, Kanpur and Lucknow have a directly elected mayor with five year tenure, compared to mega cities such as Bengaluru and Delhi which have an indirectly elected mayor with one year tenure.

Mayors and councils also cannot hire and fire their own management teams, severely constraining their ability to exact accountability for performance from city officials. They have limited say when it comes to investing or borrowing monies or finalising budgets - **only four cities assessed can borrow without the sanction of state governments (with a debt-limitation policy), of which one is a medium sized city and three are large cities. Only seven cities can invest without prior state government approval, of which three are large cities and four are mega cities. Only 11 out of 23 have full independence in budget-setting. Of these 11, one is a medium sized city, six are large cities and four are mega cities.**

All of the above have resulted in the municipality becoming a glorified service provider, far from a local self-government or a city government. Parastatal agencies like the development authorities (which cover planning), water authorities or boards (that cover water and sewerage), transport corporations (that cover bus transport) report directly to state governments and to different departments/ministers within it. Exacerbating this fragmentation is the role of state departments, such as public works (roads) and police (traffic, law and order) which in many cities also have important roles to play in infrastructure and service delivery.

How empowered are our cities and their leaders?

	Medium & Large City	Mega City
Total population in cities (in millions)	38.7	44.2
Proportion of cities with a five year mayoral tenure	78%	20%
Proportion of cities with a directly elected mayor	33%	-
Average score for taxation powers	8/10	8/10
Average of own revenues to total expenditure %	31.6%	67.0%
Average per capita capex	1,966	2,209
Average number of functions devolved	8/18	11/18
Average score for powers over staff	4.3/10	5/10

- Over 55% of citizens live in cities where the mayor has a tenure of 2.5 years or less
- On average, a mayor's salary is as low as 12% of the salary of municipal commissioners
- No city mayor or council has the power to appoint their city's commissioner
- Only Mumbai and Pune have devolved the function of urban planning. Parastatals call the shots in other cities

This structure, which has resulted in fragmented governance throws up the challenge of low levels of accountability as parastatals are answerable to the state government and not to the municipality and therefore are removed from the citizens.

How do we fix it?

City Councils

- Create a national-level platform for mayors and city councils that can strengthen advocacy for decentralisation
- Connect with citizens, build trust and gain their support for the decentralisation agenda

State Governments

- Overhaul municipal corporation acts to ensure mayors have five year terms, critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances
- Clarify reporting structures by ensuring in a phased manner reporting of parastatal agencies to the mayor and council

Government of India

- Amend 74th CAA for it to meet its intended purpose of municipalities serving as local-self governments
- Lead the effort on a metropolitan governance paradigm, evolve consensus with state governments



05

India's cities have virtually no platforms where citizens can participate in civic matters in their neighbourhoods. This impacts not just accountability of municipalities, but quality of democracy itself. Low levels of transparency in finances and operations of municipalities worsens this problem.

What's the problem?

- Ward committees and area sabhas do not exist and therefore citizens are disconnected from decision-making in the city and their neighbourhood
- Public disclosure law, a mandatory reform under the JnNURM, not implemented in spirit despite being enacted

India's cities are characterised by low levels of citizen participation and transparency. There are no structured platforms for citizen participation (such as ward committees and area sabhas), no coherent participatory processes (such as participatory budgeting), weak citizen grievance redressal mechanisms and very low levels of transparency in finances and operations. All of this put together has resulted in weak levels of engagement between citizens and governments, as a consequence low levels of trust and in general poor quality of democracy in a city.

Only 10 out of the 23 cities assessed have a Community Participation Law (CPL)³, a reform measure introduced under the JnNURM that mandates constitution of both ward committees and area sabhas for citizen participation. Even so, while most have constituted ward committees, only two cities, Guwahati and Hyderabad have constituted area sabhas.

Citizen charters, powerful tools of accountability and grievance redressal, are missing in nine of the 23 cities assessed. Where they do exist, there is no mention of service levels, and few mention timelines for service delivery and processes for obtaining relief where service levels are not met. An ombudsman, specifically for resolving such issues, is missing in all but three Indian cities, Bhubaneswar, Ranchi and Thiruvananthapuram.

Data and information are useful only if they are easily usable by citizens. While PDF formats may be good say for citizens to look up a list of citizen service centres, they do not lend themselves to information on city finances and public works. To have citizens engage meaningfully, they have to be enabled with actionable information, aspect which an open data framework addresses - by not just allowing citizens to access data more easily, but also enabling civil society organisations, the media and others to aggregate and analyse information and drive advocacy efforts around specific causes. **We find that 19 of the 23 Indian cities assessed are neither mandated to nor release basic yet important data sets in an open data format.**

How do we fix it?

City Councils

- Adopt open data standards, usher in radical transparency in finances and operations; systematically provide actionable data at a neighbourhood level
- Implement participatory budgeting

State Governments

- Enact CPL and PDL, notify rules and implement them in spirit
- Create an office of ombudsman for citizen grievance redressal exclusively for municipalities

Government of India

- Include implementation of CPL and PDL as performance conditions in future urban missions

³ These cities have enacted CPL with provisions for both ward committees & area sabhas and have also notified corresponding rules

So, how do we go about fixing India's City-Systems?

Political leaders and administrative leaders across city councils, state governments and government of India should adopt a two track approach of projects plus reforms. The below City-Systems reforms will massively transform the ability of our cities to deliver high quality infrastructure and services.

Urban Planning & Design

	City Council	State Govts.	Govt. of India
Implement an effective system to monitor, report and penalise SDP violations	✓		
Overhaul planning acts, mandate creation of three levels of SDPs with defined objectives & metrics and covering the planning PIE		✓	
Constitute an empowered MPC anchored by elected representatives from municipalities		✓	
Publish model spatial planning framework and design standards for public utilities			✓

Urban Capacities & Resources

• Municipal Finance

	City Council	State Govts.	Govt. of India
Sharply focus on improving collection efficiencies, explore technology and outsourcing solutions to enable the same	✓		
Reform bases of assessment of revenue streams through market-orientation	✓		
Improve return on assets, particularly on leased properties	✓		
Implement a performance MIS framework	✓		
Undertake systematic fiscal decentralisation of additional, buoyant revenue streams; devolve full powers over tax rates and assessments		✓	
Enact FRBM legislation, mandate audit of annual accounts by CAs by 31 July each year		✓	
Create and own a national performance reporting framework for municipalities, publish annual fiscal rankings of municipalities			✓
Publish models and templates for outsourcing of property tax collections, FRBM for municipalities, medium-term fiscal plans, performance MIS and annual accounts			✓
Incentivise better financial governance in future missions			✓

• Municipal Staffing

	City Council	State Govts.	Govt. of India
Create a medium-term workforce plan and an annual workforce plan, aligned to medium term fiscal plan and annual budgets	✓		
Evolve adequate financial visibility to fill in required staff vacancies and explore technology and outsourcing-based solutions	✓		
Put in place quantitative performance metrics at staff and department level	✓		
Overhaul cadre and recruitment rules to bring them up to modern, contemporary standards of HR management		✓	
Provide one-time financial support to municipalities to meet target workforce levels or adopt technology and outsourcing-based solutions		✓	
Publish model HR policies for municipalities including destination organisation charts, normative standards for job roles and number of staff, model job descriptions, other policies and model cadre and recruitment rules			✓
Sponsor pilot projects to test feasibility of technology and outsourcing-based solutions in select functional areas such as property tax collections, accounting			✓
Create a municipal service sector skill council to ensure municipal staffing is mainstreamed as part of the skills agenda			✓

Empowered & Legitimate Political Representation

	City Council	State Govts.	Govt. of India
Create a national-level platform for mayors and city councils that can strengthen advocacy for decentralisation	✓		
Connect with citizens, build trust and gain their support for the decentralisation agenda	✓		
Overhaul municipal corporation acts to ensure mayors have five year terms, critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances		✓	
Clarify reporting structures by ensuring in a phased manner reporting of parastatal agencies to the mayor and council		✓	
Amend 74 th CAA for it to meet its intended purpose of municipalities serving as local-self governments			✓
Lead the effort on a metropolitan governance paradigm, evolve consensus with state governments			✓

Transparency, Accountability & Participation

	City Council	State Govts.	Govt. of India
Adopt open data standards, usher in radical transparency in finances and operations; systematically provide actionable data at a neighbourhood level	✓		
Implement participatory budgeting	✓		
Enact CPL and PDL, notify rules and implement them in spirit		✓	
Create an office of ombudsman for citizen grievance redressal exclusively for municipalities		✓	
Include implementation of CPL and PDL as performance conditions in future urban missions			✓

For an actionable blueprint that city leaders can adopt, please refer Bengaluru Blueprint (<http://janaagraha.org/files/publications/Blueprint-Vol1.pdf>) and City-Systems Strategy (http://janaagraha.org/files/CSS_BOOK_FINAL.PDF)



METHODOLOGY

The Approach

ASICS is an evaluation of the state of urban governance of India's cities.

ASICS 2017 is an objective benchmarking of 23 Indian cities across 20 states on 89 questions, covering 150 parameters, 3900 points of investigation and takes a systematic, data-driven approach towards urban governance; scoring cities on a scale of 0 to 10. It also compares Indian cities with benchmark cities - London, New York as they are cities with functional democracies and are widely considered to be offering their citizens a high quality of life. In this edition, we have also added Johannesburg, the largest city in South Africa, as a comparable city to get a sense of where India's cities stand against a global city with a comparable democratic governance structure and demographic distribution.

ASICS 2017 builds on the approach taken in the editions since 2013. This edition has increased the coverage and representativeness of the survey by including Guwahati and Visakhapatnam in the evaluation. Effort was also taken to make the survey more robust by adding 16 new questions and modifying the approach of evaluation to 15 existing questions to make them more relevant. Towards this guidelines of AMRUT and smart cities mission were also considered.

ASICS employs the size (in terms of population) and the geographic distribution of cities as the main criteria for inclusion in the evaluation.

ASICS uses a quantitative assessment that is reflected in individual scores. The score sheet that is comparable across cities is meant to provide administrators and policymakers with a diagnosis of systemic reforms needed in their respective areas.

In this report we have used the terms 'city' and 'municipality' to refer to an Urban Local Body (ULB).

City-Systems components and number of questions within them



Urban Planning & Design

No of Questions : 32



Urban Capacities & Resources

No of Questions : 24



Empowered & Legitimate Political Representation

No of Questions : 14



Transparency, Accountability & Participation

No of Questions : 19

Data Collection

Data collection spanned over a period of seven months. The survey is predominantly based on primary research with the sources being relevant laws, policy documents and websites of city & state governments. The latest amendments in laws and policies have been factored in and we have taken care to ensure that the data collected in the early months was re-checked upto the cut-off date of 31 Dec 2017. For a detailed break-up of sources, please refer to the ASICS 2017 Data Book (www.janaagraha.org/asics2017databook).

We filed more than 250 RTI applications and subsequent follow up RTIs with municipalities and the state urban development departments. While the response to RTIs was far better than in prior years, it was far from satisfactory.

Classification of Cities

Cities have been classified on the basis of population as follows :

1. Mega cities (5+ Mn)

Ahmedabad, Bengaluru, Delhi, Hyderabad and Mumbai

2. Large cities (1+ to 5 Mn)

Bhopal, Chennai, Jaipur, Kanpur, Kolkata, Lucknow, Ludhiana, Patna, Pune, Surat and Visakhapatnam

3. Medium cities (upto 1 Mn)

Bhubaneswar, Chandigarh, Dehradun, Guwahati, Raipur, Ranchi and Thiruvananthapuram

Scoring and Weightage

All questions have been scored on a range of 0 to 10, with 10 being the highest that a city can score. Select questions have been divided into sub-questions and given graded scores to ensure that various facets are captured within a single parameter. Uniform weightage has been assigned to individual questions. We believe that each question probes a defining quality and is equally important in fixing City-Systems. Each category within the City-Systems framework has also been weighted equally.

Please refer ASICS 2017 Data Book for the methodology in detail and complete set of score sheets and data (www.janaagraha.org/asics2017databook).



ABBREVIATIONS

AMRUT - Atal Mission for Rejuvenation and Urban Transformation
ASICS - Annual Survey of India's City-Systems
CA - Chartered Accountant
CPL - Community Participation Law
CSO - Civil Society Organizations
CSR - Corporate Social Responsibility
FRBM Act - Fiscal Responsibility and Budget Management Act
GDP - Gross Domestic Product
GIS - Geographic Information System
Govt. - Government
HR - Human Resources
JD - Job Description
JnNURM - Jawaharlal Nehru National Urban Renewal Mission
LTFP - Long-Term Fiscal Plan
MC Act - Municipal Corporation Act
MIS - Management Information System
Mn - Million
MPC - Metropolitan Planning Committee
MTFP - Medium-Term Fiscal Plan
PIE - Preparation, Implementation and Enforcement
PDL - Public Disclosure Law
RPA Act - The Representation of People Act
RTI - Right To Information
SDP - Spatial Development Plan
T&CP Act - Town and Country Planning Act
UN - United Nations
74TH CAA - 74th Constitution Amendment Act

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DASRA, meaning 'enlightened giving' in Sanskrit, is a pioneering strategic philanthropic organization that aims to transform India, where a billion people can thrive with dignity and equity. Since its inception in 1999, Dasra has accelerated social change by driving collaborative action through powerful partnerships among a trust-based network of stakeholders (corporates, foundations, families, non-profits, social businesses, government and media). Over the years, Dasra has deepened social impact in focused fields that include adolescents, urban sanitation, democracy and governance, and has built social capital by leading a strategic philanthropy movement in the country.

Find out more at www.dasra.org



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2017
SHAPING INDIA'S URBAN AGENDA

We would be delighted to hear from you.
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