Urban Development and Housing Department
Government of Bihar

City Development Plan (2010-30)
PHULWARISHARIF

EXECUTIVE SUMMARY

CDP Prepared By:

  Intercontinental Consultants & Technocrats Pvt. Ltd.

Support Programme for Urban Reforms in Bihar

(A Government of Bihar Initiative)

Supported by DFID, United Kingdom

प्रेम कुमार
मंत्री
नगर विकास एंव आवास विभाग
बिहार, पटना

संदेश

मुझे यह घोषणा करते हुए अति प्रसन्नता हो रही है कि नगर विकास ने राज्य के प्रमुख 28 शहरों की नगर विकास योजना (CDP) तैयार की है। यह विभाग के लिए विशेष उपलब्धि है क्योंकि ये नगर विकास योजनाऐं (CDPs) राज्य में नगरीय आधारभूत संरचनाओं पर होने वाले व्यय के लिए मील का पत्थर साबित होगी।

समग्र विकास की धारणा से राज्य में नगरीय विकास में बड़ा लाभ मिलेगा। ये नगर विकास योजनाऐं (CDPs) विस्तृत विचार विमर्श के बाद वर्ष 2010 से 2030 तक के लिए बनाई गई हैं। विचार विमर्श द्वारा एक दृष्टिकोण परिभाषित हुआ है जिसे परियोजनाओं (Projects) के रूप में परिवर्तित किया जाएगा। नगर विकास योजनाओं (CDPs) में न केवल 20 वर्षों में आधारभूत संरचनाओं की जरूरतों को परिभाषित किया है बल्कि नगर सुधार की जरूरतों एवं परियोजनाओं के क्रियान्वयन के लिए धन राशि की उपलब्धता के लिए स्त्रोत को भी दर्शाया गया है। सभी नगर विकास योजनाओं (CDPs) में नगरीय स्तर पर वित्तीय सुधार पर जोर दिया है जो दीर्घ काल में न केवल विकास की जरूरतों को पूरा करने में लाभप्रद होगा बल्कि निजी क्षेत्र द्वारा निवेश को आकृष्ट करने में मदद करेगा। नगर विकास योजनाऐं (CDPs) राज्य को आर्थिक क्रिया कलापों के केन्द्र के रूप में नगरीय क्षेत्र के विकास के लिए पथप्रदर्शक होंगी।

ये नगर विकास योजनाऐं ब्रिटिश सरकार के अन्तराष्ट्रीय विकास विभाग (DFID) द्वारा वित्त पोषित संवर्धन परियोजना (SPUR) के तहत बनाई हैं। "संवर्धन" परियोजना वृहद आर्थिक क्रिया कलापों एवं सेवाओं जो गरीबों के विकास में सहायक हो सकती हैं को केन्द्र में रखते हुए आर्थिक वृद्धि एवं गरीबी उन्मूलन में विशिष्ट योगदान के लिए शहरी क्षेत्रों को मजबूती प्रदान करने पर केन्द्रित है।

जन प्रतिनिधि के रूप में मेरी हार्दिक इच्छा है कि बिहार अग्रणी राज्य की श्रेणी में खड़ा हो जैसेः प्राकृतिक एवं मानवीय संसाधन में अग्रणी, आर्थिक एवं मानवीय विकास में अग्रणी, ऐतिहासिक रूप से अग्रणी। अभी हम इस दिशा में एक छोटा सा कदम रख रहे हैं।

(प्रेम कुमार)

संदेश

हमें यह घोषणा करते हुए अति प्रसन्नता हो रही है कि फुलवारीशरीफ के दीर्घकालीन विकास के लिए समेकित दृष्टिकोण के साथ शहर की नगर विकास योजना (CDP) बन चुकी है। इस नगर विकास योजना में समेकित दीर्घकालीन कार्यनीति (दृष्टिकोण–2030) जो कि आगे अल्पकालीन, मध्यकालीन एवं अन्तकालीन कार्यनीति में विभाजित की गई है के साथ ही नगर निवेश योजना (CIP) का भी समावेश है। इस योजना के आधार पर फुलवारीशरीफ नगर परिषद्, योजना में वर्णित प्राथमिकता आधारित चिन्हित परियोजनाओं के लिए भारत सरकार, राज्य सरकार, स्वयं के वित्तीय स्त्रोतों एवं अन्य वित्तीय स्त्रोतों से धन राशि प्राप्त कर सकेगा। नगर विकास योजना में विभिन्न क्षेत्रों की परिचालनीय कार्यनीति (Operational Strategy) एवं प्रत्येक व्यवहारिक क्षेत्र के क्रियान्वयन हेतु कार्य योजना शामिल है। इसके अतिरिक्त नगर विकास योजना (CDP) में शामिल वित्तीय क्रियान्वयन योजना (FOP) के अनुसार नगर परिषद् चिन्हित परियोजनाओं के क्रियान्वयन के लिए वित्तीय संसाधन उपलब्ध करा सकेगा।

यद्यपि नगर विकास योजना तैयार करने के लिए उच्च स्तरीय तकनीकि कार्य किया गया है तथापि नगर विकास योजना विस्तृत विचार विमर्श के बाद तैयार की गई है जिसमें शहर के सामाजिक एवं आर्थिक विकास में भागीदारी सुनिश्चित करने के लिए जन प्रतिनिधियों, नगर निकायों के पदाधिकारियों, सम्बन्धित संस्थाओं, नीति निर्धारकों, निजी क्षेत्र की संस्थाओं, नागरिक समितियों एवं जन साधारण के विचारों को शामिल किया गया है। नगर विकास योजना में फुलवारीशरीफ शहर के भविष्य एवं विभिन्न क्षेत्र की परिचालनीय कार्यनीति (Operational Strategy) के बारे में एक दृष्टिकोण को प्रस्तुत किया गया है और क्रियान्वयन योग्य कार्य योजना को दर्शाया गया है।

यह नगर विकास योजना, ब्रिटिश सरकार के अन्तर्राष्ट्रीय विकास विभाग (DFID) द्वारा वित्त पोषित संवर्धन कार्यक्रम के तहत बनाई गई है। फुलवारीशरीफ नगर परिषद् इस सहयोग के लिए DFID का आभारी है।

Khalda yusuf

(सभापति)
फुलवारीशरीफ नगर परिषद्

Overview

Phulwarisharif is a satellite town of Patna strategically located between Patna and Danapur at a distance of 7 Km from Patna. The town is an important religious centre in the state. The town is well connected on the NH 98 connecting Patna with Arrah. Phulwarisharif town is spread over 6.48 sq km and is divided into 28 wards. The municipality was established in 1978.

Location of Patna District
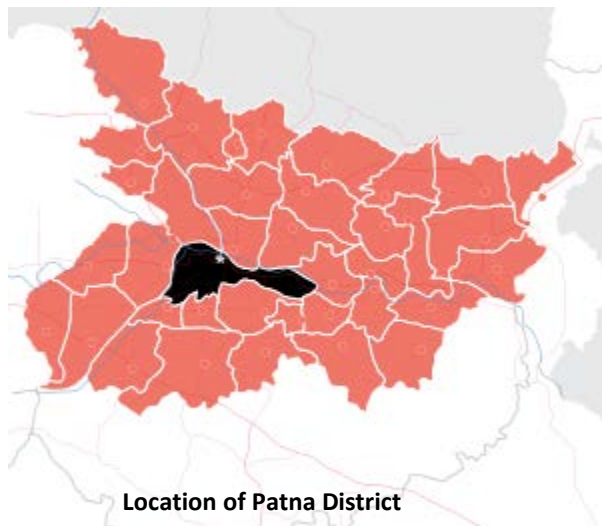
Phulwarisharif is an important exporter of cotton yarn. Services and trade and commerce contribute maximum to the economy while agriculture also plays a significant role. Although tourism has not much contributed towards economic generation of the town yet it has immense potential for economy generation through tourism. There are so many historic religious places like Hazrat Pir Mujibullah dargah, Khanqah Mujeebia Khanqah Faridia& Sheesh Mahal, Qazi Noorul Hasan Memorial School, Sangi Masjid and Lal miyan ki dargah.

The competitive advantage of Phulwarisharif lies in its proximity to Patna. Additionally the town has good rail and road connectivity. The importance of the town as a religious centre is also an advantage.

CITY VISION

The vision for Phulwarisharif was derived on the basis of the status assessment of the city, stakeholder consultations and focused group discussions. Participatory consultations during the visioning process concluded that there is need to revive growth and improve the overall quality of life of its citizens. The identified Vision is as follows: *"To develop Phulwarisharif as a satellite town of Patna with quality infrastructure services and facilities, good governance, planned development, clean environment and preserving its religious heritage."* The identified vision forms the basis of sector-specific strategies adopted in framing the action plan.

Demography

The population of Phulwarisharif has a shown increasing trend since 1971. The population has increased from 15,917 in 1971 to 81,649 in 2011 with growth rate registering an increase from 42.69% during 1971 to 1981 to 52.75% during 2001 to 2011. The proximity of the town to Patna is one of the key reasons for its population growth. For purposes of the CDP, the population has been projected using three different methods (Linear Method, Geometric Growth Method and Exponential Curve Method). The Exponential Curve Method was adopted as It was found to have the best fit. The projected population for Phulwarisharif is 1,85,803 in 2030.
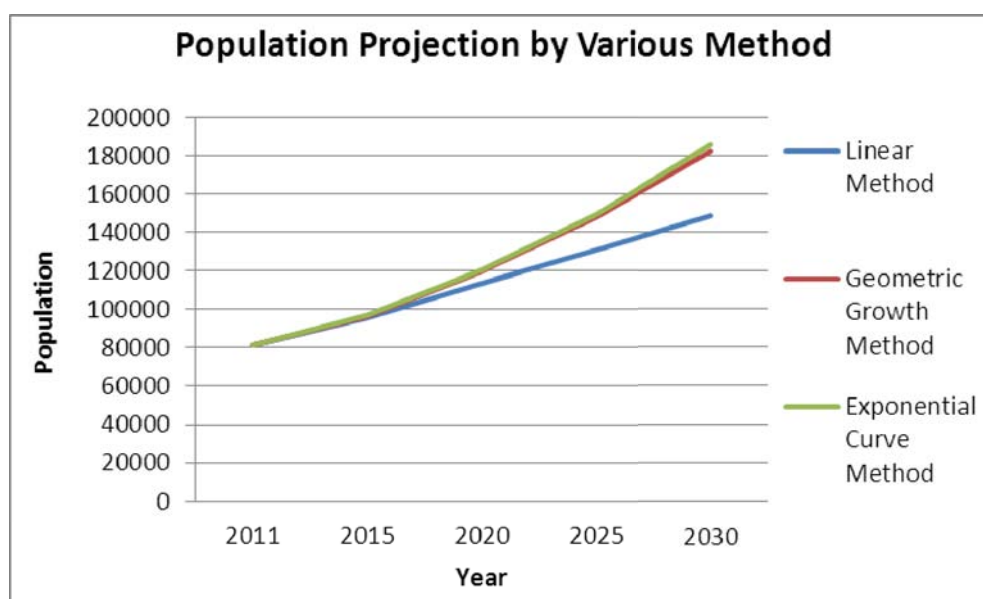
Sector Assessments & Growth Strategies

A) Water Supply

Ground water is the main source in Phulwarisharif. The PHED has responsibility for production and distribution of water supply in the city. The ground water table is at 2-8 m. The water is extracted through five tube wells, approximately 256 hand pumps, 76 public hand pumps in slums and 53 public stand posts. The town has one overhead tank. The gross supply in the city is around 6.15 MLD with about 38 lpcd as per 2001 population. The town introduced a pipeline network in 1980 but it does not cover the entire town. It is estimated that the town has 12km of pipelines that cover 45% of households. Water supply is for 8 hours a day. The projected water demand in 2030 is 28.8 MLD. **A DPR for water supply has already been prepared and therefore not included in this CDP.**

B) Sewerage and Sanitation

Phulwarisharif does not have a sewer system. As per Census 2001, 564% of the households had water closet latrines, 16% had pit latrines. Open defecation was practiced by 12% of households. It is

Strategies: The CDP suggests the following:
- Development of a sewerage system with all associated features
- Development of public conveniences

estimated that there is 6km sewers with 532 connections. The estimated sewage generation in the town in 2011 is 10.1 MLD and this is expected to increase to 23 MLD by 2030. The town has 10 public toilets that are not well maintained. Night soil and sludge either flows through surface drains or through kaccha drains along the road or collects in low lying areas and water bodies. It has been observed that in several cases soak pits constructed by individual households are unlined thus posing a threat of contamination to shallow aquifers. While the town does have some public conveniences, they are ill maintained.

Sewerage & Sanitation Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
New Sewer System	18.00	9.00	5.40	3.60
IEC measures for sanitation practice	0.10	0.10	-	-
Construction of Sewerage Treatment Plant (ASP)	17.25	8.63	5.18	3.45
Community toilets (8% HH does not have toilet facilities and 1 toilet will cover 50 families) 2011popu- 185803, HH size-6.9=26928 HH, 8% HH= 2154	4.31	4.31	-	-
Public Convenience	1.15	0.58	0.35	0.23
Sub Total	**40.81**	**22.61**	**10.92**	**7.28**

C) Drainage

It is estimated that Phulwarisharif town has 8 km of drans of which 63% is pucca (open and closed) drains. The drains have not been constructed in line with the topography leading to spillage of rain water.

The city is prone to water logging in the rainy season. At present, the drainage system is a result of piecemeal construction of open drains to meet temporary local conditions in different parts of the town. Drains are clogged with garbage and silt thus their carrying capacity is reduced.

Strategies: The key strategies in the CDP are:
- To develop a drainage system based on a Drainage Master Plan
- To construct new drains and missing links, align, develop and maintain existing drains

Drainage Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
Preparation of Drainage Master Plan considering the city level slope	0.10	0.10	-	-
Construction of Primary drains	1.20	0.60	0.36	0.24
Construction of Secondary drains	4.80	2.40	1.44	0.96
Improvement/ repairing of existing primary and secondary drains	0.38	0.38	-	-
Improvement/ repairing of existing main drains	1.52	1.52	-	-
Jeep Mounted Excavator	0.30	0.30	-	-
Dumper Truck	0.09	0.09	-	-
Removing the encroachment on low lying areas	0.20	0.20	-	-
Sub Total	**8.59**	**5.59**	**1.80**	**1.20**

D) Solid Waste Management

It is estimated that Phulwarisharif generates about 10.6 tonnes of garbage per day. About 60% of the waste generated is collected while the rest is unattended. The municipality has appointed an NGO, 'Nidan' for door to door collection. This service covers all wards and charges Rs. 30 per household per month. The ULB has 4

Strategies: The key strategies in the CDP are:
- Introduction of door to door collection including segregation at source
- Provision of community dustbins
- Procurement of equipment and vehicles
- Scientific disposal at sanitary landfill
- IEC campaigns to complement planned systems improvements

tractors (3 functional) and 49 hand trolleys (24 functional) for collection and transportation of garbage. The town has 30 storage bins in different parts of the town. There is no designated dumping site and garbage is dumped at all available places in the town leading to foil smell, unhygienic conditions and mosquito breeding. There are plans to dump the garbage at the proposed land fill site at Bairiya that will also cater to Patna. It is estimated that the town will generate 46.5 tonnes of garbage per day by 2030. **A DPR for solid waste management has already been approved therefore projects have not been included in this CDP.**

E) Roads, Traffic, and Transportation

NH 98 bisects the city into two parts and the railway line marks the northern boundary of the town. The town has good road connectivity. Patna is the nearest airport. The total road

Strategies: The key strategies in the CDP are:
- Improving existing roads and intersections
- Creation of new traffic infrastructure including a truck terminal, bus stand, parking and new roads
- Use of non-conventional energy for street lights

length in the town is 32km of which 14km is surfaced and 18km un-surfaced. Phulwarisharif is a major railway station under the North-East Frontier Railway with all major trains connecting western and eastern India passing through the town. Bus services are good connecting the town to other parts of the state and the region. Public transport includes tempos, auto rickshaws and cycle rickshaws. Jeeps are a major means of transport within the town. The traffic is chaotic and on street parking together with encroachments further aggravates the situation.

Traffic & Transportation Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
Truck Terminal	10.00	6.00	4.00	-
Bus Stand	2.00	2.00	-	-
Parking	0.30	0.15	0.15	-
Junction Improvement	0.75	0.75	-	-
Construction of New Road	24.00	24.00	-	-
Road Improvement	8.00	4.00	4.00	-
Sub Total	**45.05**	**36.90**	**8.15**	**-**

F) Street Lighting

The town has 403 street light poles, 2 high mast light poles and 56 solar lights with an average spacing of 430m against the norm of 30m.

Street Lighting Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
Installing Street Light poles (at distance of 30m)	1.79	0.90	0.54	0.36
Implanting High mast Poles (14m Height)	0.02	0.02	0.00	-
Implanting High mast Poles (40m Height)	0.24	0.24	0.00	-
Sub Total	**2.06**	**1.16**	**0.54**	**0.36**

G) Social Infrastructure

An assessment of social infrastructure in Phulwarisharif was done. The town has 22 primary schools, 1 Senior Secondary Schools, 3 Secondary Schools, 10 Middle

Strategies: The key strategies in the CDP are:
- Provision of health and educational facilities in line with UDPFI norms in phases

Schools and 1 Adult Education Centre. There is a high preference for educational facilities in Patna. Phulwarisharif has one government hospital and a specialized cancer hospital (Mahavir Research Institute) in addition to a few private clinics. For health facilities as well, there is a preference for Patna. The town has a few small parks, one cinema hall and one fire station with two fire tenders.

Social Infrastructure Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
IEC for health awareness	0.10	0.10	-	-
Incineration Centre	0.20	0.20	-	-
General Hospital	40.00	20.00	12.00	8.00
Poly Clinic	4.00	2.00	1.20	0.80
Nursing home, Child welfare and Maternity centre (25 – 30 Beds)	2.00	1.00	0.60	0.40
Dispensary	2.93	1.47	0.88	0.59
Primary School (Class I to V)	7.00	3.50	2.10	1.40
Senior Secondary(Class VI to XII)	12.00	6.00	3.60	2.40
College (1000 to 1500 students)	30.00	15.00	9.00	6.00
Construction of Old Age Home	2.86	1.43	1.43	-
Construction of Outdoor Stadium	7.16	3.58	2.15	1.43
Development of new parks	20.00	10.00	6.00	4.00
Development of Community Hall	9.34	4.67	2.80	1.87
Development of Public Library	2.66	1.33	0.80	0.53
Construction of Slaughter House at city Periphery area	1.00	1.00	-	-
Sub Total	**141.26**	**71.28**	**42.56**	**27.42**

H) Slums and Urban Poor

The SPUR survey in December 2010 recorded presence of 9 slums with 930 households. Slums are located on agricultural land and other low lying areas. Slums have poor infrastructure with hand pumps and public stand

Strategies: The key strategies in the CDP are:
- Improvement in housing conditions including construction of new houses
- Provision of infrastructure that is integrated with city level networks

posts being the main water supply sources; there is a lack of public toilets.

Housing for Poor Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
Housing for slum dwellers (40 sqm plot Site)	9.81	9.81	-	-
Sub Total	**9.81**	**9.81**	**-**	**-**

I) Local Economy

Phulwarisharif is an important exporter of cotton yarn. Services, trade and commerce are the highest contributors to the economy. As per Census 2001, the workforce participation rate in

> **Strategies:** The key strategies in the CDP are:
> - Improvement in the business approval processes
> - Provision of improved infrastructure in the long run to strengthen economic development

Phulwarisharif is 22.17%. Although tourism is not a major contributor to the economy, there are several religious places like the Hazrat Pir Mujibullah Dargah, Khanqah Mujeebia, Khanaq Faridia, Sheesh Mahal, Qazi Noorul Hasan Memorial School, Sangi Masjid and Lal Miyan Ki Dargah that see a large number of devotees annually. There is a high dependence for employment and shopping in Patna. The informal sector caters to daily needs and it is estimated that the town has 5135 vendors. The potential for economic development requires an assessment of the likely resource base in the region.

J) Tourism

The town has a long religious history linked closely with the Sufi culture of the country. The important sites from this perspective being Hazrat Pir Mujibullah, Khanqah Mujeebua Khanqah Faridia and Sheesh Mahal. The town is also a religious education centre with institutions line the Qazi Noorul Hasan Memorial School that is popularly known as the 'Madrasa'. The other places of significance include the Sangi Masjid, the Lal Miyan ki Dargah.

K) Governance and Institutional Set Up

Institutional Set Up Projects	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
Training of PNP staff and Implementation Double entry system	0.10	0.04	0.03	0.03
Implementation of Double Entry Accrual Based Accounting	0.10	0.10	-	-
Training and Institutional Strengthening	2.50	1.00	0.75	0.75
Communication and Citizen Participation Program	0.10	0.04	0.03	0.03
Modernizing Office Infrastructure	2.00	1.00	1.00	-
E-Governance System for Municipal Services	6.00	6.00	-	-
Asset Management System (GIS Mapping of Property Tax System, Water Pipe line, Sewer System, Drainage System)	0.32	0.32	-	-
Sub Total	**11.12**	**8.50**	**1.81**	**0.81**

Financial Position of the Local Body

Analysis of the financial position of the ULB shows that total receipts decreased from Rs. 3.01 crore in 2008-09 to Rs. 1.71 crore in 2009-10. It is estimated to rise to Rs. 3.18 crore in 2010-11. Holding Tax, the most important source of own taxes reduced from Rs. 0.25 crore in 2008-09 to Rs. 0.15 crore in 2009-10.

Highlights of Financial Position
- Annual income is mainly dependent on grants from government
- Establishment accounts for the highest share of revenue expenditure

Revenue expenditure increased from Rs. 0.39 crore in 2008-09 to Rs. 1.58 crore in 2009-10 and is estimated to be Rs. 1.08 crore in 2010-11. Establishment accounts for the highest share of total expenditure.

Revenue Income and Capital Income

	Item	Year (Amount in Rs. Crore)		
		2008-09	**2009-10**	**2010-11 (Estimated)**
(A)	Own Sources- Taxes	0.250	0.159	0.380
(B)	Own Sources- Non-Taxes	0.003	0.000	0.005
(C)	Assigned Revenues	0.000	1.050	1.100
(D)	Revenue Grants (Include. Salary and Matching grants)	0.489	0.075	0.290
(E)	Other Income	0.000	0.000	0.000
	Total Revenue Receipts	*0.743*	*1.284*	*1.775*
	Capital Receipts	*2.268*	*0.427*	*1.410*
	Total Receipts	**3.011**	**1.711**	**3.185**

Municipal Expenditure

	Item	Year (Amount in Rs. Crore)		
		2008-09	**2009-10**	**2010-11 (Estimated)**
(A)	Total Establishment Expenditure	0.282	0.316	0.310
(B)	O & M Expenditure	0.014	0.146	0.080
(C)	Programme Expenditure	0.090	1.102	0.630
(D)	Administration Expenditure	0.004	0.018	0.010
(E)	Finance & Interest Expenditure	0.001	0.000	0.000
(F)	Miscellaneous Expenditure	0.014	0.074	0.050
	Revenue Expenditure	**0.391**	**1.581**	**1.080**

Capital Investment Plan (CIP)

The total funding over the life of the CDP period, i.e. up to year 2030, is estimated at Rs. 258.69 crore. Sector-wise details of the investments have been defined for the entire period. In the previous sections, details of all identified projects and estimated costing have been shown. The CIP takes into account priority areas of intervention and funding ability and priorities of the ULB. The CIP accounts for funds that the ULB will be expected to contribute to meet all the interventions necessary for achievement of the City Vision.

The scheduling or phasing of the CIP is based on the analysis of fiscal resources for new investments and O&M, technical capacity for construction and the choice of specific improvements to be taken up over the CDP period.

Sectors	Total (in Rs. Crore)	2011 - 2015	2016 - 2020	2021 - 2030
Sewerage & Sanitation	40.81	22.61	10.92	7.28
Drainage	8.59	5.59	1.80	1.20
Traffic & Transportation	45.05	36.90	8.15	0.00
Street Light	2.06	1.16	0.54	0.36
Social Infrastructure	141.25	71.27	42.56	27.42
Housing for Poor	9.81	9.81	0.00	0.00
Institutional Setup	11.12	8.50	1.81	0.81
Total Cost	**258.69**	**155.83**	**65.78**	**37.07**
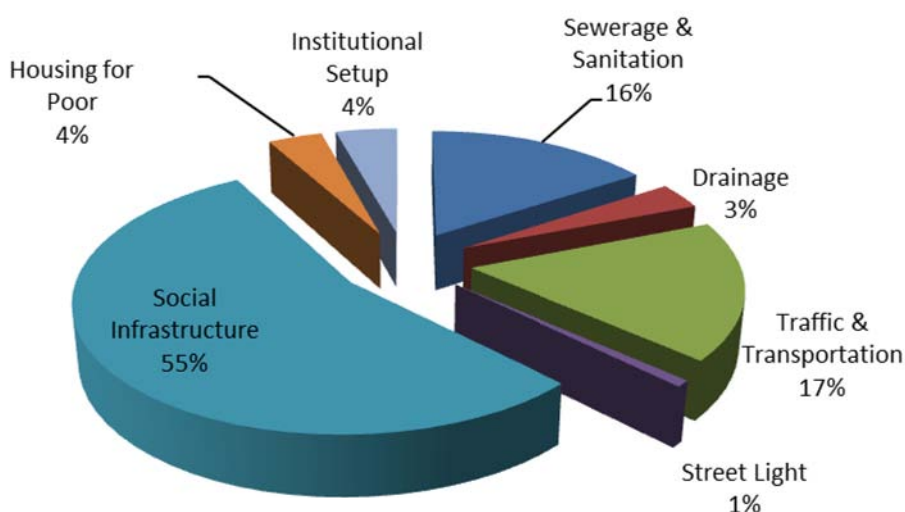
Financial Operating Plan (FOP)

The Financial Operating Plan takes into account an analysis of the income and expenditure of the ULB on the basis of some assumptions. The key considerations of the FOP are

- Income by ULB's own tax sources by 50% per annum
- Income by ULB's own non-tax sources by 20% per annum
- Income from Revenue Grants (Include. Salary and Matching grants) increase by 5% per annum
- Income from other sources increase by 5% per annum
- Income from capital receipt increase by 5% per annum
- New Taxes proposed with the annual increase of 20% per annum
- Total Establishment Expenditure by 5% growth per annum
- Operation and maintenance expenditure increase by 5% per annum
- Programme expenditure increase by 5% per annum
- Administration expenditure increase by 5% per annum
- Miscellaneous Expenditure increase by 5% annually

The proposed income and expenditure of the ULB on the basis of the above assumptions in Phase I of the CDP is as follows:

Income Source	Actual Amount (in Rs. Crores)			Projected Income & Expenditure based on Average Growth Rate				
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Total Receipts	3.011	1.711	3.185	4.116	4.744	5.517	6.478	7.687
Revenue Receipts	0.743	1.284	1.775	2.636	3.190	3.885	4.764	5.888
Capital Receipts	2.268	0.427	1.410	1.481	1.555	1.632	1.714	1.800
Revenue Expenditure	0.391	1.581	1.080	1.259	1.470	1.719	2.014	2.363
Surplus/Deficit				1.377	1.719	2.165	2.750	3.525

The key observations of the FOP are:

- The ULB is able to enhance its revenue from the current level of deficit of Rs. 0.70 crores in 2010-11 to Rs.3.53 crores in 2015-16

- Of the Rs. 258.69 crore investment required for the CDP period, Rs. 155.83 crores will be required in Phase I and the ULB will be able to generate only a small part of it. It will therefore require significant support from other sources

- Innovative use of PPP especially in areas like solid waste management, transport, development parks will further reduce the financial burden on the ULB

Overall Assessment

An overall assessment of the existing service delivery levels in the town was done on the basis of various indicators. Service levels are found to be alarming in many cases.

#	Parameter	Indicators	Rating
1.	Status of Infrastructure and Service Delivery Levels		
		a. Coverage of Water Supply	⬛ (blue)
		b. Per Capita Availability of Water	⬛ (red)
		c. Continuity of Water Supply	⬛ (green)
		d. Coverage of Individual Toilets	⬛ (green)
		e. Door to Door Collection of Solid Waste	⬛ (red)
		f. Collection Efficiency of Solid Waste	⬛ (black)
2.	Financial Management		
		a. Operating Ratio	-------------
		b. Growth in Revenue Income	⬛ (green)
3.	Poverty Level		
		a. Population Below Poverty Line (BPL)	⬛ (black)
4.	Organization Structure		
		a. Staffing pattern, availability of sufficient staff, competency level of existing staff for implementing proposed projects	⬛ (red)
5.	Leadership		
		a. Leadership quality, awareness and understanding regarding urban sector, proactive approach for implementing reform measures	⬛ (black)
6.	Economic Development Potential		
		a. Potential for Development, linkages to the state capital and other cities, status of existing infrastructure	⬛ (green)
7.	Environment Sustainability		
		a. Status of Environment, quality of water, air,	⬛ (red)
8.	Participation		
		a. Level of Participation from Citizen/Citizen Forums/Welfare Association in municipal affairs	⬛ (black)
9.	Compliance with Reforms		
		a. Status of reform implementation and preparedness for implementation	⬛ (red)

Legend

Alarming ⬛ (red)   Average ⬛ (blue)   Below Average ⬛ (black)   Good ⬛ (green)

BASE MAP : PHULWARISHARIF NAGAR PARISHAD

N

TO PATNA

TO KHAGAUL

DAIRY PROJECT

HINDISTAN

LEGEND

Residential

Commercial

Public & Semi Public

Agriculture

Water Body

Green & open land

Industrial

Major Roads

Other Roads

| 1 | 0 | 1 | 2 | 3 | 4 | 5 Km |

Phulwarisharif Proposal

LEGEND

- Residential
- Commercial
- Public & Semi Public
- Agriculture
- Water Body
- Green & open land
- Industrial
- Major Roads
- Other Roads