

# **FUNCTIONS AND FINANCES OF URBAN LOCAL BODIES IN JHARKHAND**

**Final Report**

***Simanti Bandyopadhyay  
O. P. Bohra***

**With Research Assistance From  
*Aishna Sharma***

**May 2010**

**National Institute of Public Finance and Policy  
18/2 Satsang Vihar Marg  
Special Institutional Area (Near JNU)  
New Delhi 110 067  
India**

**Ph: +91-11-2656 9303, 2656 9780, 2656 9784, 2656 3305, 2656 9286  
Fax: +91-11-2685 2548**

# Contents

<b>1. Introduction</b>	<b>1</b>
1.1 Introduction	
1.2 Some Basic Indicators	
1.3 The ULBs in Jharkhand: A Brief Description	
1.4 Comparative Analysis: Jharkhand with Twelve Indian States	
1.5 Structure of the Report	
<b>2. Functions and Finances in the ULBs of Jharkhand</b>	<b>16</b>
2.1 Introduction	
2.2 Functions and Taxation Powers in Urban Local Bodies of Jharkhand	
2.3 Finances of Urban Local Bodies in Jharkhand	
2.4 Gross City Products and Revenue Capacities: Some Preliminary Estimations	
2.5 Conclusions	
<b>3. Institutional Arrangement in Service Delivery</b>	<b>50</b>
3.1 Introduction	
3.2 Levels of Services	
3.3 Institutional Arrangement in Service Delivery	
3.4 Organization Set-up and Staffing Requirements in Urban Local Bodies of Jharkhand	
3.5 Conclusions	
<b>4. A Comparative Analysis</b>	<b>65</b>
4.1 Introduction	
4.2 Finances: A Comparative Analysis	
4.3 Finances: Comparisons with ULBs in West Bengal	
4.4 Institutional Arrangements in Service Delivery: Some ULBs in Other States	
4.5 Conclusions	
<b>5. Summary of Recommendations</b>	<b>98</b>
<b>Appendices</b>	
Appendix 1	13
Appendix 2	30
Appendix 3	63
Appendix 4	86
Appendix 5	106

## List of Tables

Table 1.1	Comparative Basic Indicators of India and Jharkhand	2
Table 1.2	Some Basic Indicators: District-wise Percentages	3
Table 1.3	ULBs in Jharkhand: A Snapshot	5
Table 1.4	Some Indicators in the ULBs of Jharkhand: Socio-demographic, Standard of Living, Municipal Services, Infrastructure, Employment	7
Table 1.5	Status of SFC Report	11
Table 2.1	Major Functions Other than Five Basic Services in the ULBs of Jharkhand	18
Table 2.2	Taxes/Charges Actually levied by the ULBs of Jharkhand	20
Table 2.3	Performance of the ULBs in Jharkhand: Some Indicators (2004-05 Prices)	25
Table 2.4	Finances in the ULBs of Jharkhand: Some Estimations (2004-05 Prices)	28
Table 3.1	Physical Levels of Services (Median) in the ULBs of Jharkhand	51
Table 3.2	Norms for Basic Services	51
Table 3.3	Revenues: MADA	56
Table 3.4	Revenues Demand and Collection by PHED	58
Table 4.1	Socio- Demographic and Employment Indicators: TOR Cities	66
Table 4.2	Coverage of Municipal Services, Infrastructure and Standard of living indicators: Terms of Reference cities	66
Table 4.3	Finances (Rs, absolute) for the year 2004-05: Terms of Reference cities	67
Table 4.4	Finances ( Rs, per capita) for the year 2004-05	68
Table 4.5	Performance of ULBs in West Bengal: Some indicators	76
Table 4.6	Some indicators in West Bengal Socio-Demographic, Service Delivery, Infrastructure, Demand , Employment	80
Table 4.7	Sample of Eight Relatively Smaller cities in Other Indian States	83
Table A1.1	Coverage and Infrastructure indicators	13
Table A1.2	Demand, Cost and Employment indicators	14
Table A2.1 a	Functions Transferred to the ULBs by way of Rules/Notifications/Orders of the State Governments. in Major States: Core and Welfare functions	30
Table A2.1 b	Functions Transferred to the ULBs by way of Rules/Notifications/Orders of the State Governments. in Major States: Urban Development Functions	30

Table A 2.2	Taxation Powers assigned to the ULBs as per the State Municipal Acts	31
Table A2.3	Absolute finance components in the ULBs of Jharkhand for the year 2004-05	34
Table A2.4:	Municipalities registering minimum and maximum values of absolute finance components in the ULBs of Jharkhand for the year 2004-05	35
Table A 2.5:	Per capita finance components in the ULBs of Jharkhand for the year 2004 05	36
Table A2.6	Municipalities registering minimum and maximum values of per capita finance components in the ULBs of Jharkhand for the year 2004-05	37
Table A2.7	Municipalities registering minimum and maximum values of performance indicators for the year 2004-05	38
Table A2.8	Municipalities registering maximum and minimum values of financial estimators for the year 2004-05	39
Table A2.9	Five yearly and Yearly growth rates of Absolute Revenue components in ULBs of Jharkhand	39
Table A 2.10	Minimum and Maximum Five yearly and Yearly growth rates of Absolute Revenue components in ULBs of Jharkhand	40
Table A2.11	Municipalities registering Minimum and Maximum growth rates of Absolute Revenue components in ULBs of Jharkhand	41
Table A2.12	Five yearly and Yearly growth rates of Per capita Revenue components in ULBs of Jharkhand	42
Table A2.13	Five yearly and yearly Minimum and Maximum growth rates of Per capita Revenue components in ULBs of Jharkhand.	43
Table A2.14	Municipalities registering Minimum and Maximum growth rates of Per capita Revenue components	44
Table A2.15	Five yearly and Yearly Growth rates of Revenue Expenditure in ULBs of Jharkhand	44
Table A2.16	Five yearly and yearly Minimum and Maximum growth rates of Revenue Expenditure in ULBs of Jharkhand	45
Table A2.17	Municipalities registering Minimum and Maximum growth rates of	45

	Revenue Expenditure	
Table A2.18	Financial Requirement of ULBs in Jharkhand according to size classes using 2004-05 prices.	46
Table A2.19	Minimum and Maximum financial requirements of ULBs across size classes	47
Table A2.20	Municipalities registering Minimum and Maximum Values of financial requirements	48
Table A 2.21	Financial Requirements (2004-05 Prices) According to Norms for ULBs of Jharkhand	49
Table A 2.22	Financial Norms for Indian Cities (2004-05 Prices)	49
Table A3.1	ULB and Non-ULB coverage of MADA	63
Table A3.2	Pattern of Functional Responsibilities of MADA	63
Table A3.3	Details of ULBs covered under PHED for Water Supply	64
Table A3.4	Details of Major Project taken by PHED in last five years	64
Table A 4.1	Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities As per TOR	86
Table A 4.2	Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs	92

---



---

### List of Figures

---



---

Figure 2.1:	Finance (Absolutes) in ULBs of Jharkhand across different size classes (2004-05)	22
Figure 2.2:	Finance (Per Capita) in ULBs of Jharkhand across different size classes (2004-05)	22
Figure 2.3:	Growth of Finances (Absolutes) in ULBs of Jharkhand	23
Figure 2.4:	Growth of Finances (Per Capita) in ULBs of Jharkhand	23
Figure 3.1:	Organizational Chart	61
Figure 4.1:	District map of West Bengal	69
Figure 4.2:	Annual growth Rates of Local finances (Absolutes): Jharkhand and West Bengal (selected districts)	71

Figure 4.3:	Annual growth Rates of Local finances (Per Capita): Jharkhand and West Bengal (selected districts)	71
Figure 4.4:	Per Capita Revenue and per capita Expenditure for ULBs of Jharkhand and West Bengal (selected districts) for the year 2004-05	74
Figure 4.5:	Per Capita Revenue for ULBs of Jharkhand and West Bengal (selected districts) for the year 2004-05	75

---



---

**List of Boxes**

---



---

Box 3.1	Status of Present and Proposed Role of Private Sector in Service Delivery in Dhanbad Area	57
Box 5.1	Rates and Area Covered under Land Use in MADA Area	105



## Contents

<b>Section 1</b>	<b>Finances of Urban Local Bodies in Jharkhand</b>	<b>1</b>
<b>Section 2</b>	<b>Organization Charts and Institutional set up for Service Delivery in Urban Local Bodies in Jharkhand</b>	<b>34</b>
<b>Section 3</b>	<b>Some Best practices as initiated by Urban Local Bodies in India</b>	<b>69</b>

---

### List of Tables

---

Table1.1A	Taxes/ Charges actually levied by the ULBs	1
Table1.2A	Year wise Absolute Total Revenues of ULBs (Rs Lakhs, Current Prices)	3
Table1.3A	Year wise Absolute Own Revenues of ULBs (Rs Lakhs, Current Prices)	4
Table1.4A	Year wise Absolute Total Expenditures of ULBs (Rs Lakhs, Current Prices)	5
Table1.5A	Year wise Absolute Revenue Expenditures of ULBs (Rs Lakhs, Current Prices)	6
Table1.6A	Year wise Per Capita Property Tax Revenue of ULBs (Rs, 2004-05 prices)	7
Table1.7A	Year wise Per Capita Tax Revenue of ULBs (Rs, 2004-05 prices)	8
Table1.8A	Year wise Per capita Non Tax Revenue of ULBs (Rs, 2004-05 prices)	9
Table1.9A	Year wise Per capita Own Revenue of ULBs (Rs, 2004-05 prices )	10
Table1.10A	Year wise Per capita Transfers of ULBs (Rs, 2004-05 prices)	11
Table1.11A	Year wise Per capita Total revenue of ULBs (Rs,2004-05 prices)	12
Table1.12A	Year-wise Per capita Revenue Expenditure of ULBs (Rs,2004-05 prices)	13
Table1.13A	Year wise Per capita Capital Expenditure of ULBs (Rs, 2004-05 prices)	14
Table1.14A	Year wise Per capita Total Expenditure of ULBs (Rs, 2004-05 prices)	15
Table1.15A	Year wise Absolute Property Tax Revenue of ULBs (Rs lakhs, 2004-05 Prices)	16
Table1.16A	Year wise Absolute Tax Revenue of ULBs (Rs lakhs, 2004-05 prices)	17
Table1.17A	Year wise Absolute Non Tax Revenue of ULBs (Rs lakhs,2004-05 Prices)	18
Table1.18A	Year wise Absolute Own Revenue of ULBs (Rs lakhs, 2004-05 prices)	19
Table1.19A	Year wise Absolute Transfers of ULBs (Rs lakhs, 2004-05 prices)	20
Table 1.20A	Year wise Total Revenue of ULBs (Rs lakhs, 2004-05 prices)	21
Table 1.21A	Year wise Absolute Total Revenue Expenditure of ULBs(Rs lakhs,2004-05 Prices)	22



Table 1.22A	Year wise Absolute Total Capital Expenditure of ULBs (Rs lakhs,2004-05 prices)	23
Table 1.23A:	Year wise Absolute Total Expenditure of ULBs (Rs lakhs,2004-05 prices)	24
Table 1.24A:	Decomposition of Grants (Absolute, Rs lakhs) Received by ULBs of Jharkhand in 2004-05 prices	25
Table 1.25A:	Decomposition of Grants (Per Capita, Rs) Received by ULBs in Jharkhand in 2004-05 prices	28
Table 1.26A:	O&M Financial Requirements of ULB wise for the years 2004-05 and 2009-10 (Rs lakhs, 2004-05 prices)	31
Table 1.27A	Capital Investment Requirements ULB wise fro the year 2004-05 and 2009-10 (Rs lakhs, 2004-05 prices)	32
Table1.28A	Ratio of expenditure to financial requirements for the year 2004-05	33
Table 2.1A	Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs Of Jharkhand	59

---

### List of Organisation Charts

---

Chart 2.1A.	Organisation Chart: Bundru	34
Chart 2.2A.	Organisation Chart: Chaibasa	35
Chart 2.3A.	Organisation Chart: Chakradharpur	36
Chart 2.4A.	Organisation Chart: Godda	37
Chart 2.5A	Organisation Chart: Gumla	38
Chart 2.6A.	Organisation Chart: Hazaribagh	39
Chart 2.7A.	Organisation Chart: Jamtara	40
Chart 2.8A.	Organisation Chart: Jugsalai	41
Chart 2.9A	Organisation Chart: Khunti	42
Chart 2.10A.	Organisation Chart: Rajmahal	43
Chart 2.11A.	Organisation Chart: Sahibgunj	44
Chart 2.12A.	Organisation Chart: Simdega	45
Chart 2.13A.	Organisation Chart: Medininagar	46
Chart 2.14A.	Organisation Chart: Kharsawan	47

Chart 2.15A	Organisation Chart: Basukinath	48
Chart 2.16A.	Organisation Chart: Mango	49
Chart 2.17A.	Organisation Chart: Saraikela	50
Chart 2.18A.	Organisation Chart: Pakur	51
Chart 2.19A	Organisation Chart: Aadityapur	52
Chart 2.20A.	Organisation Chart: Chas	53
Chart 2.21A.	Organisation Chart: Lohardaga	54
Chart 2.22A.	Organisation Chart: Ranchi	55
Chart 2.23A.	Organisation Chart: Chakulia	56
Chart 2.24A	Organisation Chart: Dhanbad	57
Chart 2.25A	Organisation Chart: Jharia Anchal	58

---

### List of Boxes

---

Box 3.1A	Sewage Treatment Plant on BOT basis through Citizens' Participation (Alandur Municipal Corporation, Tamil Nadu)	69
Box: 3.2A.	Maintenance of Street Lighting through Private Service Providers ULB: Vijaywada Municipal Corporation, Andhra Pradesh	70
Box: 3.3A.	Automated Parking System through Public Private Partnership (Bangalore Municipal Corporation, Karnataka)	71
Box 3.4A	Use of Waste Plastic Bags in Road Construction through PPP (Bangalore Municipal Corporation, Karnataka)	72
Box 3.5A	Integrated City Transport Management through PPP (Bangalore Municipal Corporation, Karnataka)	73
Box:3.6A	Some Initiatives by ULBs in Jharkhand I	74
Box:3.7A	Some Initiatives by ULBs in Jharkhand II	75

## **Chapter 1: Introduction**

The objective of the study is to give an overview of the functions and finances in the urban local bodies (ULBs) of Jharkhand. The analysis involves three major steps. First, we identify the functions performed by ULBs, which includes provision of basic services and other discretionary functions. This is to investigate whether the State Municipal Act incorporates the functions recommended in the 74th Constitutional Amendment, whether these functions are officially transferred to the urban local bodies and whether the ULBs are actually performing these functions.

Second, we bring in the power to levy taxes and user charges by the ULBs in their jurisdictions. We also analyse the finances of urban local bodies, both revenues and expenditures. Sources of revenues and the major expenditure heads, their compositions, levels in absolute and per capita terms, their growth over the recent past are analysed in detail.

Third, we attempt to understand the institutional arrangements in service delivery and organizational set up in the ULBs. This enables us to get an idea about how the responsibilities in performing different functions in the ULBs are shared between the local governments and other institutions through different modes of participation like outsourcing, PPP, or collaborating with other departments of the government. In each step we would attempt some comparisons with other states in India. The report also intends to give a set of useful recommendations for effective policy making.

This chapter gives a broad overview of Jharkhand as a state and its ULBs. The analysis is substantiated by comparisons with other states and urban India as a whole. In section 1.2 some basic indicators of urban Jharkhand are compared with urban India which attempts at a short district level analysis for Jharkhand as well. Section 1.3 gives a brief description of urban local bodies of Jharkhand and gives a comparative assessment of a set of indicators in different size classes of cities. Section 1.4 presents the comparative analysis of a set of indicators for Jharkhand with twelve major states selected across India. It also talks about the status of State Finance Commission in Jharkhand and its comparison with other states. Section 1.5 gives the outlines of the chapters in the report.

### **1.2 Some Basic Indicators**

Table 1.1 gives the comparative details of some basic indicators of urban amenities and infrastructure for urban areas of India and Jharkhand. In comparison with all India average, percentage of non-agricultural sector workers in total working population, percentage of households availing banking facilities and percentage of households having none of the assets specified by the

census of India is higher in Jharkhand. With respect to urban literacy, it is very close to India, whereas it is behind all India average for indicators like urbanization, household with tap water source, toilets per thousand population and electricity per thousand population. The condition of closed surface drainage system is very bad in Jharkhand. The percentage of households covered by closed surface drainage in urban Jharkhand is less than half of that in India on an average.

**Table 1.1: Comparative Basic Indicators of India and Jharkhand**

<b>Indicators</b>	<b>Urban India</b>	<b>Urban Jharkhand</b>
Urbanization (per cent)	28	22
Workers in Non Agriculture Sector (per cent)	93	95
Households Having Tap as Source of water(per cent)	52	48
Toilets per 1000 population	741	677
Households Covered by Closed Surface Drainage (per cent)	77	24
Electricity Per Thousand Population	875	759
Households Availing Banking Facilities (per cent)	50	62
Households having None of the Assets specified by Census of India (per cent)	15	23

Source: Census of India 2001

The district-wise details with respect to percentage of urban households, urban population, main non-agricultural workers and main other workers are presented in Table 1.2 below.

In terms of percentage of urban household and urban population, districts of Purbi Singhbhum, Dhanbad and Bokaro record more than 45 percent. The districts with very low levels (less than 5 percent) of urbanization are Chatra, Garwah, Godda, Simdega and Pakur.

With respect to percentage of main non agricultural workers to total main workers, almost all the districts on an average cross 90 percent level. However, in some districts such as Latehar, Garwah, Sahibganj, Gumla and Simdega the proportion is below 90 percent level. The median value taking all the districts is 94 percent.

The percentage of other main workers (comprising of all government servants, municipal employees, teachers, factory workers, plantation workers, those engaged in trade, commerce, business, transport banking, mining, construction, political or social work, priests, entertainment artists, etc.) to total workers, as observed from table 1.2 shows that 12 districts have less than 90 percent level whereas remaining 10 districts have more than 90 percent level (median value is 89 percent) of this category of main workers.

**Table 1.2 Some Basic Indicators: District-wise Percentages**

Districts	Percentage of households in urban area	Percentage of population in urban area	Main non agricultural workers to total main workers (Percentage)	Main other workers to total main workers (Percentage)
Bokaro *	46.4	45.3	97.4	95.1
Pashchimi Singhbhum	16.3	16.8	97.1	94.3
Seraikela	24.2	23.7	94.1	90.8
Chatra *	4.6	5.3	93.2	81.0
Palamau	5.6	6.0	91.7	86.7
Latehar	17.3	17.8	84.0	81.1
Deoghar	13.6	13.7	99.0	95.1
Dhanbad	53.0	52.4	98.7	96.7
Dumka	6.1	6.5	92.4	89.2
Jamtara	25.5	24.4	96.3	92.8
Garhwa *	3.8	4.1	85.8	82.5
Giridih	6.2	6.4	98.5	94.9
Godda	3.3	3.5	90.1	85.6
Gumla	24.2	26.8	88.9	84.9
simdega	4.9	5.5	81.3	75.9
Hazaribagh	24.4	23.2	97.1	95.1
Purbi Singhbhum	52.8	55.0	98.6	96.1
Kodarma *	17.2	17.4	92.4	87.8
Lohardaga	11.8	12.7	93.0	88.8
Pakur *	4.7	5.1	96.2	89.0
Ranchi	33.4	35.1	97.5	94.8
Sahibganj	9.5	10.6	85.5	80.9
<b>Median</b>	<b>15</b>	<b>15</b>	<b>94</b>	<b>89</b>

Source: Census of India, 2001

### 1.3 The ULBs in Jharkhand: A Brief Description

In this section an overview of Urban Local bodies of Jharkhand is given and a set of indicators (socio demographic, municipal services and workforce) in the cities according to size class and according to districts are analyzed.

The present study is based on 43 ULBs of Jharkhand with the status of Municipal corporation, Municipality or Notified Area (Census Towns are excluded for the present purpose). These ULBs are further divided into five size classes: below 25,000, 25,000-50,000; 50,000-75,000; 75,000-1,00,000 and above 1,00,000. A list of ULBs, their population and district specific locations are given below in table 1.3.

For a detailed analysis of the ULBs of Jharkhand certain indicators have been identified from the Census of India and are grouped into five categories viz. Cost, Demand or standard of living, Municipal Services, Infrastructure and Employment. These categories reveal the status of development in a city, with some possibility of overlap in the categories.

Cost indicators (Population, population Density, Area, Number of Households and Household Size) determine the expenditure that local governments incur on account of provision of basic services. These indicators determine the cost of service provision by reflecting the extent of economies of scale in the city.

Demand Indicators such as Literacy Rate, Percentage of Households Availing Banking Facilities and Percentage of households having none of the specified assets are indicative of the income levels of the people residing in the jurisdiction of the local bodies, which are among the factors determining the preferences of inhabitants of a city and thus influence demand for Municipal services.

Municipal Services are the basic services such as Water supply, Roads, Street Lights, Sewerage, Solid Waste Management and Sanitation, the responsibility of which is given to the local governments in terms of Provision and Operation and Maintenance.

Another set of indicators chosen as Infrastructure indicators, namely Toilet facilities, Electricity connections (apart from those provided by local government in street lights), Banks per 100 sq km etc. These indicators give an idea about the infrastructure in a city which is provided in collaboration with the state government agencies or private public partnership.

Touching on the Employment indicators the composition of total working population and main working population are analysed. Emphasis is given on the categories like other workers and non agricultural workers which are most relevant as occupations of the urban population.

Table 1.4 gives the details of these characteristics according to size classes of cities in Jharkhand. The main findings suggest:

- As far as the cost indicators are concerned there is no pattern across size class for Area, Household size and density. Average area for all ULBs taken together is only 13 sq km, household size is as high as 6 and the Density on an average is 3,782 people per sq km
- In demand indicators Households availing banking facilities and Literacy increase across the first three size classes (below 25,000, 25,000-50,000,50,000-75,000), fall in the 75,000-1,00,000 size class and rise in the 1 lakh plus cities. Jharkhand ULBs have 67 per cent population as literate on an average and 55 per cent of households availing banking facilities across ULBs (which is above urban India level). Percentage of households having none of the specified assets falls with rise in population, implying larger cities have better access to assets, indicating higher standard of living in bigger cities. On an average 26 percent of ULB households do not have any of the specified assets.

**Table 1.3 : ULBs in Jharkhand: A Snapshot**

Population Class	ULB	Status	District	Population
Below 25,000	Jasidih	NA	Deoghar	14,137
	Basukinath	NA	Dumka	14,129
	Chakulia	NA	E Singhbhum	14,325
	Jamtara	NA	Jamtara	22,558
	Kodarma	NA	Kodarma	17,246
	Latehar	NA	Latehar	19,082
	Hussainabad	NA	Palamau	23,441
	Bundu	NA	Ranchi	18,519
	Rajmahal	NA	Sahibganj	17,977
	Seraikela	M	Seraikela	12,270
	Kharsawan	NA	W Singhbhum	6,792
25,000-50,000	Chatra	M	Chatra	42,020
	Madhupur	M	Deoghar	47,326
	Chhatatanr	NA	Dhanbad	32,173
	Chirkunda	NA	Dhanbad	39,131
	Dumka	M	Dumka	44,989
	Mihijam	NA	Dumka	33,236
	Jugsalai	M	E Singhbhum	46,114
	Garhwa	M	Garhwa	36,686
	Godda	M	Godda	37,008
	Gumla	M	Gumla	39,761
	Lohardaga	M	Lohardaga	46,196
	Pakur	M	Pakur	36,029
	Khunti	NA	Ranchi	29,282
	Simdega	NA	Simdega	33,981
50,000-75,000	Katras	NA	Dhanbad	51,233
	Jhumri Tilaiya	M	Kodarma	69,503
	Daltonganj	M	Palamau	71,422
	Chaibasa	M	W Singhbhum	63,648
	Chakradharpur	M	W Singhbhum	55,228
75,000-1,00,000	Chas	M	Bokaro	97,221
	Phusro	NA	Bokaro	83,474
	Deoghar	M	Deoghar	98,388
	Jharia	NA	Dhanbad	81,983
	Sindri	NA	Dhanbad	76,746
	Giridih	M	Giridih	98,989
	Sahibganj	M	Sahibganj	80,154
above 1,00,000	Dhanbad	M	Dhanbad	199,258
	Jamshedpur	NA	E Singhbhum	612,534
	Mango	NA	E Singhbhum	166,125
	Hazaribag	M	Hazaribag	127,269
	Ranchi	M. Corp.	Ranchi	847,093
Adityapur	NA	W Singhbhum	119,233	

Source: Census of India 2001

Note: M Corp. stands for Municipal Corporation, M stands for Municipality and NA for Notified Area

Street lights per 1000 population and Road length per 1000 population (in km) do not show any pattern across size classes. The average value for street lights per 1000 population for all ULBs is only 6 and in case of Roads per 1000 population it is not even 1 km. The value for percentage of households having Tap as a source of drinking water increases across first three size classes ( below 25,000, 25,000-50,000,50,000-75,000) , falls in the size class having population between 75,000 and 1,00,000 and again rises in the size class above 1,00,000. On an average only 21 percent of households have tap water. In case of percentage of households having Closed Surface drainage, bigger cities have higher proportions of households having closed surface drainage. However, on an average only 13 percent of households in Jharkhand cities have closed surface drainage.

- Domestic and Non Domestic connections per 1000 populations, Non Domestic connections to Total connections (percentage) and Bank per 100 sq km do not show any pattern across size classes. The average value for ULBs taken together are recorded as 83, 19 and 39 percent respectively. Bigger cities record higher values for Toilets per 1000 population, average being 623 for all ULBs. In case of electricity also there is a rising trend across first three classes, the value falls in the 75,000 to 1,00,000 class and rises again in 1 lakh plus cities. For ULBs as a whole it comes out to be 653 connections per 1000 population on an average.
- The employment indicators chosen viz. Main other workers as a percentage of Total Main workers, Main Non Agricultural workers as a percentage of Total Main Workers, Main other workers as a percentage of working population, Main Non Agricultural workers as a percentage of working population increase with increase in population, the averages recorded for all ULBs stand at 92 percent, 96 percent, 80 percent and 83 percent respectively. Larger cities have more opportunities for employment. However the proportion of main workers in total population is more or less the same across size classes and is highest in the 1 lakh plus category.



**Table 1.4 Some Indicators in the ULBs of Jharkhand: Socio-demographic, Demand, Services, Infrastructure and Employment**

Categories	Indicators	Below 25,000	25000-50,000	50000-75,000	75000-100,000	Above 100,000	Jharkhand Median
Socio-Demographic / Cost	Population	17,246	38,070	63,648	83,474	182,692	44,989
	Number of Households	2,765	6,257	10,596	15,069	30,863	6,880
	Household Size	6	6	6	6	6	6
	Area(sq km)	13.2	11.0	6.6	14.0	38.1	13
	Density (Persons per sq km)	1,399	3,615	8,330	7,028	6,673	3,782
Demand	Households availing Banking Facilities (per cent)	40.8	51.2	59.4	55.5	62.8	55
	Households having none of the specified assets (per cent)	40.6	29.7	25.7	23.8	19.1	26
	Literacy (per cent)	61.7	66.8	72.0	67.2	71.4	67
Service	Road Length per 1000 Population( in km)	1.5	0.7	0.4	0.5	1.1	0.77
	Street lights per 1000 population (Nos)	6.6	3.7	6.5	14.1	8.5	6
	Households having Closed Drainage (per cent)	6.4	11.2	12.8	18.6	23.5	13
	Households having Tap as source of drinking water (per cent)	6.5	20.2	37.2	31.6	38.9	21
Infrastructure	Domestic and Non Domestic Connections per 1000 Population	65.7	102.7	94.2	79.0	89.5	83
	Non Domestic Connections to Total Connections(per cent)	21.1	17.8	18.9	19.9	17.4	19
	Banks per 100 sq km area (Nos)	31.8	46.5	104.7	85.7	35.1	39
	Electricity Available per 1000 population	480	620	713	710	781	653
	Toilet Facilities Available to population per 1000	440	622	657	713	841	623
Employment	Main Other workers in working population(per cent)	58.1	78.2	79.9	82.8	85.4	80
	Main Non-agricultural workers in Working Population (per cent)	61.5	82.4	82.8	85.7	87.7	83
	Main Other workers as a percentage of main workers	81.1	90.0	94.3	95.3	95.9	92
	Main Non-agricultural Workers to Total Main Workers (per cent)	85.8	95.9	97.8	98.3	98.8	96
	Total Main Workers to Total Population (per cent)	21.7	22.6	23.1	21.1	23.7	22

Source: Census of India, 2001

The analysis of census data reveals that many variables do not show any pattern across size classes. To move a little further we have also attempted some analysis on the statistical significance of relationships between a set of variables from the data. The summary of the findings is given below.

- We find that Percentage of Households having Closed Surface Drainage, Percentage of Households having water source within premises, Households availing Electricity per 1000 population, Literacy Rate and Households availing Toilet facilities per 1000 population positively correlated with both Population and Population Density. But it is important to note that all the coefficients with population, though statistically significant, are low except Households having Closed Surface Drainage where it is 0.56.
- In addition to this Population Density is significantly correlated to Road Length per 1000 Population (negatively) and Domestic and Non Domestic connections per 1000 population (positively). However, when these variables are correlated with Population Density, Road length per 1000 population, Households availing Electricity per 1000 population, Domestic and Non Domestic connections per 1000 population and Households availing Toilets facilities per 1000 population have correlation coefficient above 0.5.

#### **1.4 Comparative Analysis: Jharkhand with Twelve Indian States**

This section compares the ULBs of Jharkhand with twelve other states in India, namely Andhra Pradesh, Bihar, Chhatisgarh, Gujarat, Madhya Pradesh, Maharashtra, Orissa, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengal, in terms of coverage and other indicators. For this purpose, Population of cities in each state is divided into five size classes: below 2.5 lakh, 2.5 lakh to 5lakh, 5 lakh to 7.5 lakh, 7.5 lakh to 12 lakh, above 12 lakh. For convenience these are named as class A, class B, class C, class D and class E respectively. It was found that Jharkhand does not have any city in class B and class E and hence the comparison revolves around only Class A, Class C and Class D. The comparisons would be in terms of median values of each indicator.

The results are given in Table A1.1 and Table A1.2 in Appendix 1. The major points can be summed up as following:

- In terms of Population Density, on an average Jharkhand is below only four states namely Andhra Pradesh, Maharashtra, Tamil Nadu, Uttar Pradesh and West Bengal in Class Size A. In Class C cities Jharkhand average population density exceeds that of all other states, whereas in Class D Jharkhand is below all the states.
- When Population covered by tap water is analyzed in Class A cities, Jharkhand average stands at 46 percent only and below 9 states out of 12. It is above Bihar Rajasthan and Uttar Pradesh however. It can be seen that cities with 5 lakh to 7.5 lakh population are performing the best. In Class C, Jharkhand population covered on an average is 60 percent and is below only three states namely, Maharashtra, Rajasthan and Tamil Nadu. As Population rises further Jharkhand average falls to 40 percent, with all other states above it except Andhra Pradesh.
- For Drainage we analyze Population Covered by Open Surface Drainage (percentage) and Area covered by Open surface drainage (percentage). In case of Class A cities 81 percent of Population in Jharkhand is covered by Open Drainage. Only 3 states viz. Gujarat, Punjab and Rajasthan perform better and the remaining 9 states on an average perform worse than Jharkhand. One can see improvement in Class C cities in Jharkhand with average falling to 60 percent. In Class D cities Population coverage is 100 percent in Jharkhand, meaning there is no closed surface drainage in Jharkhand and is worse than all other states. A similar pattern is followed by the area coverage of Open Surface Drainage.
- Evaluation of method of disposal of night soil is done using percentage of population covered by Septic Tank. In smallest size class Jharkhand falls below Chhatisgarh and Tamil Nadu only, average being 84 percent for Jharkhand ULBs. As population size class increases to Class C Jharkhand average increases and it is above all other states. However in Class D cities Jharkhand median reduces from 100 percent (in previous size class) to 60 percent and Andhra Pradesh, Gujarat, Madhya Pradesh and Tamil Nadu have higher average in this case than Jharkhand.
- In case of Road length per 1000 population also Class C cities average more than other two Classes (0.8km, 0.9km and 0.3 km respectively for Class A, Class C, Class D cities). In Class C cities Jharkhand is ahead of Gujarat, Maharashtra, Punjab, Tamil Nadu and Uttar Pradesh. Where as in other two Classes it is below other states

- barring one or two exceptions.( In class A cities Jharkhand average exceeds only Bihar average and in Class D cities Jharkhand average exceeds Gujarat average)
- When compared with other states, Street lights per 1000 population are much lower in Jharkhand cities. For Class A cities Jharkhand average is only 5 which is below all the states' average excepting Bihar whereas it is as high as 34 in states like Chhatisgarh and Gujarat. In class C cities number in Jharkhand improves to 23 but it is still below other states except Andhra Pradesh, Maharashtra and Uttar Pradesh. In Class D, Jharkhand average of 11 is less than all other states.
  - Domestic and Non Domestic Connections per 1000 population in class A cities averages to only 81 connections for Jharkhand, above only one state i.e Bihar. The highest value registered in this class is 234 (Tamil Nadu) and lowest is 87 (Uttar Pradesh), which is also above Jharkhand average. In Class C cities the median value for Jharkhand is less than all states, except Orissa and Uttar Pradesh. Also, in Class D cities Jharkhand average is below all other States.
  - For Banks per 100 sq km in Class A cities the median value of Jharkhand is lower than Andhra Pradesh, Bihar, Maharashtra, Punjab, Tamil Nadu, Uttar Pradesh and West Bengal and above the remaining state. Class C cities in Jharkhand register lower median than Andhra Pradesh and Punjab only. Across size classes also in Jharkhand Class C registers the highest value. This indicator is abysmally low in Class D cities of Jharkhand (average is only 14 banks per 100 sq km) and for other states it far above this, highest going to as high as 141 in West Bengal.
  - Across Size classes in terms of Literacy in Jharkhand ULBs a rising trend is witnessed, meaning that larger cities have more literate population. In size class A, it is 66 percent on an average and lower than all the states except Bihar, Uttar Pradesh and Rajasthan. In size class C, it is lower than Chhatisgarh, Maharashtra, Orissa and Punjab at 70 percent on an average. Class D cities of Jharkhand are somewhat better at 73 percent. Its is above cities of all states except Maharashtra, Tamil Nadu and West Bengal.
  - Employment in terms of Main other workers in Total working population for each size class Jharkhand average is below that in other states excepting UP, with only exception in class C, where it is above Andhra Pradesh, Rajasthan, Tamil Nadu and UP; in Class D cities it is above Madhya Pradesh and UP. In case of Non

Agricultural Workers to Total working population (percentage) the median value in Size Class A is lower in Jharkhand than all states except Chhatisgarh, Rajasthan and Uttar Pradesh. In Class C cities, it is above Rajasthan and Uttar Pradesh average. When further analysis of Main working population is done, it is found when population increases the share of other workers in main workers not only increases in Jharkhand on an average but its performance vis a vis other states also is better. In case of Non Agricultural workers within the same category, in the smallest size class Jharkhand lags behind Gujarat, Maharashtra, Orissa, Punjab, Rajasthan, Tamil Nadu and West Bengal; in Class C size Jharkhand surpasses all other states. In Class D cities Jharkhand falls below only 4 states, viz. Gujarat, Madhya Pradesh, Rajasthan and West Bengal but by only 1-2 percent. Thus while Main workers in working population is low, when categories within the main workers are analyzed the performance of Jharkhand is slightly better. In terms of Main workers to Total Population the averages for all states exceed that of Jharkhand across size classes.

**Table 1.5 : Status of SFC Reports in Indian States and Jharkhand**

State	1 <sup>st</sup> SFC report		2 <sup>nd</sup> SFC report		3 <sup>rd</sup> SFC report	
	Constituted	Submitted	Constituted	Submitted	Constituted	Submitted
Andhra Pradesh	Y	Y	Y	Y	Y	Y
Bihar	Y	N	Y	Y	Y	Y
Chhattisgarh	Y	Y	N		N	
Gujarat	Y	Y	Y	Y	N	
Madhya Pradesh	Y	Y	Y	Y	Y	Y
Maharashtra	Y	Y	Y	Y	Y	Y
Orissa	Y	Y	Y	Y	Y	Y
Punjab	Y	Y	Y	Y	Y	Y
Rajasthan	Y	Y	Y	Y	Y	Y
Tamil Nadu	Y	Y	Y	Y	Y	Y
Uttar Pradesh	Y	Y	Y	Y	Y	Y
West Bengal	Y	Y	Y	Y	Y	Y
<b>Jharkhand</b>	<b>Y</b>	<b>Y</b>	N			

Source: Thirteenth Finance Commission Report, 2010-2015

Y means Yes and N stand for No.

Studying the status of State Finance Commission (SFC) Report can give an idea about the initiative on the part of state government to review the financial condition of Local government. Under the provision of Article 243 I and 243 Y, each state has to constitute the State Finance Commission and implement the recommendations of such commission. As of

now most of the states have completed three rounds of SFCs and implemented the major recommendations also. In April 2009 the first SFC in Jharkhand submitted its draft urban report. The 2<sup>nd</sup> SFC is not even constituted. The details of SFC status in various states are given in the Table 1.5 above.

It is clear that the status of services as well as employment, infrastructure and standard of living indicators in the urban sector in Jharkhand is not satisfactory. In the following chapters we would like to bring in other aspects determining the service delivery and infrastructure provision in the ULBs of Jharkhand for a complete analysis.

### **1.5 Structure of the Report**

The report is divided into five chapters. Chapter 2 analyses in detail the functions and finances of the ULBs in Jharkhand. Chapter 3 elaborately describes the institutional arrangements in service delivery in the ULBs in Jharkhand. Chapter 4 attempts a comparison of finances as well as institutional arrangements in service delivery between the ULBs in Jharkhand and those in other states in India. Chapter 5 summarises the recommendations. A separate volume of annexure is also added with the main report.

## Appendix 1

**Table A1.1: Coverage and Infrastructure indicators: Jharkhand and Other Indian States**

Population less than 2.5 lakhs							
States	Population covered by Open Surface Drainage (per cent)	Population covered by Tap Water	Street Lights per 1000 Population	Road Length per 1000 Population	Population Covered by Septic Tank (per cent)	Number of Domestic and Non Domestic connections per 1000 population	Number of Banks per 100 sq km
Andhra Pradesh	90	79	22	1.1	62	196	41
Bihar	86	40	1	0.7	78	55	40
Chhatisgarh	96	58	34	1.5	85	143	32
Gujarat	44	61	34	0.9	67	229	36
Madhya Pradesh	88	55	30	1.1	62	141	38
Maharashtra	87	74	29	1.1	79	161	97
Orissa	99	59	22	3.9	58	105	23
Punjab	42	49	20	0.8	30	223	77
Rajasthan	75	31	30	1	46	153	36
Tamil Nadu	96	63	30	0.9	97	234	74
Uttar Pradesh	90	32	11	0.9	43	87	67
West Bengal	85	53	24	1.3	59	118	51
<b>Jharkhand</b>	<b>81</b>	<b>46</b>	<b>5</b>	<b>0.8</b>	<b>84</b>	<b>81</b>	<b>39</b>
Population between 5 lakhs and 7.5 lakhs							
States	Population covered by Open Surface Drainage (per cent)	Population covered by Tap Water(per cent)	Street Lights per 1000 Population	Road Length per 1000 Population	Population Covered by Septic Tank (per cent)	Number of Domestic and Non Domestic connections per 1000 population	Number of Banks per 100 sq km
Andhra Pradesh	49	60	18	1.5		197	117
Bihar	No cities in this size class						
Chhatisgarh	60	60	24	1.1	51	182	43
Gujarat		60	24	0.6		224	60
Madhya Pradesh	No cities in this size class						
Maharashtra	82	76	21	0.5	69	220	55
Orissa	60	60	30	1.3	60	103	68
Punjab	40	60	34	0.5		444	102
Rajasthan	51	83	37	0.9	51	216	29
Tamil Nadu	100	100	29	0.7	100	335	44
Uttar Pradesh	45	60	17	0.88	86	124	4
West Bengal	No cities in this size class						
<b>Jharkhand</b>	<b>60</b>	<b>60</b>	<b>23</b>	<b>0.9</b>	<b>100</b>	<b>142</b>	<b>85*</b>

**Table: A1.1: Coverage and Infrastructure indicators : Jharkhand and Other Indian States  
contd.**

Population between 7.5 lakhs and 12 lakhs							
States	Population covered by Open Surface Drainage (per cent)	Population covered by Tap Water	Street Lights per 1000 Population	Road Length per 1000 Population	Population Covered by Septic Tank (per cent)	Number of Domestic and Non Domestic connections per 1000 population	Number of Banks per 100 sq km
Andhra Pradesh	51	11	12	1.1	72	187	143
Bihar	No cities in this size class						
Chhatisgarh	No cities in this size class						
Gujarat	60	100	31	0.2	100	166	89
Madhya Pradesh	32	51	20	0.8	81	212	59
Maharashtra	31	58	11	0.7	58	161	50
Orissa							
Punjab	40	40	21	0.5		234	98
Rajasthan	51		13	1.2		190	88
Tamil Nadu	71	47	32	0.5	83	250	108
Uttar Pradesh	61	29	22	1.6	15	120	2
West Bengal	40	60	11	0.3	60	153	141
<b>Jharkhand</b>	<b>100</b>	<b>40</b>	<b>11</b>	<b>0.3</b>	<b>60</b>	<b>102</b>	<b>14*</b>

Source: Census of India, 2001

**Table A1.2: Demand, Cost and Employment indicators:Jharkhand and Other Indian States**

Population less than 2.5 lakhs							
States	Literacy Rate (per cent)	Population Density	Main Non Primary workers to Total Main workers (per cent)	Main Other workers to Total Main workers (per cent)	Main Non Primary workers to total working Population (per cent)	Main Other workers to total working population(per cent)	Main Total Workers as a percentage of total population
Andhra Pradesh	69	4,347	96	93	86	83	29
Bihar	64	3,030	94	90	87	83	22
Chhatisgarh	68	1,374	95	92	84	79	27
Gujarat	73	1,929	98	97	93	91	29
Madhya Pradesh	70	1,939	96	90	86	82	26
Maharashtra	76	4,638	98	96	90	88	31
Orissa	72	1,419	98	95	89	86	27
Punjab	70	2,993	97	93	89	85	29
Rajasthan	63	2,309	97	92	86	80	24
Tamil Nadu	77	5,703	99	96	94	89	33
Uttar Pradesh	63	4,243	96	90	84	76	23
West Bengal	77	6,122	99	97	91	89	30
<b>Jharkhand</b>	<b>66</b>	<b>3,448</b>	<b>96</b>	<b>92</b>	<b>87</b>	<b>79</b>	<b>22</b>



**Table A1.2: Demand, Cost and Employment indicators :Jharkhand and Other Indian States  
contd.**

<b>Population between 5 lakhs and 7.5 lakhs</b>							
States	Literacy Rate (per cent)	Population Density	Main Non Primary workers to Total Main workers (per cent)	Main Other workers to Total Main workers (per cent)	Main Non Primary workers to total working Population (per cent)	Main Other workers to total working population(per cent)	Main Total Workers as a percentage of total population
Andhra Pradesh	70	8,609	97	88	88	80	29
Bihar	No cities in this size class						
Chhatisgarh	71	5,052	99	97	92	89	28
Gujarat	70	5,689	100	98	94	93	29
Madhya Pradesh	No cities in this size class						
Maharashtra	73	5,926	100	98	96	94	36
Orissa	77	4,014	99	96	92	90	31
Punjab	73	6,922	98	93	92	88	31
Rajasthan	69	3,166	98	94	87	84	25
Tamil Nadu	70	7,628	98	84	94	81	36
Uttar Pradesh	55	6,993	96	90	84	79	24
West Bengal	No cities in this size class						
<b>Jharkhand</b>	<b>70</b>	<b>10,243</b>	<b>100</b>	<b>97</b>	<b>88</b>	<b>86</b>	<b>24</b>
<b>Population between 7.5 lakhs and 12 lakhs</b>							
States	Literacy Rate (per cent)	Population Density	Main Non Primary workers to Total Main workers (per cent)	Main Other workers to Total Main workers (per cent)	Main Non Primary workers to total working Population (per cent)	Main Other workers to total working population(per cent)	Main Total Workers as a percentage of total population
Andhra Pradesh	70	10,404	98	95	90	87	28
Bihar	No cities in this size class						
Chhatisgarh	No cities in this size class						
Gujarat	73	6,148	99	97	95	92	31
Madhya Pradesh	72	6,021	99	93	90	84	27
Maharashtra	74	5,938	98	96	92	91	32
Orissa	No cities in this size class						
Punjab	70	7,109	97	93	91	88	30
Rajasthan	66	10,828	99	94	92	87	27
Tamil Nadu	80	8,807	98	94	94	89	33
Uttar Pradesh	61	9,707	98	92	87	78	23
West Bengal	76	19,473	100	97	95	93	33
<b>Jharkhand</b>	<b>73</b>	<b>4,781</b>	<b>98</b>	<b>96</b>	<b>87</b>	<b>85</b>	<b>23</b>

Source: Census of India,2001

## Chapter 2: Functions and Finances in the ULBs of Jharkhand

In a federal setup, the national governments are generally responsible for the national public goods such as defense, foreign affairs, money and banking and infrastructure whereas the provincial levels of governments have the responsibility of providing the services pertaining to health, education, and welfare, state public goods, such as roads, police protection etc. The local governments, in most of the countries, are endowed to provide the services related to local public goods. This includes water and sanitation, local roads and recreational facilities such as parks and play grounds, conservancy, public safety etc. (Broadway and Shah 2007)<sup>1</sup>

In India, with the introduction of 74<sup>th</sup> Constitutional Amendment, a large number of functions as listed in the 12<sup>th</sup> Schedule, are transferred to the Urban Local Bodies in the country. In conformity with these amendments, most of the states have amended their municipal laws. However, since last one and half decade these responsibilities are still not completely transferred officially to the local bodies<sup>2</sup>. Central finance commissions and the respective State Finance Commissions have continuously emphasized on the need for complete transfer of these functions to the ULBs. Till now there is no authentic documentation regarding how many functions are actually transferred to the ULBs in different states. In some cases even if they are transferred the local governments do not take the responsibility to perform these functions<sup>3</sup>.

The revenue raising options of the ULBs are determined partially by the taxation powers of the ULBs which vary enormously across states in India. On the basis of the most commonly levied taxes and user charges by the ULBs in India, we have considered thirty nine heads as sources of revenue to local governments. We have analysed the taxation powers of the ULBs of Jharkhand and other states of India according to the state municipal acts and also for each of the ULBs of Jharkhand taking these heads.

In what follows we discuss the functions and taxation powers of the ULBs in Jharkhand in the light of 74<sup>th</sup> constitutional amendment and compare them with some major states of India. The chapter also analyses the finances in the ULBs of Jharkhand which involves a detailed account of the revenues earned and expenditures incurred by the ULBs.

---

<sup>1</sup>Broadway, Robin and Anwar Shah, (2007) (ed.) "Intergovernmental Fiscal Transfers-Principles and Practice", (Public Governance and Accountability Series, The World Bank, Washington D.C.

<sup>2</sup>Details of the transfer of functions in major Indian states are summarised in Tables A2.1a-A2.1b in Appendix 2

<sup>3</sup>The 2<sup>nd</sup> Administrative Reforms Commission has also investigated this issue and came out with some recommendations with respect to transfer of the functions to ULBs in the country. These, however, are only illustrative additional functions. See Government of India (2007) Second Administrative Reform Commission, Sixth Report, Local Governance, An inspiring journey into the future, October 2007.

The chapter is divided into a number of sections. Section 2.2 talks about the issues related to assignment and transfer of municipal functions and power to levy taxes and user charges in Jharkhand and also gives a snapshot regarding the same for some major states in India; Section 2.3 analyses the levels of revenues and expenditures (both per capita and absolutes) in different size classes of ULBs, the composition of own revenues and total revenues bringing out the dependence on higher tiers of the government and the growth rates of revenues and expenditures in the recent past. In the process an evaluation of the performance of the ULBs by some standard indicators like revenue-expenditure gap and ratio, own revenue-expenditure gap and ratio and the like are also attempted. It also brings in the financial norms for delivering the services at the required levels and compares the actual expenditures with these norms. Section 2.4 attempts some estimations of Gross City Products and revenue capacity for the ULBs of Jharkhand. Section 2.5 summarises the conclusions.

## **2.2 Functions and Taxation Powers of Urban Local Bodies in Jharkhand**

Major elements of devolution are transfer of functions, functionaries and funds to ULBs, accompanied by administrative control over staff and freedom to take administrative and financial decisions at local level. The Jharkhand Municipal Act, 2000 was amended by the Act 2 of 1995 and a new Section 11A was inserted and the ULBs are entrusted with the functions listed in the 12<sup>th</sup> Schedule of the Constitution. The details of the functions transferred in the ULBs of major states in India are given in Tables A 2.1a and 2.1b in Appendix 2. We find that no official transfer has taken place in the state till date.

During a recent audit<sup>4</sup> it was noticed that out of 18 functions mentioned in the Schedule, five functions viz fire services, urban forestry and protection of environment and promotion of ecological aspects, safeguarding the interests of the weaker sections of society including the handicapped and mentally retarded, promotion of cultural, educational and aesthetic aspects, cattle pounds and prevention of cruelty to animals are not being performed by the ULBs, whereas two functions i.e. Urban Planning including Town Planning and Regulation of Land use and Construction of buildings are not being performed by two Corporations i.e. Ranchi and Dhanbad. These functions are performed by Ranchi Regional Development Authority (RRDA) and Mineral Area Development Authority (MADA) respectively at present.

---

<sup>4</sup> Report of the Examiner of Local Accounts, Jharkhand on ULBs ( 2007-2008)

**Table 2.1 Major Functions Other than Five Basic Services in the ULBs of Jharkhand**

Sl no	Functions	No. of ULBs Performing the Functions	Names of ULBs /Agencies Performing the Functions
1	Development Plan Preparation	8	Pakur, Jhumri Tilayia, Hazaribagh, Jamshedpur, Lohardaga, Giridih, Rajmahal, Ranchi (RRDA, RIADA)
2	Building Plan Approval	23	Madhupur, Dumka, Pakur, Jamtara, Kodarma, Jhumri Tilayia, Chatra, Hazaribagh, Medininagar, Garhwa, Hussainabad, Deoghar, Chirkunda, Jamshedpur, Lohardaga, Giridih, Chakradharpur, Jugsalai, Chaibasa, Khunti, Gumla, Dhanbad (MADA), Ranchi (RRDA,RIADA)
3	Slum Development (VAMBAY, IHSDP, NSDP)	27	Madhupur, Dumka, Pakur, Jamtara, Kodarma, Hazaribagh, Latehar, Medininagar, Garwa, Deoghar, Phusro, Jamshedpur, Lohardaga, Giridih, Simdega, Jugsalai, Saraikela, Bundu, Jasidih, Khunti, Rajmahal, Godda, Mango, Gumla, Chas, Dhanbad, Ranchi
4	Poverty Alleviation (SJSRY)	24	Madhupur, Dumka, Pakur, Jamtara, Hazaribagh, Latehar, Medininagar, Garhwa, Deoghar, Phusro, Jamshedpur, Lohardaga, Giridih, Simdega, Jugsalai, Kharsawan, Bundu, Jasidih, Rajmahal, Godda, Gumla, Chakulia, Dhanbad, Ranchi.
5	Health and Education	2	Hazaribagh (Vaccination), Ranchi (Malaria Eradication, Vaccination)
6	Urban Transport (Bus Stands)	24	Madhupur, Vasukinath, Pakur (outsourced), Jamtara, Kodarma, Jhumri Tilaiya, Hazaribagh, Garhwa, Hussainabad, Phusro, Chirkunda, Jamshedpur, Giridih, Simdega, Sahibgunj, Chaibasa, Bundu, Jasidih, Khunti, Mango, Gumla, Dhanbad, Ranchi (RRDA,RIADA)
7	Parks and play fields	13	Pakur(Outsourced), Jamtara,,Lohardaga, Giridih, Simdega, Jugsalai, Sahibgunj, Khunti, Rajmahalgodda, Mango, Gumla, Ranchi,(RRDA,RIADA), Dhanbad( MADA)
8	Public Convenience	28	Madhupur, Dumka, Vasukinath, Pakur, Jamtara, Kodarma, Jhumri Tilayia, Chatra, Hazaribagh, Medininagar, Garhwa, Hussainabad, Deoghar, Phusro, Chirkunda, Jamshedpur, Lohardaga, Giridih, Simdega, Jugsalai, Sahibgunj, Kharsawan, Bundu, Rajmahal, Godda, Gumla, Dhanbad,( MADA), Ranchi (RRDA,RIADA)
9	Environment	1	Dhanbad (MADA)
10	Fire Service		None
11	Traffic Management		None

Source: Field Survey, NIPFP, Authors' Computations

The 1<sup>st</sup> State Finance Commission of Jharkhand<sup>5</sup> has also investigated the issue of transfer of functions to the ULBs in the state of Jharkhand. It has been reported that as of now no function, listed in Twelfth Schedule (74<sup>th</sup> CAA) and the Jharkhand Municipal Act, 2000, has been transferred to the ULBs in the State. The ULBs are performing the responsibilities related to the essential basic services which were performed by them in the past.

A detailed section on the functions and taxation powers (assigned and actually performed) is included in the questionnaire designed for the study which was circulated amongst the ULBs in Jharkhand during our field survey. Very few ULBs have given information on this. Majority of the ULBs have not furnished information on functions assigned, functions actually performed and functions transferred to them. Only 15 ULBs have reported the functions assigned to them and 14 ULBs have reported the functions actually performed by them while none of the ULBs are aware of the fact that official transfer of functions has to be done. However, the information substantiated from the budgets and accounts indicate that they do perform a number of functions apart from the basic services like water supply<sup>6</sup>, sewerage, solid waste management, street lighting and roads. This indicates a lack of awareness on the part of the ULBs on their powers and functions as also the state's undue delay in officially transferring the functions.

Based on the practice in ULBs all over India we have identified eleven functions generally performed by local governments apart from the services mentioned above. Table 2.1 above gives the list and number of ULBs in Jharkhand performing each of these eleven functions. Table 2.2 summarises the details of the tax and user charges levied in the ULBs of Jharkhand. We have identified thirty nine most commonly used taxes/user charges in the ULBs in India. Table 2.2 gives the list and number of ULBs in Jharkhand levying each of them. Table A 2.2 gives the taxation powers in different status of ULBs in the states of India according to the state municipal Acts. It is to be noted that for Jharkhand none of the powers are reported to be mandatory but all of them are optional.

---

<sup>5</sup> Report of The First State Finance Commission, Jharkhand. Devolution to Urban Local Bodies (ULBs) April 2009, State Finance Commission, Government of Jharkhand, Ranchi.

<sup>6</sup> Water supply and sewerage services are provided by PHED in Jharkhand in 39 ULBs and MADA in Dhanbad and adjacent areas. For detailed discussion see chapter 3.

**Table 2.2 Taxes/Charges Actually levied by the ULBs of Jharkhand**

Sl No	Tax/User Charge	No. of ULBs	Names of ULBs Levying Taxes/User Charges
1	Property tax	31	Aadityapur, Basukinath, Bundru, Chaibasa, Chas, Chatra, Chirkunda, Dhanbad, Dumka, Garwah, Giridih, Godda, Gumla, Hazaribagh, Hussainabad, Jhumritilaya, Jugsalai, Kharsawan, Khunti, Lohardaga, Madhupur, Mango, Medininagar, Mihijam, Pakaur, Phusro, Rajmahal, Ranchi, Sahibganj, Saraikela, Simdega
2	Water rate	22	Basukinath, Bundru, Chaibasa, Chatra, Chirkunda, Dumka, Garwah, Godda, Gumla, Hazaribagh, Jamshedpur, Jhumritilaya, Jugsalai, Khunti, Latehar, Lohardaga, Medininagar, Pakaur, Rajmahal, Ranchi, Saraikela, Simdega
3	Health Tax	22	Aadityapur, Chaibasa, Chakradharpur, Chirkunda, Dhanbad, Dumka, Garwah, Giridih, Godda, Gumla, Hazaribagh, Hussainabad, Jhumritilaya, Kharsawan, Khunti, Rajmahal, Ranchi, Sahibganj, Medininagar, Pakaur, Lohardaga, Madhupur
4	Education tax	22	Aadityapur, Chaibasa, Chakradharpur, Chirkunda, Dhanbad, Dumka, Garwah, Giridih, Godda, Gumla, Hazaribagh, Hussainabad, Jhumritilaya, Kharsawan, Khunti, Rajmahal, Ranchi, Sahibganj, Medininagar, Pakaur, Lohardaga, Madhupur
5	Fee on building application	21	Chaibasa, Chakradharpur, Deoghar, Dumka, Godda, Gumla, Hazaribagh, Hussainabad, Jamshedpur, Jamtara, Jasidih, Jugsalai, Rajmahal, Lohardaga, Mango, Medininagar, Mihijam, Khunti, Kodarma, Madhupur, Sahibganj
6	Market fee	13	Basukinath, Deoghar, Garwah, Jamtara, Jasidih, Jhumritilaya, Kharsawan, Khunti, Sahibganj, Saraikela, Rajmahal, Medininagar, Mihijam
7	Latrine tax	10	Aadityapur, Dhanbad, Dumka, Gumla, Hazaribagh, Rajmahal, Ranchi, Medininagar, Lohardaga, Madhupur
8	Offensive and Dangerous Trade Tax	10	Aadityapur, Chas, Chatra, Hazaribagh, Jamshedpur, Jugsalai, Mango, Saraikela, Rajmahal, Pakaur
9	Rent from shops/stalls	9	Basukinath, Deoghar, Dumka, Garwah, Hussainabad, Jamtara, Khunti, Latehar, Madhupur
10	Toll on bridges/Vehicles	9	Basukinath, Deoghar, Garwah, Hazaribagh, Jhumritilaya, Kharsawan, Medininagar, Ranchi, Sahibganj
11	Profession tax	6	Giridih, Hazaribagh, Jhumritilaya, Madhupur, Sahibganj, Medininagar
12	Trade Tax	6	Aadityapur, Chirkunda, Jamshedpur, Mango, Jugsalai, Kharsawan
13	Bus Stand Fee	6	Bundru, Hazaribagh, Jamtara, Khunti, Pakaur, Simdega
14	Lighting Rate	5	Aadityapur, Gumla, Hussainabad, Lohardaga, Mihijam
15	Advertisement tax	4	Chaibasa, Dumka, Gumla, Mihijam
16	Pilgrim tax	3	Basukinath, Deoghar, Garwah
17	Birth and Death Registration Fee	3	Bundru, Jamshedpur, Simdega
18	Taxi stand/Taxi Tickets	3	Jhumritilaya, Kharsawan, Saraikela
19	Sanitation/ Conservancy Tax	2	Basukinath, Godda
20	Road Tax	1	Pakaur
21	Taxes on vehicles	1	Madhupur
22	Tax/toll on animals	1	Madhupur
23	Fees on dogs	1	Ranchi
24	Entry/Terminal tax	1	Sahibganj
25	Parking fees	1	Basukinath
26	Stamp Duty	1	Jugsalai
27	Drainage tax	None	
28	Boat Tax	None	
29	Registration of animals etc.	None	
30	Betterment/Development tax	None	
31	Passengers & Goods Tax	None	
32	Provision for transfers from state	None	
33	Scavenging tax	None	
34	Entertainment tax	None	
35	Duty on transfer of immovable property	None	
36	Tax on consumption of electricity	None	
37	Fee for fire services	None	
38	Timber tax	None	
39	Environment tax/Land Revenue	None	

Source: Field Survey, NIPFP, Authors' Computations

### 2.3 Finances of Urban Local Bodies in Jharkhand

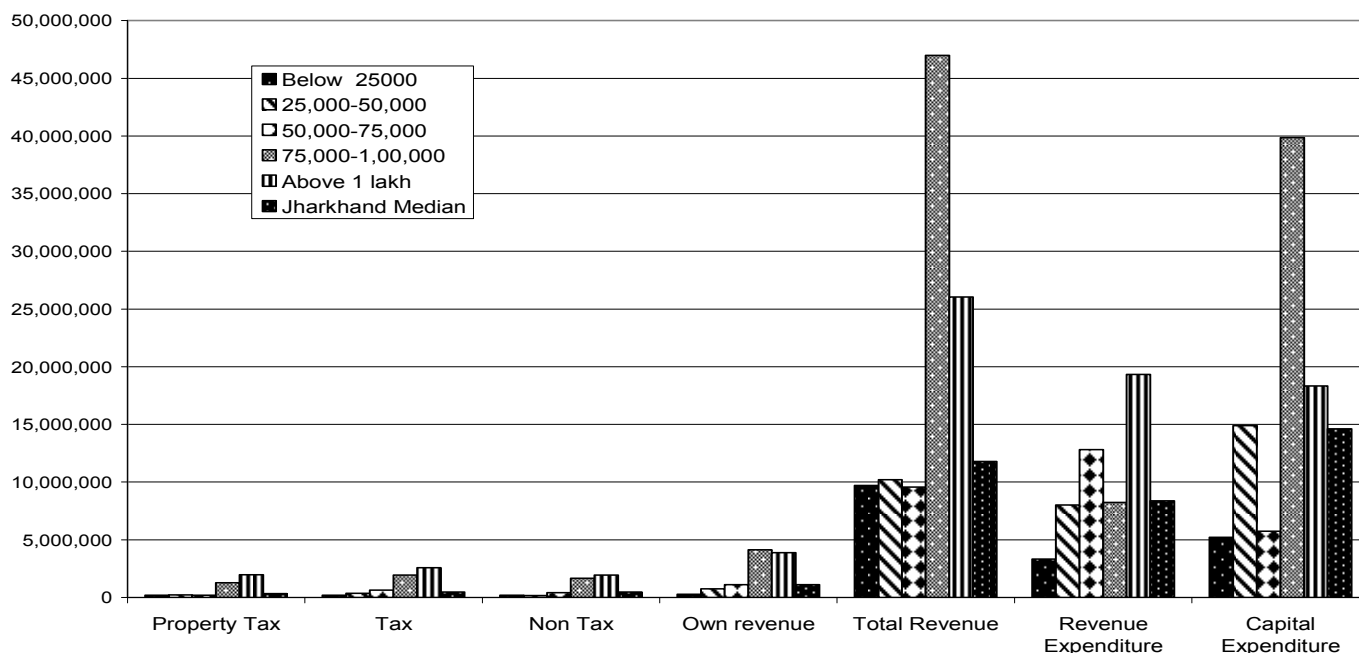
This section brings together the information on different components of revenues and expenditures of the ULBs in Jharkhand. We give an overview of the finances generated as revenues and spent on different accounts as expenditures and analyse their growth over a recent period. We also evaluate the performance of the ULBs by estimating some indicators of performance in terms of actual revenues and expenditures and also compare the expenditures with the financial norms estimated for different urban services for Indian cities according to different size classes. The analysis is based on the data from the field survey collected through questionnaires from the ULBs in Jharkhand. The data for 2004-05 is analysed in detail as this is the most recent year for which maximum number of ULBs have reported the data. All financial variables are expressed in 2004-05 prices. Tables A 2.3 –A 2.20 give the descriptives of the financial variables in actuals as well as estimated values of the ULBs in Jharkhand according to city size classes.

We have divided the ULBs into five size classes according to population viz below 25,000, 25,000 to 50,000, 50,000 to 75,000, 75,000 to 100,000 and above 100,000. For each size class of cities the median value of a variable is considered for comparisons. The main observations suggest:

- If we consider the absolutes all the components of own revenue are found to be higher in bigger size classes. Property tax, tax and non tax revenues collected are maximum in the 1 lakh plus cities, with their non tax collections almost at par with the 75,000-1 lakh population size class average. Own revenue and total revenue are the highest for 75,000- 1lakh population class cities. Total revenues do not show a distinct rising pattern across size classes because of its dependence on grants extent of which differs across size classes in a somewhat inverse manner. The median values of all categories of revenues (Jharkhand Median in Figure 2.1), for all ULBs taken together is closer to those of the smaller size classes. The details are given in Figure 2.1.
- We find that in per capita terms property tax remains more or less the same across all size classes with a range of the median values between Rs 6 to Rs13 per capita. The average, for all size classes taken together, stands at Rs 7 per capita which is abysmally low by all standards. Non Tax revenues also do not show much variation across size classes with a range of Rs 7 per capita to Rs 19 per capita and the overall average being Rs 11 per capita.
- Own Revenue remains almost same in the first three classes and is higher by Rs 12 per capita in 75000-100000 population class and by Rs 5 per capita in last class. The maximum own revenue is Rs 40 per capita in the 1 lakh plus cities and minimum is Rs 21 per capita for 50,000-75,000 population size class. The average taking all the size classes in Jharkhand is Rs 21 per capita.
- Transfers also do not show a definite pattern across size classes. Maximum is recorded in size class having population less than 25000 at Rs 730 per capita and minimum being Rs 137 per capita in 50000 and 75000 population class. The average for all ULBs stands at Rs 170 per capita with a high degree of variation across ULBs.

**Figure 2.1**

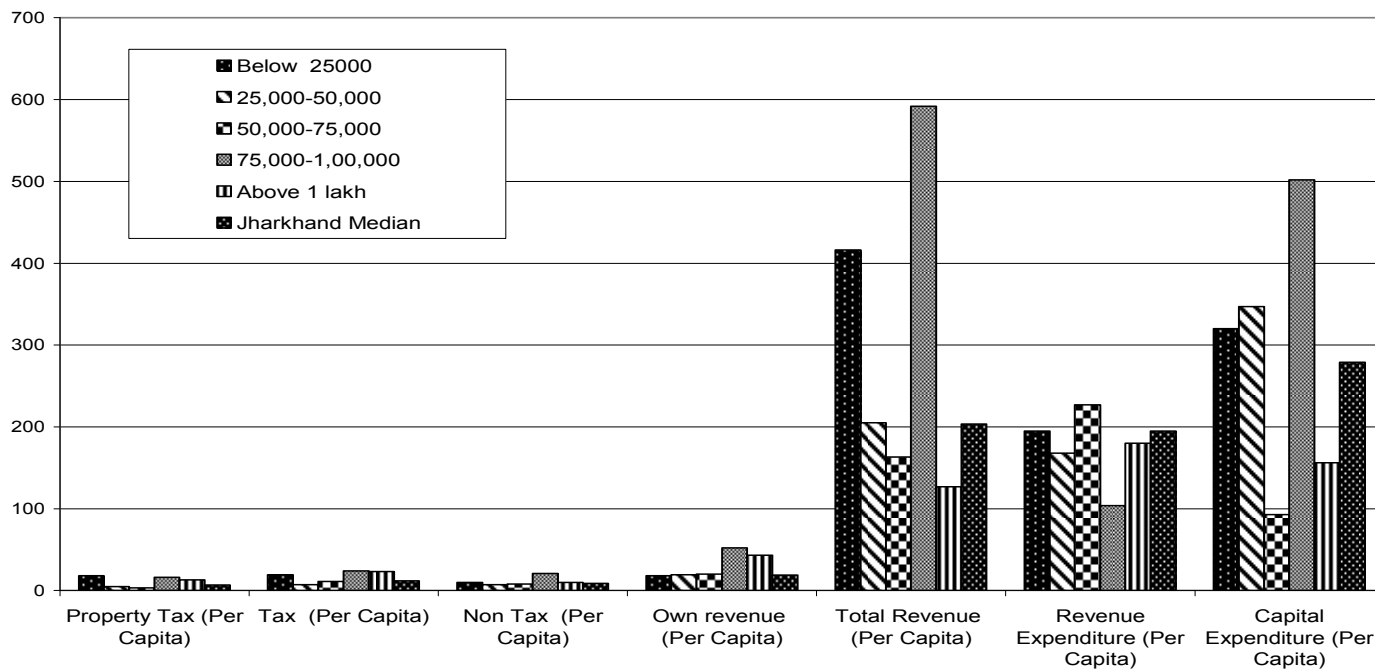
**Finances (Absolutes) in ULBs of Jharkhand Across Different Size Classes (2004-05)**



Source: Field Survey, NIPFP, Authors' Computations

**Figure 2.2**

**Finances (Per Capita) in ULBs of Jharkhand Across Different Size Classes (2004-05)**

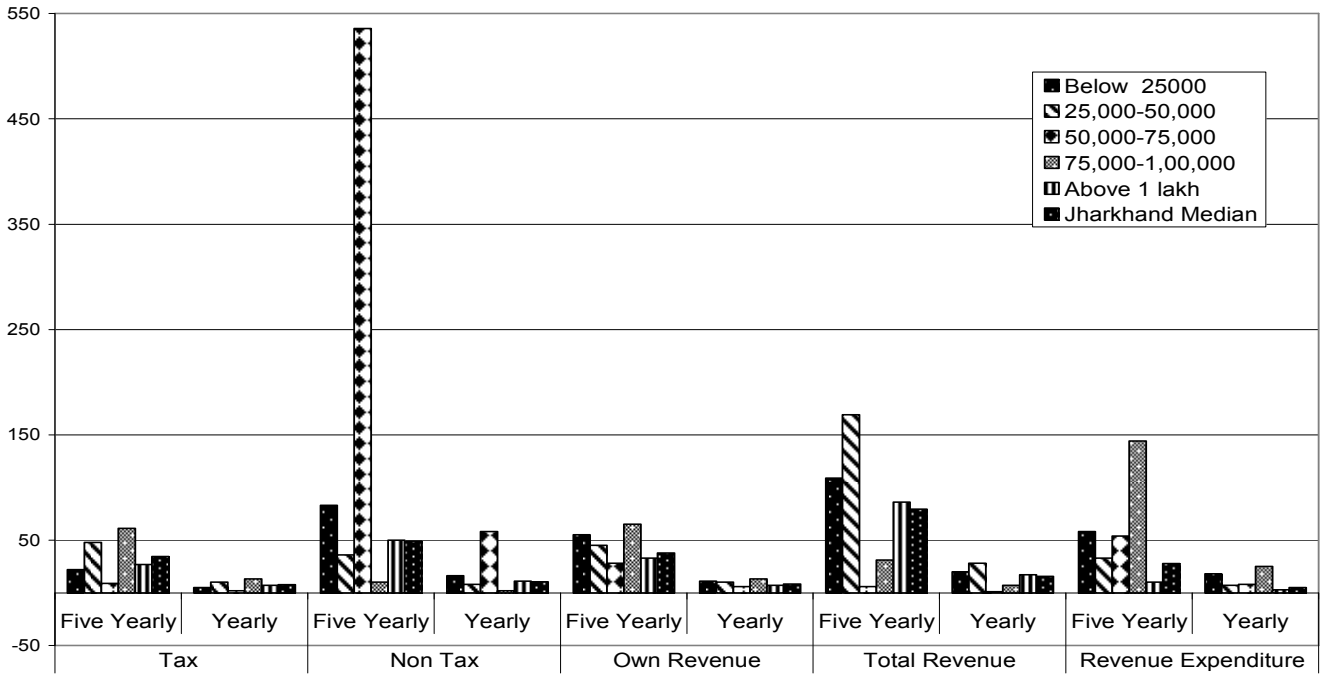


Source: Field Survey, NIPFP, Authors' Computations



**Figure 2.3**

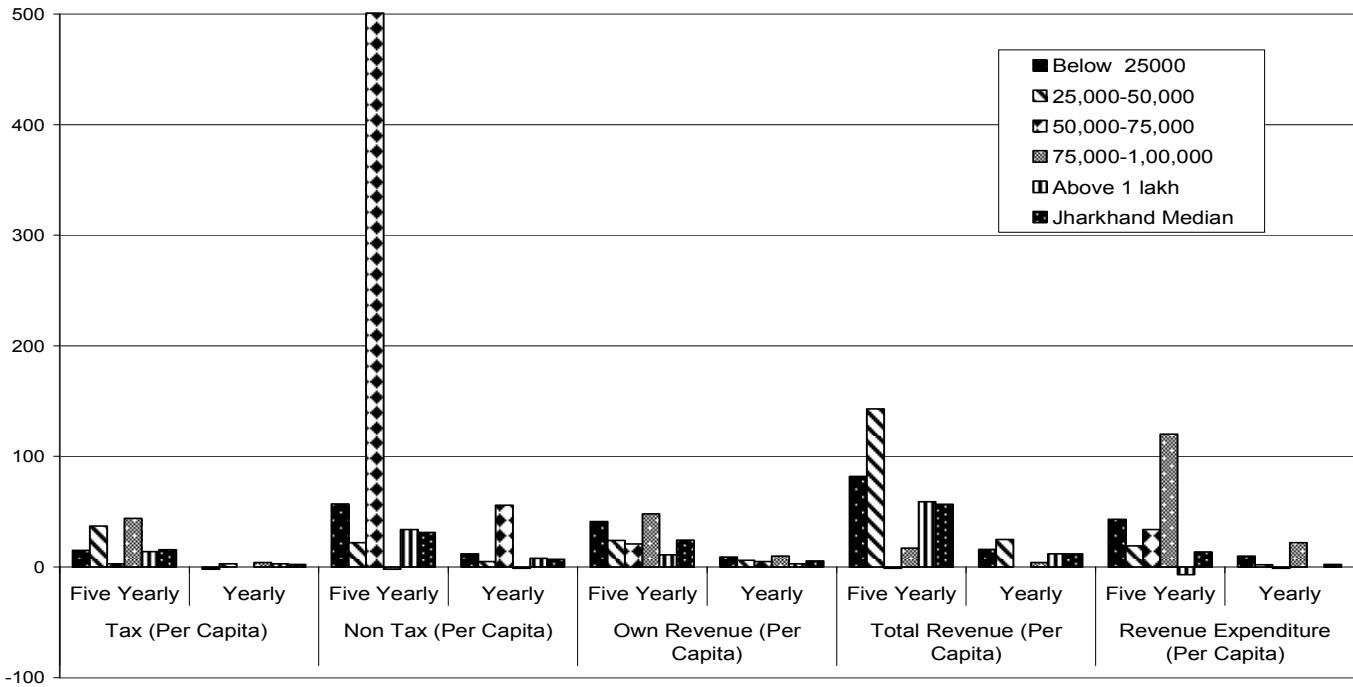
**Growth of Financesin (Absolutes) in ULBs of Jharkhand**



Source: Field Survey, NIPFP, Authors' Computations

**Figure 2.4**

**Growth of Finances (Per Capita) in ULBs of Jharkhand**



Source: Field Survey, NIPFP, Authors' Computations

- Total revenue shows a falling trend across the first three size classes rises in 75,000 to 100,000 population class and falls again when population exceeds 100,000. Maximum is recorded for the below 25,000 size class at Rs 758 per capita (owing to transfers at Rs 730 per capita, which is 96per cent of total revenue)and minimum at Rs 182 per capita in the I lakh plus cities. Average for all the cities is recorded to be Rs 176 per capita. Details of the per capita values are given in Figure 2.2.
- Revenue expenditure (absolute) is the highest in 1 lakh plus cities while capital expenditure (absolutes) is the highest in 75,000-1 lakh population size class. In absolute terms revenue expenditures show a rising trend across the first three size classes, falls in the 75,000 to 1 lakh size class and then again rise in the 1 lakh plus size class. Capital expenditure in absolute terms however does not show any pattern across size classes.
- In per capita terms smaller size classes record higher revenue expenditure, a trend observed is just the opposite of what has been observed for absolute levels. For capital expenditure 75,000-1 lakh population size class records the highest median value and no pattern can be defined across size classes.(Figures 2.1 and 2.2).

Growth of revenues and expenditures are also studied from the data collected on finances of the ULBs. We have considered the data on the latest five years (from 2002-03 to 2006-07) for each ULB and calculated five yearly and annual average growth rates for each of the financial variables. A close look at the growth rates of the revenues and expenditures (Figures 2.3 and 2.4) show that for both absolute and per capita levels five yearly growth rates show more fluctuations than the yearly growth rates. We analyse in detail the yearly growth rates. The behavior of growth rates in absolute and per capita terms are the same across size classes.The main observations suggest:

- No clear patterns are visible across size classes for all categories of own revenue.
- While the growth of tax collections are the highest in the 75,000-1,00,000 population category, non tax collection is the highest in the size class of 50,000-75,000 size class. However own revenue growth is the highest in the 75,000-1,00,000 population size class.
- For total revenues smallest two size classes record higher growth rates than the larger cities which is dominated by the growth of grants.
- Growth of revenue expenditure is the highest in the population class of 75,000-1 lakh and lowest in the population class of above 1 lakh., both in absolute and per capita terms. For 1 lakh plus cities the five yearly growth of Revenue expenditure registers a negative growth rate of 7 per cent and annual growth is zero, in per capita terms. In absolute terms five yearly growth is 10per cent and annual growth is as low as 3per cent.

- A close look at the dependency ratio on the higher tiers of the government as a percentage of transfers to total revenues reveal that on an average 91 per cent of the revenues in the ULBs of Jharkhand comes from transfers. The size class of below 25,000 population records the highest dependency ratio of 97 per cent whereas the size class of 75,000-1 lakh population is found to be the most self reliant with 67 per cent (on an average) of their revenues coming from transfers. It is also to be noted that transfers here mean grants in different forms of assistance as the practice of shared revenue is hardly found in the ULBs in Jharkhand<sup>7</sup>.

On the whole we find that bigger cities do not necessarily perform better in terms of revenue generation. Their own revenues are dominated by non tax collections, though in terms of growth tax collections show a higher value than that of non tax collections. For smaller ULBs dependence on grants<sup>8</sup> is excessive. It is because of these excessive grants that smaller cities record higher averages in terms of total revenues. As far as revenue expenditure is concerned smaller cities record higher per capita values while for capital expenditure the cities in the population size class 75,000-1 lakh also record a high value.

While all the components of revenues, both in absolute and per capita terms, record positive growth rates for all the size classes, revenue expenditures record a negative growth rate in the 1 lakh plus cities, both in absolute and per capita terms. It is also noted that for both revenues and revenue expenditure the positive trend across size classes exhibited in absolute terms is somewhat reverse to what has been exhibited in per capita terms

**Table 2.3 Performance of the ULBs in Jharkhand: Some Indicators (2004-05 Prices)**

Indicators	Below 25000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000	Jharkhand
Transfers to Total Revenue (per cent) Median (minimum, maximum)	97 (66,100)	91 (78,99)	84 (78,95)	67 (62,86)	89 (68,99)	91 (62,100)
Revenue- Expenditure Gap (Rs, Per capita) Median (minimum, maximum)	54 (-1052,837)	-263 (-1472,165)	-24 (-121,536)	-314 (-817,-34)	-22 (-2095,85)	-74 (-2095,837)
Revenue to Expenditure Ratio (per cent) Median (minimum,maximum)	130 (27,1758)	29 (1,196)	66 (47,188)	39 (18,80)	78 (7,151)	71 (1.2,1758)
Own Revenue- Expenditure Gap (Rs, Per capita) Median (minimum, maximum)	-321 (-1931,-28)	-576 (-1843,9)	-204 (-544,29)	-430 (-989,-155)	-103 (-2203,-23)	-354 (-2203,29)
Own Revenue to Expenditure Ratio (per cent) Median (minimum, maximum)	6.3 (0.7,28)	2.7 (0.5,18)	10.2 (7.7,15)	9.0 (4.6,19)	8.3 (0.7,16.2)	5.9 (0.5,27.5)
Own Revenue-Revenue Expenditure Gap (Rs, Per Capita) Median (minimum,maximum)	-166 (-804,42)	-236 (-464,9)	-67 (-151,29)	-85 (-211,1)	-7 (-464,1)	-122 (-804,42)
Own Revenue to Revenue Expenditure (per cent) Median (minimum,maximum)	15 (1,159)	6 (2,70)	27 (10,60)	31 (20,103)	36 (10,71)	19 (1,159)

Source: Field Survey, NIPFP, Authors' Computations

<sup>7</sup> Out of 39 ULBs only one ULB viz. Simdega has reported shared revenues for 2004-05 which turns out to be 7 per cent of total transfers.

<sup>8</sup> A detailed record of grants from different sources received by the ULBs in Jharkhand, absolute and per capita, are given in tables A2.7 and 2.8 respectively

which indicates that overall growth in revenues and revenue expenditure has been lesser than that of population. Also, though there has been positive growth in revenues and revenue expenditure, overall for all size classes taken together, the growth in revenue expenditure is lower than that in total revenue and also own revenues. This indicates that there is a leakage in resources and the ULBs fail to spend sufficient amounts to cope up with the population pressure.

Some performance indicators are also analysed. (Table 2.3). All these indicators are in per capita or percentage terms or expressed as indices. Some way or the other they give an idea about the extent of self reliance for the ULBs in Jharkhand. A look at the transfers to total revenue ratios reveal that all the size classes of cities are heavily dependent on the transfers, the overall average ratio being as high as 91 per cent in the state. It is to be noted that these transfers consists of grants in the form of assistance from higher tiers of the government as in Jharkhand very few ULBs get the shared revenues from the state. So this dependence is totally to sources outside the control of the ULBs.

The difference in revenues and expenditure is found to be positive indicating a surplus only in the smallest size class of cities. Rest of all the size classes record a deficit ranging between Rs 314 per capita for the 75,000 to 1 lakh population size class to Rs 22 per capita for the 1 lakh plus cities. When converted to percentages it is found that the smallest size class has on an average a surplus of 30 per cent of their revenues over expenditure. The revenue generated in other size classes range between 29 per cent in the size class of 25,000-50,000 population and 78 per cent in 1 lakh plus cities, the average for Jharkhand as a whole being 71 per cent<sup>9</sup>.

The gaps between own revenues and expenditures are also recorded and it is found that there is a deficit in all the size classes on an average ranging between Rs 103 per capita in 1 lakh plus cities and Rs 576 per capita in the size class of 25,000- 50,000 population, the average for Jharkhand being Rs 354 per capita. When converted to percentages it is found that the averages for size classes of 50,000-75,000 and 75,000-1 lakh are at par at 10 per cent and 9 per cent respectively while the lowest (2.7 per cent) is recorded for 25,000-50,000 population size class with the average for Jharkhand being recorded at 5.9 per cent.

The gaps between own revenues and revenue expenditure are also studied. It is found that there is a deficit in all the size classes, the lowest deficit of Rs 7 per capita is recorded for the 1 lakh plus cities whereas the highest deficit is recorded at Rs 236 per capita for the cities in 25,000-50,000 population size class, the average deficit for Jharkhand being recorded at Rs 122 per capita. When converted to percentage terms it is found that the own revenues on an average can finance at least 6 per cent of revenue expenditures in the cities 25,000-50,000

---

<sup>9</sup> A comparison between revenue and revenue expenditure shows that in size classes having population less than 25,000, between 25,000 and 50,000 and 75,000 and 1,00,000 total revenue exceeds revenue expenditure. Opposite holds in the remaining size classes. If in place of total revenue own revenue is considered they are much lower than revenue expenditure in all population classes.

population size class and at most 36 per cent in 1 lakh plus cities, with Jharkhand average for this ratio being recorded as 19 per cent.

#### **2.4: Gross City Products and Revenue Capacities: Some Preliminary Estimations**

In this section we attempt some estimations based on the actual revenues and expenditure levels. These estimations give an overview of the underutilization of capacities in revenue generation in the ULBs of Jharkhand. We finally estimate the revenue capacities defined as the maximum potential revenue that can be generated from the ULBs in Jharkhand Table 2.4 gives the details of the estimation results tabulated according to city size classes.

The first step in judging the performance of the cities is to compare the actual expenditure levels to the financial norms for basic services provided estimated for Indian cities in general. We have used the latest norms estimated by Ramanathan and Dasgupta<sup>10</sup> for urban India according to size classes of cities. Table A 2.22 in Appendix 2 gives the details of these financial norms for Indian cities. Table A 2.21 shows the estimated norms applicable to the ULBs in Jharkhand on the basis of norms derived by Ramanathan and Dasgupta.

We have compared the revenue expenditures with the o&m financial requirements which are useful for practical purposes. We find that the revenue expenditures are on an average 41 per cent of these financial norms. No unique pattern has been found in these ratios across city size classes. So we cannot say that the bigger cities are worse off in terms of covering higher percentage of the financial norms by their revenue expenditures. Only the cities having population between 25,000 and 50,000, on an average, cover the highest proportion of their financial requirements which is 47 per cent. The first row of Table 2.4 gives the details across size classes. It is clear that all the size classes spend much lower levels than what is required according to norms.<sup>11</sup> We have also calculated the percentage of capital expenditure norms according to size classes (Table 2.4, second row) from investment requirements (Table A2.21 and A2.22) covered by actual capital expenditures. We find that on an average the ULBs can cover only 3 per cent of their investment requirements, the maximum being recorded for the size class of 75,000 to 1 lakh and the minimum for size class of 1 lakh plus size class.

It comes out clear that the revenues and well as expenditures in the ULBs in Jharkhand are lower than required by all standards. It would be interesting to have an estimate of their maximum revenue generation potentials. This is called revenue capacity. We use a simple methodology to address a complex issue due to data constraint.

---

<sup>10</sup> Estimates of Urban Infrastructure Financing in India 2006-2031 (Draft), R. Ramanathan and S. Dasgupta, August 2009.

<sup>11</sup> It is to be mentioned that these financial requirements are the o&m for the basic infrastructure services provided by the municipality. In Jharkhand, the ULBs provide solid waste management, street lights and part of roads infrastructure. So the comparison is based on the norms for these services only. Apart from these, the ULBs spend on other accounts like general administration, wages and salaries, and various other services which are considered as a part of revenue expenditure but in the absence on available financial norms for these services cannot be taken in the financial norms estimation. So the expenditure norms are underestimation of the total expenditure norms of the ULBs as a result of which the percentages of these norms reported to be covered by the ULBs are somewhat overestimated.

**Table 2.4 Finances in the ULBs of Jharkhand: Some Estimations**

Indicators	Below 25000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000	Jharkhand
Revenue Expenditure to Revenue Expenditure Norms (per cent) Median (Minimum, Maximum)	35 (2,148)	47 (8,86)	36 (19,52)	42 (22,54)	25 (1,103)	41 (1,148)
Capital Expenditure to Capital Expenditure Norms (per cent) Median (Minimum, Maximum)	3 (0.2,15)	3 (1,12)	3 (1,10)	5 (1,7)	2 (0.1,19)	3 (0.2,19)
Per Capita Gross City Products (in Rs, per annum) Median (Minimum, Maximum)	7,654 (5885, 17107)	12,574 (5695, 22984)	10,974 (7527, 12198)	12,541 (8233, 15227)	14,166 (7654, 22984)	11,498 (5695, 22984)
Own revenue to GCP Ratio (per cent) Median (Minimum,Maximum)	0.15 (0.07, 1.47)	0.17 (0.05, 0.43)	0.28 (.16, 0.82)	0.58 (.13, 0.73)	0.09 (.01, 0.51)	0.17 (0.01, 1.47)
Own Revenue Capacity (Rs, Per Capita, 2004-05 Prices) Median (Minimum,Maximum)	115 (88, 257)	189 (35, 345)	165 (113, 183)	188 (23, 228)	212 (115, 345)	172 (85, 345)
Revenue capacity (Rs, Per Capita,2004-05 Prices) Median (Minimum,Maximum)	592 (113, 2883)	356 (85, 599)	269 (183, 1192)	296 (205, 349)	294 (158, 813)	345 (85, 2883)
Revenue Capacity to Actual Revenue (Index) Median (Minimum,Maximum)	130 (101, 3853)	177 (121, 1154)	210 (104, 623)	192 (135, 252)	284 (122, 702)	177 (101, 3853)

Source: Field Survey, NIPFP, Authors' Computations, Table A 2.22 (Appendix 2)

We start from the own revenue to Gross City Product (GCP) ratios of the ULBs in Jharkhand. Data on GCPs are not readily available for Jharkhand. We use the non agricultural component of the per capita Gross District Domestic Products (GDDP) for each city situated in a district and have generated the absolute GCPs by multiplying the respective population of each city. We find that though the GCP in per capita terms is the highest in the highest size class of cities (Rs 14,166) and lowest (Rs 7,654) in the lowest size class of cities on an average, we cannot say that there is a uniform positive relation between size class of cities and the per capita GCPs (average). However it is interesting to note that the average across all cities is closer to the higher size class averages. This also indicates that there is a considerable degree of variation in GCPs across size classes and in a particular size class.

We calculate the own revenue to GCP ratios and find that on an average Jharkhand cities generate only 0.17 per cent of their GCPs as own revenues. The ratio is more or less the same in the first two size classes, rises a little in the next, record a considerable rise in the 75,000 to 1 lakh population size class and then falls considerable in the 1 lakh plus city size class. If we compare the revenue generation figures we find that in the larger cities in Jharkhand, not only is the revenue generation levels unsatisfactory but also the revenue mobilization capabilities as indicated by the lower own revenue to GCP ratios.

As a first step to revenue capacity calculations, we assume the ULBs to generate at least 1.5 per cent of their GCPs as own revenues and calculate the revenue capacities of each city. We add the existing levels of grants to the estimated own revenue capacities to generate the total revenue capacities. All calculations are based on the

data for the year 2004-05. We find that the revenue capacities estimated on an average generate additional revenues of 77 per cent for the ULBs in Jharkhand. The increase in total revenues would be the highest (184 per cent) for the 1 lakh plus cities and the lowest (30 per cent) for the smallest size class of cities.

## **2.5 Conclusions**

The chapter brings together different aspects of functions and finances of the ULBs in Jharkhand. We find that as far as the assignment of functions is concerned, the state has taken an initiative through a modification of the state municipal Act. But there has been no record of official transfer of these functions. Powers of taxation and different user charges are also provided in the Act. But all of them are optional and not mandatory as a result of which the ULBs are imposing some of the tax and non tax instruments but the revenues generated through all sources in the ULBs are abysmally low. There is an overdependence on grants from the upper tiers of the government. Many of the sources of revenues which are shared with the upper tiers of the government in other states are either very low or not present. The expenditures incurred on core services also are lower than those prescribed by the norms for Indian cities. The performances of the ULBs by all indicators show a very low standard. The service delivery and other indicators spelt out in chapter 1, most of which record a lower standard than many of the states and also all India averages, can somewhat be explained by the low levels of revenues and expenditure levels and vice versa. Some comparisons on finances are attempted in chapter 4 with a number of ULBs in West Bengal which have a similar topography as the region we have chosen is adjacent to that of the state of Jharkhand which would throw some more light on the issue.

## Appendix 2

**Table A2.1a Core and Welfare Functions Transferred to the ULBs by way of Rules/Notifications/Orders of the State Governments in Major States**

State	Roads and bridges	Water supply for domestic, industrial and commercial purposes	Public health, sanitation conservancy and solid waste management	Burials and burial grounds, cremation grounds and electric crematoriums	Public amenities including street lighting, parking lots, bus stops and public conveniences	Safeguarding the interests of the weaker sections of society, including the handicapped and mentally retarded	Slum improvement and upgradation	Urban poverty alleviation	Provision of urban amenities and facilities such as parks, gardens and playgrounds	Promotion of cultural, educational and aesthetic aspects	Cattle pounds and prevention of cruelty to animals
	Core Functions					Welfare Functions					
Andhra Pradesh	C,M,N	C,M,N	C,M,N	C,N	C,M,N		C,M,N	C,M,N	C,N	M	M
Gujarat	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M
Madhya Pradesh	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Maharashtra	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M	C,M
Orissa	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Punjab	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Rajasthan	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N		C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Tamil Nadu	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Uttar Pradesh	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
West Bengal	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N

Source: State Municipal Acts and information from the States

**Table A2.1b Urban Development Functions Transferred to the ULBs by way of Rules/Notifications/Orders of the State Governments in Major States contd.**

State	Urban planning, including town planning	Regulation of land use and construction of buildings	Planning for economic and soicial development	Fire services	Urban forestry, protection of the environment and promotion of ecological aspects	Vital statistics including registration of births and deaths	Regulation of slaughter houses and tanneries
Andhra Pradesh	C,M,N	C,M,N	C	N	C	C,M,N	C,N
Gujarat	C,M	C,M	C,M	C,M	C,M	C,M	C,M
Madhya Pradesh	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Maharashtra	C,M	C,M	C,M	C,M	C,M	C,M	C,M
Orissa	C,M,N		C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Punjab		C,M,N		C,M,N	C,M,N	C,M,N	C,M,N
Rajasthan		C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Tamil Nadu	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N	C,M,N
Uttar Pradesh	C,M,N	C,M,N	C,M,N			C,M,N	C,M,N
West Bengal	C,M,N	C,M,N	C,M,N	N	C,M,N	C,M,N	C,M,N

Source: State Municipal Acts and information from the States



**Table A 2.2 Taxation Powers Assigned to the ULBs as per the State Municipal Acts**

State	Status of ULB	Property tax	Profession tax	Lighting Rate	Water rate	Sanitation/ Conservancy Tax	Scavenging tax	Latrine tax	Drainage tax	Education tax	Entry/Terminal tax	Taxes on vehicles	Advertisement tax	Entertainment tax	Duty on transfer of immovable property	Tax/toll on animals	Boat Tax	Pilgrim tax	Tax on consumption of electricity	Market fee	Toll on bridges/Vehicles	Fee for fire services	Fees on dogs	Timber tax	Registration of animals etc.	Parking fees	Tax on servants	Tax on artisans/companies	Environment tax/Land Revenue	Betterment/Development tax	Circumstances of Property	Fee on building application	Passengers & Goods Tax	Provision for transfers from state			
Andhra Pradesh	C	S		S	S	S			S			S	S	O	S																						
	M	S		O	O		O		O			S	O		S	S																					
	N	S		O	O	O			O			S	O		S	S																					
Bihar	C	O	O	O	O			O	O			O	O			O	O						O		O											+ O	
	M	O	O	O	O			O	O			O			O	O	O						O														
	N	O	O	O	O			O				O			O	O							O		O												
Gujarat	C	S										S		O		S	S				O		O														
	M	O		O	O	O			O	O		O				O	O	O		O			O														
Madhya Pradesh	C	S	O	S	S	S		O	O		O	O	O	O		O		O		O	O	S	O		O												
	M	S	O	S	S	S		O	O		O	O	O	O		O		O		O	O	O	O		O												
	N	S	O	S	S	S		O	O		O	O	O	O		O		O		O	O	O	O		O												
Maharashtra	C	S			S	S				S		S		O		S	S					O															
	M	S		S	S	S		S	O	O		O	O	O	O	O	O	O				O	O			O			S			O				@/O	

Source: State Municipal Acts and information from the States

Note:: M stands for Municipality, C for Corporation and N for Nagar Panchayat, S for obligatory and O for Optional

\$-tax on goods and animals brought within the municipal area for consumption, use or sale therein

&-the state govt may make such grants-in-aid to municipality as they may have deem necessary for expenditure on school improvement or provision of building to be used as students hostel provision

@-if state govt exemption in respect of any class of property or persons from levy of the taxes

#-the municipality may levy a land conversion cess not exceeding Rs 75 per acre

**Table A 2.2 Taxation Powers assigned to the ULBs as per the State Municipal Acts (Contd)**

State	Status of ULB	Property tax	Profession tax	Lighting Rate	Water rate	Sanitation/ Conservancy Tax	Scavenging tax	Latrine tax	Drainage tax	Education tax	Entry/Terminal tax	Taxes on vehicles	Advertisement tax	Entertainment tax	Duty on transfer of immovable property	Tax/roll on animals	Boat Tax	Pilgrim tax	Tax on consumption of electricity	Market fee	Toll on bridges/Vehicles	Fee for fire services	Fees on dogs	Timber tax	Registration of animals etc.	Parking fees	Tax on servants	Tax on artisans/companies	Environment tax/Land Revenue	Betterment/Development tax	Circumstances of Property	Fee on building application	Passengers & Goods Tax	Provision for transfers from state	
Orissa	C	O	O	O	O			O	O			O				O	O							O								O			
	M	O	O	O	O			O	O			O				O	O						O						O				O	& O	
	N	O	O	O	O			O	O			O				O	O								O								O		
Punjab	C	S	O		S							S	S				S					S							S	S					
	M	O	O			O	O	O	O		O	O		O		O							O			O									
	N	O	O			O	O	O	O		O	O		O		O							O			O						O			
Rajasthan	C	S	S	O	O	O	O	O			O	O				O	O				S		O					O							
	M	S	S	O		O	O	O	O		O	O	O			O	O	O					O		O							O			
	N	S	S	O	O	O	O	O			O	O				O	O						O					O							
Tamil Nadu	C	O	O	O					O			O			O	O								O				O							
	M	O	O							O		O	O		O	O		O								O	*								
	N	O	O	O	O	O			O			O			S	O		O								O									
Uttar Pradesh	C	S	O		S	S			S			S	O	O	O	S	S						O						O	S					
	M	O	O		O	O	O		O			O		O	O	O							O							O					
	N	S	S		S	S	S		S			S		S	S	S	S						S							S					

Source: State Municipal Acts and information from the States

Note:: M stands for Municipality, C for Corporation and N for Nagar Panchayat, S for obligatory and O for Optional

\$-tax on goods and animals brought within the municipal area for consumption, use or sale therein

&-the state govt may make such grants-in-aid to municipality as they may have deem necessary for expenditure on school improvement or provision of building to be used as students hostel provision

@-if state govt exemption in respect of any class of property or persons from levy of the taxes

#-the municipality may levy a land conversion cess not exceeding Rs 75 per acre

**Table A 2.2 Taxation Powers assigned to the ULBs as per the State Municipal Acts(Contd)**

State	Status of ULB	Property tax	Profession tax	Lighting Rate	Water rate	Sanitation/ Conservancy Tax	Scavenging tax	Latrine tax	Drainage tax	Education tax	Entry/Terminal tax	Taxes on vehicles	Advertisement tax	Entertainment tax	Duty on transfer of immovable property	Tax/toll on animals	Boat Tax	Pilgrim tax	Tax on consumption of electricity	Market fee	Toll on bridges/Vehicles	Fee for fire services	Fees on dogs	Timber tax	Registration of animals etc.	Parking fees	Tax on servants	Tax on artisans/companies	Environment tax/Land Revenue	Betterment/Development tax	Circumstances of P roperty	Fee on building application	Passengers & Goods Tax	Provision for transfers from state		
West Bengal	C	S										S	S			S																				
	M	S	O			O							S		O		O					O						S						O		
	N	S										S	S					O				S						S						O		
<b>Jharkh and</b>	<b>C</b>	<b>O</b>	<b>O</b>	<b>O</b>	<b>O</b>			<b>O</b>	<b>O</b>			<b>O</b>	<b>O</b>			<b>O</b>	<b>O</b>					<b>O</b>		<b>O</b>											<b>O</b>	
	<b>M</b>	<b>O</b>	<b>O</b>	<b>O</b>	<b>O</b>			<b>O</b>	<b>O</b>			<b>O</b>			<b>O</b>	<b>O</b>	<b>O</b>					<b>O</b>		<b>O</b>											<b>O</b>	<b>+</b>
	<b>N</b>	<b>O</b>	<b>O</b>	<b>O</b>	<b>O</b>			<b>O</b>				<b>O</b>			<b>O</b>	<b>O</b>						<b>O</b>		<b>O</b>												

Source: State Municipal Acts and information from the States

Note:: M stands for Municipality, C for Corporation and N for Nagar Panchayat, S for obligatory and O for Optional

\$-tax on goods and animals brought within the municipal area for consumption, use or sale therein

&-the state govt may make such grants-in-aid to municipality as they may have deem necessary for expenditure on school improvement or provision of building to be used as students hostel provision

@-if state govt exemption in respect of any class of property or persons from levy of the taxes

#-the municipality may levy a land conversion cess not exceeding Rs 75 per acre

Table A2.3: Absolute finance components in the ULBs of Jharkhand for the year 2004-05

Components	Population					Jharkhand
	Below 25,000	25,000-50,000	50,000-75,000	75,000-100,000	Above 1,00,000	
Property Tax Median (Minimum, Maximum) (in Rs)	130,000 (48,000, 3,34,000)	224,262 (60,359, 13,01,000)	1,81,896 (66,154, 16,28,000)	12,83,500 (4,50,000, 21,17,000)	19,66,431 (81,922, 1,71,43,000)	3,33,500 (48,000 1,71,43,000)
Tax Median (Minimum, Maximum) (in Rs)	1,98,910 (53,000, 15,02,740)	3,60,000 (60,359, 17,34,900)	6,44,953 (307218, 2252000)	19,25,338 (16,18,677, 22,32,000)	25,80,500 (1,00,857, 4,50,30,000)	4,78,116 (53,000, 4,50,30,000)
Non Tax Median (Minimum, Maximum) (in Rs)	1,79,000 (1,000, 4,45,845)	3,93,207 (60,000, 14,25,951)	6,28,870 (1,41,000, 7,87,890)	22,18,340 (6,76,680, 37,60,000)	19,99,493 (2,000, 3,07,30,000)	5,64,422 (1,000, 3,07,30,000)
Own revenue Median (Minimum, Maximum) (in Rs)	2,68,000 (1,32,611, 19,48,585)	7,49,000 (2,26,429, 19,04,067)	11,09,398 (9,36,088, 22,72,000)	41,43,678 (22,95,356, 59,92,000)	38,79,000 (1,02,857, 1,15,34,748)	1,179,898 (1,02,857, 7,57,60,000)
Transfers Median (Minimum, Maximum) (in Rs)	94,73,259 (1,03,000, 1,98,66,000)	1,12,42,021 (30,00,000, 2,10,26,000)	78,41,863 (53,76,000, 1,02,02,588)	8,57,02,000 (8,57,02,000 8,57,02,000)	1,87,88,500 (62,30,000, 8,49,00,000)	1,15,95,256 (1,03,000, 8,57,02,000)
Total Revenue Median (Minimum, Maximum) (in Rs)	97,04,759 (1,03,000, 1,99,98,611)	101,96,537 (4,49,000, 2,13,49,000)	95,68,260 (64,14,000, 11,38,676)	4,69,94,678 (22,95,356, 9,16,94,000)	2,60,35,000 (1,01,09,000, 11,26,17,000)	1,15,95,518 (1,03,000, 11,26,17,000)
Revenue Expenditure Median (Minimum, Maximum) (in Rs)	33,32,000 (2,63,000, 1,60,18,000)	80,14,945 (5,39,777, 1,97,47,000)	1,28,20,794 (84,88,000, 2,10,38,484)	82,27,406 (82,27,406, 82,27,406)	1,93,29,500 (21,83,000, 11,60,94,051)	83,57,703 (2,63,000, 11,60,94,051)
Capital Expenditure Median (Minimum, Maximum) (in Rs)	52,27,884 (5,47,909, 1,24,94,211)	1,48,99,810 (33,06,996, 5,75,10,975)	57,23,234 (36,44,813, 2,27,03,816)	3,98,56,373 (3,98,56,373, 3,98,56,373)	1,83,45,359 (1,42,84,540, 39,19,83,799)	1,46,00,056 (5,47,909, 39,19,83,799)
Total exp Median (Minimum, Maximum) (in Rs)	65,47,035 (8,10,909, 2,85,12,211)	2,49,78,310 (38,46,773, 7,72,57,975)	1,78,32,528 (1,35,55,813, 4,37,42,300)	4,80,83,779 (48,083,779, 4,80,83,779)	4,86,80,116 (1,52,70,725, 50,50,77,850)	1,96,51,038 (8,10,909, 50,80,77,850)

Source: Field Survey, NIPFP, Authors' Computations

Table A2.4: Municipalities registering minimum and maximum values of absolute finance components in the ULBs of Jharkhand for the year 2004-05

Population Components	Below 25,000	25,000- 50,000	50,000- 75,000	75,000- 100,000	Above 1,00,000	Jharkhand
Property Tax (Minimum, Maximum)	Rajmahal, Jasidih	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumri Tilaiya, Daltonganj	Adityapur, Ranchi	Bundu, Ranchi
Tax (Minimum, Maximum)	Rajmahal, Basukinath	Jamtara, Jugsalai	Lohardaga, Chaibasa	Jhumri Tilaiya, Daltonganj	Adityapur, Ranchi	Rajmahal, Ranchi
Non Tax (Minimum, Maximum)	Bundu, Basukinath	Simdega, Dumka	Chakradharpur, Madhupur	Jhumri Tilaiya, Daltonganj	Adityapur, Ranchi	Kharsawan, Ranchi
Own revenue (Minimum, Maximum)	Kharsawan, Basukinath	Jamtara, Dumka	Lohardaga, Chaibasa	Jhumri Tilaiya, Daltonganj	Adityapur, Dhanbad	Adityapur, Ranchi
Transfers (Minimum, Maximum)	Chakulia, Kharsawan	Godda, Simdega	Chakradharpur, Lohardaga	Jhumri Tilaiya, Daltonganj	Sahibganj, Hazaribagh	Chakulia, Daltonganj
Total Revenue (Minimum, Maximum)	Chakulia, Kharsawan	Chatra, Simdega	Chakradharpur, Lohardaga	Jhumri Tilaiya, Daltonganj	Sahibganj Hazaribagh	Chakulia, Ranchi
Revenue Expenditure (Minimum, Maximum)	Latehar, Bundu	Jamtara, Pakur	Chakradharpur, Madhupur	**	Chas, Dhanbad	Latehar, Dhanbad
Capital Expenditure (Minimum, Maximum)	Latehar, Bundu	Jamtara, Pakur	Chakradharpur, Madhupur	**	Mango, Dhanbad	Latehar, Dhanbad
Total Expenditure (Minimum, Maximum)	Latehar, Bundu	Jamtara, Pakur	Chakradharpur, Madhupur	**	Aadityapur, Dhanbad	Latehar, Dhanbad

Source: Field Survey, NIPFP, Authors' Computations

\*\* data is available only for Daltonganj in this size class

Table A 2.5: Per capita finance components in the ULBs of Jharkhand for the year 2004-05

Population Components	Below 25,000	25,000- 50,000	50,000- 75,000	75,000- 100,000	Above 1,00,000	Jharkhand
Property Tax Median (Minimum, Maximum) (in Rs)	18 (2,20)	5 (2,26)	3 (1,24)	16 (6,27)	13 (1,39)	7 (1,39)
Tax Median (Minimum, Maximum) (in Rs)	19 (3,98)	7 (2,35)	11 (5,34)	24 (21,28)	23 (1,57)	12 (1,98)
Non Tax Median (Minimum, Maximum) (in Rs)	10 (6,29)	10 (1,30)	11 (2,15)	28 (9,47)	10 (0.02,31)	11 (0.02,47)
Own revenue Median (Minimum, Maximum) (in Rs)	18 (10,127)	19 (7,39)	20 (17,34)	52 (29,75)	43 (1,84)	23 (1,127)
Transfers Median (Minimum, Maximum) (in Rs)	405 (7,2719)	233 (65,562)	135 (91,185)	1079 (1079,1079)	95 (37,592)	171 (7,2719)
Total Revenue Median\ (Minimum, Maximum) (in Rs)	416 (7,2737)	235 (9,571)	163 (109,202)	592 (29,1155)	127 (42,667)	202 (7,2737)
Revenue Expenditure Median (Minimum, Maximum) (in Rs)	195 (12,814)	168 (22,473)	227 (127,410)	104 (1014,104)	180 (6,515)	182 (6,814)
Capital Expenditure Median (Minimum, Maximum) (in Rs)	320 (26,1229)	347 (128,1379)	93 (62,442)	502 (502,502)	156 (21,1739)	279 (21,1739)
Total Expenditure Median (Minimum, Maximum) (in Rs)	411 (38,1949)	590 (153,1852)	299 (230,852)	606 (606,606)	442 (28,2254)	426 (28,2254)

Source: Field Survey, NIPFP, Authors' Computations

Table A2.6: Municipalities registering minimum and maximum values of per capita finance components in the ULBs of Jharkhand for the year 2004-05

Population Components	Below 25,000	25,000- 50,000	50,000-75,000	75,000- 100,000	Above 1,00,000	Jharkhand
Property Tax (Minimum, Maximum)	Bundu, Jasidih	Khunti, Jugsalai	Madhupur, Chaibasa	Jhumri Tilaiya, Daltonganj	Adityapur, Deoghar	Adityapur, Deoghar
Tax (Minimum, Maximum)	Rajmahal, Basukinath	Jamtara, Jugsalai	Lohardaga, Chaibasa	Jhumri Tilaiya, Daltonganj	Adityapur, Deoghar	Adityapur, Basukinath
Non Tax(Minimum, Maximum)	Bundu, Basukinath	Simdega, Dumka	Chakradharpur, Madhupur	Jhumri Tilaiya, Daltonganj	Adityapur, Ranchi	Adityapur, Daltonganj
Own Revenue (Minimum, Maximum)	Bundu, Basukinath	Mihijam, Dumka	Lohardaga, Chaibasa	Jhumri Tilaiya, Daltonganj	Adityapur, Deoghar	Adityapur, Basukinath
Transfers (Minimum, Maximum)	Chakulia, Kharsawa	Godda, Simdega	Chakradharpur, Lohardaga	Jhumri Tilaiya, Daltonganj	Ranchi, Hazaribagh	Chakulia, Kharsawa
Total Revenue( Minimum, Maximum)	Chakulia, Kharsawa	Chatra, Simdega	Chakradharpur, Lohardaga	Jhumri Tilaiya, Daltonganj	Jamshedpur, Hazaribagh	Chakulia, Kharsawa
Revenue Expenditure (Minimum, Maximum)	Latehar, Bundu	Jamtara, Pakur	Chaibasa, Madhupur	**	Jamshedpur, Dhanbad	Jamshedpur, Bundu
Capital Expenditure (Minimum, Maximum)	Latehar, Kharsawa	Mihijam, Pakur	Chakradharpur, Madhupur	**	Jamshedpur, Dhanbad	Jamshedpur, Dhanbad
Total Expenditure (Minimum, Maximum)	Latehar, Kharsawa	Jamtara, Pakur	Chaibasa, Madhupur	**	Jamshedpur, Dhanbad	Jamshedpur, Dhanbad

Source: Field Survey, NIPFP, Authors' Computations

\*\* data is available only for Daltonganj in this size class

Table A2.7: Municipalities registering minimum and maximum values of performance indicators for the year 2004-05

Population Indicators	Below 25,000	25,000- 50,000	50,000- 75,000	75,000- 1,00,000	Above 1,00,000	Jharkhand
Transfers to Total Revenue (per cent) (minimum, maximum)	Basukinath, Chakulia	Garwah, Simdega	Chaibasa, Lohardaga	Daltonganj, Daltonganj	Ranchi, Adityapur	Ranchi, Chakulia
Revenue-Expenditure Gap (Per capita) (minimum, maximum)	Bundu, Saraikela	Pakur, Mihijam	Chakradharpur, Daltonganj	Giridih, Chas	Dhanbad, Hazaribagh	Dhanbad, Saraikela
Revenue to Expenditure Ratio (per cent) (minimum, maximum)	Bundu, Latehar	Garwah, Mihijam	Chakradharpur, Daltonganj	Sahibganj, Chas	Dhanbad, Jamshedpur	Garwah, Latehar
Own Revenue-Expenditure Gap (Per capita) (minimum, maximum)	Kharsawa, Latehar	Pakur, Chatra	Daltonganj, Jhumri Tilaiya	Giridih, Chas	Dhanbad, Jamshedpur	Dhanbad, JhumriTilaiya
Own Revenue to Expenditure Ratio (per cent) (minimum, maximum)	Bundu, Basukinath	Pakur, Jugsalai	Chakradharpur, Chaibasa	Giridih, Deoghar	Adityapur, Jamshedpur	Pakur Basukinath
Own Revenue-Expenditure Gap (Per Capita) (minimum, maximum)	Bundu, Basukinath	Pakur, Chatra	Chakradharpur, Jhumri Tilaiya	Deoghar, Chas	Dhanbad, Adityapur	Bundu, Basukinath
Own Revenue to Revenue Expenditure (per cent) (minimum, maximum)	Bundu, Basukinath	Simdega, Jugsalai	Chakradharpur, Daltonganj	Giridih, Chas	Dhanbad, Jamshedpur	Bundu,, Basukinath

Source: Field Survey, NIPFP, Authors' Computations



Table A2.8: Municipalities registering maximum and minimum values of some Performance Indicators for the year 2004-05

Population Indicators	Below 25000	25,000- 50,000	50,000- 75,000	75,000- 1,00,000	Above 1,00,000	Jharkhand Median
Revenue Expenditure to Revenue Expenditure Norms	Latehar, Bundu	Mihijam, Pakur	Daltonganj, Chakradharpur	Chas, Deoghar	Jamshedpur, Dhanbad	Jamshedpur, Bundu
Per Capita Gross City Products (Minimum, Maximum)	Jamtara, Chakulia	Garwah, Chirkunda	Daltonganj, Jhumri Tilaiya	Giridih, Chas	Mango, Dhanbad	Garwah, Dhanbad
Own revenue to GCP Ratio (per cent) (Minimum, Maximum)	Bundu, Basukinath	Mihijam, Gumla	Chakradharpur, Daltonganj	Chas, Deoghar	Adityapur, Hazaribagh	Adityapur, Basukinath
Own Revenue Capacity (Minimum, Maximum)	Saraikela, Chakulia	Garwah, Chirkunda	Daltonganj, Jhumri Tialiya	Giridih, Chas	Mango, Dhanbad	Garwah, Dhanbad
Revenue capacity (Minimum, Maximum)	Hussainabad, Kharsawa	Garwah, Pakur	Jhumri Tilaiya, Daltonganj	Phusro, Chas	Mango, Hazaribagh	Garwah, Kharsawan
Revenue Capacity to Actual Revenue (Index) (Minimum, Maximum)	Basukinath, Chakulia	Gumla, Chatra	Daltonganj, Jhumri Tilaiya	Deoghar and Girih, Sahibganj	Hazaribagh, Jamshedpur	Basukinath, Chakulia

Source: Field Survey, NIPFP, Authors' Computations

Table A2.9: Five yearly and Yearly growth rates of Absolute Revenue components in ULBs of Jharkhand

Population Components		Below 25,000	25,000- 50,000	50,000- 75,000	75,000- 1,00,000	Above 1,00,000
Tax (absolute)	Five yearly growth rate (Per cent)	22	48	9	61	27
	Yearly growth rate	5	10	2	13	7
Non Tax(absolute)	Five yearly growth rate(Per cent)	83	36	536	10	50
	Yearly growth rate	16	8	58	2	11
Own Revenue(absolute)	Five yearly growth rate(Per cent)	55	45	28	65	33
	Yearly growth rate(Per cent)	11	10	6	13	7
Total Revenue(absolute)	Five yearly growth rate(Per cent)	109	169	6	31	86
	Yearly growth rate ( Per cent)	20	28	1	7	17

Source: Field Survey, NIPFP, Authors' Computations

Table A 2.10: Minimum and Maximum Five yearly and Yearly growth rates of Absolute Revenue components in ULBs of Jharkhand (2004-05 prices)

Components		Population				
		Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000
Tax (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-32, 1308)	(-35, 210)	(-58, 120)	(58, 63)	(-7, 890)
	Yearly growth rate(Per cent)	(-9, 94)	(-10, 33)	(-19, 22)	(12, 13)	(-3, 77)
Non Tax (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-2, 679)	(-70, 2637)	(-54, 2212)	(-9, 28)	(-32, 752)
	Yearly growth rate(Per cent)	(-1, 67)	(-45, 129)	(-18, 119)	(-2, 6)	(-12, 104)
Own Revenue (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-1, 321)	(-35, 1621)	(-10, 729)	(64, 66)	(-9, 275)
	Yearly growth rate(Per cent)	(0, 43)	(-10, 104)	(-2, 70)	(13, 14)	(-3, 131)
Total revenue (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-98, 415)	(-67, 2467)	(-43, 509)	(13, 49)	(-83, 143)
	Yearly growth rate(Per cent)	(-68, 51)	(-24, 125)	(-13, 57)	(3, 10)	(-32, 34)

Source: Field Survey, NIPFP, Authors' Computations

Table A2.11: Municipalities registering Minimum and Maximum growth rates of Absolute Revenue components in ULBs of Jharkhand

Population Components	Below 25,000	25,000- 50,000	50,000-75,000	75,000- 1,00,000	Above 1,00,000
Tax (Minimum, Maximum)	Jasidih, Rajmahal	Mihijam, Garwah	Madhupur, Lohardaga	Jhumritilaiya, Daltonganj	Dhanbad, Mango
Non Tax (Minimum, Maximum)	Saraikela, Basukinath	Garwah, Jugsalai	Lohardaga, Madhupur	Daltonganj, Jhumritiliaya	Dhanbad, Mango
Own Revenue (Minimum, Maximum)	Kharsawan, Rajmahal	Mihijam, Garwah	Lohardaga, Madhupur	Daltonganj, Jhumritiliaya	Dhanbad, Mango
Total revenue (Minimum, Maximum)	Bundu, Rajmahal	Dumka, Garwah	Chakradharpur, Lohardaga	Daltonganj, Jhumritiliaya	Aadityapur, Dhanbad

Source: Field Survey, NIPFP, Authors' Computations

Note: ULBs registering maximum and minimum for yearly and five yearly growth rates are the same.

Table A2.12: Five yearly and Yearly growth rates of Per capita Revenue components in ULBs of Jharkhand (2004-05 prices)

Components		Population				
		Below\ 25,000	25,000- 50,000	50,000- 75,000	75,000- 1,00,000	Above 1,00,000
Tax (per capita)	Five yearly growth rate(Per cent)	15	37	3	44	14
	Yearly growth rate	-2	3	0	4	3
Non Tax(per capita)	Five yearly growth rate(Per cent)	57	22	501	-2	34
	Yearly growth rate	12	5	56	-1	8
Own Revenue(per capita)	Five yearly growth rate(Per cent)	41	24	21	48	11
	Yearly growth rate(Per cent)	9	6	5	10	3
Total Rvenue(per capita)	Five yearly growth rate(Per cent)	82	143	-1	17	59
	Yearly growth rate (Per cent)	16	25	0	4	12

Source: Field Survey, NIPFP, Authors' Computations

Table A2.13: Five yearly and yearly Minimum and Maximum growth rates of Per capita Revenue components in ULBs of Jharkhand.(2004-05 prices)

Components		Population				
		Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000
Tax (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-44, 1157)	(-45, 173)	(-61, 84)	(40, 47)	(-16, 703)
	Yearly growth rate(Per cent)	(-29, 78)	(-14, 29)	(-21, 17)	(-3, 10)	(-30, 68)
Non Tax (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-6, 616)	(-72, 2434)	(-61, 2031)	(-18, 14)	(-38, 628)
	Yearly growth rate(Per cent)	(-2, 64)	(-47, 124)	(-21, 115)	(-5, 3)	(-2, 94)
Own Revenue (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-8, 275)	(-45, 1416)	(-24, 664)	(46, 50)	(-17, 2212)
	Yearly growth rate(Per cent)	(-2, 39)	(-14, 97)	(-7, 66)	(10, 11)	(-1, 119)
Total revenue (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-98, 359)	(-70, 2161)	(-46, 410)	(2, 32)	(-86, 122)
	Yearly growth rate(Per cent)	(-63, 46)	(-26, 118)	(-14, 50)	(0, 7)	(-39, 32)

Source: Field Survey, NIPFP, Authors' Computations

Table A2.14: Municipalities registering Minimum and Maximum growth rates of Per capita Revenue components

Growth Rates(component)	Population				
	Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000
Tax (Minimum, Maximum)	Jasidih, Rajmahal	Mihijam, Garwah	Madhupur, Lohardaga	Jhumritilaiya, Daltonganj	Dhanbad, Mango
Non Tax (Minimum, Maximum)	Bundu, Basukinath	Garwah, Jugsalai	Lohardaga, Madhupur	Daltonganj, Jhumritiliaya	Dhanbad, Mango
Own Revenue (Minimum, Maximum)	Kharsawan, Rajmahal	Mihijam, Garwah	Lohardaga, Madhupur	Jhumritilaiya, Daltonganj	Dhanbad, Mango
Total revenue (Minimum, Maximum)	Bundu, Rajmahal	Dumka, Garwah	Chakradharpur, Lohardaga	Daltonganj, Jhumritiliaya	Aadityapur, Dhanbad

Source: Field Survey, NIPFP, Authors' Computations

Note: ULBs registering maximum and minimum for yearly and five yearly growth rates are the same.

Table A2.15: Five yearly and Yearly Growth rates of Revenue Expenditure in ULBs of Jharkhand

Components		Population				
		Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000
Revenue Expenditure( absolute) median	Five yearly growth rate(Per cent)	58	33	54	144	10
	Yearly growth rate(Per cent)	18	7	8	25	3
Revenue Expenditure (per capita) median	Five yearly growth rate(Per cent)	43	19	34	120	-7
	Yearly growth rate (Per cent)	10	2	-1	22	0

Source: Field Survey, NIPFP, Authors' Computations

Table A2.16: Five yearly and yearly Minimum and Maximum growth rates of Revenue Expenditure in ULBs of Jharkhand

Components		Population				
		Below\ 25,000	25,000- 50,000	50,000- 75,000	75,000- 1,00,000**	Above 1,00,000
Revenue Expenditure(Absolute) (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-70, 520)	(-58, 1744)	(-20, 259)		(-62,84)
	Yearly growth rate(Per cent)	(-26,84)	(-2,41)	(-6,44)		(-21,17)
Revenue Expenditure (per capita) (Minimum, Maximum)	Five yearly growth rate(Per cent)	(-72, 474)	(-64, 1616)	(-27, 242)		(-66,65)
	Yearly growth rate(Per cent)	(-30,79)	(-26,35)	(-7,36)		(-24,13)

Source: Field Survey, NIPFP, Authors' Computations

\*\* data is available only for Daltonganj in this size class

Table A2.17: Municipalities registering Minimum and Maximum growth rates of Revenue Expenditure

Growth Rate (components)		Population				
		Below 25,000	25,000- 50,000	50,000- 75,000	75,000- 1,00,000* *	Above 1,00,000
Revenue Expenditure(Absolute) (Minimum, Maximum)		Kharsawan, Latehar	Godda, Dumka	Madhupur, Chaibasa		Hazaribagh, Deoghar
Revenue Expenditure (per capita) (Minimum, Maximum)		Kharsawan, Latehar	Godda, Dumka	Madhupur, Chaibasa		Hazaribagh, Deoghar

Source: Field Survey, NIPFP, Authors' Computations

Note: ULBs registering maximum and minimum for yearly and five yearly growth rates are the same.

\*\* data is available only for Daltonganj in this size class

Table A2.18: Financial Requirement of ULBs in Jharkhand according to size classes using 2004-05 prices.

Population/ Financial Requirement	Category of Services	Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000	Jharkhand Median
O &M Financial Requirement using 2004-05 Population (Median) (in Rs lakhs)	3 services	94.2	229.9	324.4	437.9	723.5	267
	4 Services	118.8	289.8	409.0	552.0	932.0	336
	5 Services	159.0	388.0	547.5	739.1	1273.6	450
Capital Financial Requirement using 2004-05 Population (Median) (in Rs Lakhs)	3 services	1902.3	4640.9	6549.3	8840.6	13651.0	5,382
	4 services	2175.7	5308.0	7490.8	10111.4	15972.1	6,156
	5 services	2623.3	6400.1	9031.9	12191.7	19771.7	7,422
O &M Financial Requirement using 2009-10 Population (Median) (in Rs Lakhs)	3 services	94.8	240.6	313.2	507.9	737.9	278
	4 Services	119.5	303.4	394.9	640.3	950.6	351
	5 Services	160.0	406.1	528.7	857.3	1299.0	469
Capital Financial Requirement using 2009-10 Population (Median) (in Rs Lakhs)	3 services	1914.1	4858.1	6323.7	10254.9	13922.7	5,615
	4 services	2189.3	5556.5	7232.7	11728.9	16290.0	6,422
	5 services	2639.7	6699.6	8720.8	14142.0	20165.3	7,743
Growth Rates (Median)(per cent) *		10.3	5.2	4.0	11.6	1.3	7

Source: Field Survey, NIPFP, Authors' Computations, Table A 2.22

Note: \* This measures the growth rate of financial requirements from 2004-05 to 2009-10. For each ULB growth rate of O&M requirement and Capital requirement is the same and is also the same in each service category. For instance, growth rate of O&M requirement and Capital requirement in Adityapur is 2.5per cent , for 3 services, 4 services and 5 services.

- 3 services include Street Light, Roads and Solid Waste Management
- 4 services include Street Light, , Roads, Solid Waste Management and Water Supply
- 5 services include Street Light, Roads, Solid Waste Management, Water Supply and Sewerage



Table A2.19: Minimum and Maximum financial requirements of ULBs across size class in 2004-05 prices.

Population/ Financial Requirement	Category of Services	Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000	Jharkhand
O &M Financial Requirement using 2004-05 Population (Minimum, Maximum) (in Rs lakhs)	3 services	(40, 117)	(138, 275)	(283, 368)	(431, 495)	(564, 3,411)	(40, 3,411)
	4 Services	(51, 147)	(174, 346)	(357, 465)	(543, 624)	(711, 4,395)	(51, 4,395)
	5 Services	(68, 97)	(233, 464)	(478, 622)	(727, 836)	(952, 6,496)	(68, 6,496)
Capital Financial Requirement using 2004-05 Population ( Minimum, Maximum ) (in Rs Lakhs)	3 services	(814, 2,360)	(2,791, 5,545)	(5,717, 7,439)	(8,701, 9,995)	(11,384, 9,3770)	(814, 93,770)
	4 services	(931, 2,699)	(3,192, 6,342)	(6,538, 8,509)	(9,952, 11,432)	(13,021, 1,09,713)	(931, 1,09,713)
	5 services	(122, 3,254)	(3,848, 7,647)	(7,884, 10,259)	(12,000, 13,784)	(15,700, 1,35,814)	(1,122, 1,35,814)
O &M Financial Requirement using 2009-10 Population ( Minimum, Maximum ) (in Rs Lakhs)	3 services	(45, 126)	(149, 305)	(254, 421)	(460, 552)	(530, 3,431)	(45, 3,431)
	4 Services	(57, 159)	(188, 385)	(320, 531)	(580, 696)	(669, 4,420)	(57, 4,420)
	5 Services	(76, 213)	(252, 515)	(429, 711)	(776, 932)	(895, 6,629)	(76, 6,629)
Capital Financial Requirement using 2009-10 Population ( Minimum, Maximum ) (in Rs Lakhs)	3 services	(908, 2,550)	(3,014, 6,162)	(5,132, 8,505)	(9,287, 11,154)	(10,710, 95,689)	(908, 95,689)
	4 services	(1,038, 2,916)	(3,448, 7,048)	(5,869, 9,727)	(10,622, 12,757)	(12,250, 1,11,960)	(1,038, 1,11,960)
	5 services	(1,252, 3,516)	(4,157, 8,497)	(7,077, 11,729)	(12,807, 15,382)	(14,770, 1,38,594)	(1,252, 1,38,594)
Growth Rates (Minimum,Maximum) (per cent)		(-0.7, 15.4)	(-3.7, 13.9)	(-21.6, 14.3)	(6.7, 17.1)	(-5.9, 8)	(-22, 17)

Source: Field Survey, NIPFP, Authors' Computations, Table A 2.22

Table A2.20: Municipalities registering Minimum and Maximum Values of financial requirements in 2004-05 prices

Population/ Financial Requirement	Category of Services	Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000	Jharkhand
O &M Financial Requirement using 2004-05 Population (Minimum,Maximum)	3 services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Jamshedpur	Kharsawan, Jamshedpur
	4 Services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Jamshedpur	Kharsawan, Jamshedpur
	5 Services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
Capital Financial Requirement using 2004-05 Population ( Minimum,Maximum )	3 services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
	4 services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
	5 services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
O &M Financial Requirement using 2009-10 Population ( Minimum,Maximum )	3 services	Kharsawan, Latehar	Jamtara, Jugsalai	Chakradharpur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Jamshedpur	Kharsawan, Jamshedpur
	4 Services	Kharsawan, Latehar	Jamtara, Jugsalai	Chakradharpur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Jamshedpur	Kharsawan, Jamshedpur
	5 Services	Kharsawan, Latehar	Jamtara, Jugsalai	Chakradharpur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
Capital Financial Requirement using 2009-10 Population ( Minimum,Maximum )	3 services	Kharsawan, Latehar	Jamtara, Jugsalai	Madhupur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
	4 services	Kharsawan, Latehar	Jamtara, Jugsalai	Chakradharpur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
	5 services	Kharsawan, Latehar	Jamtara, Jugsalai	Chakradharpur, Chaibasa	Jhumritilaiya, Phusro	Sahibganj, Ranchi	Kharsawan, Ranchi
Growth Rates (Minimum,Maximum)		Jasidih, Saraikela	Godda, Chhatatand	Chakradharpur, Chaibasa	Jhumritilaiya, Sindri	Sahibganj, Giridih	Chakradharpur, Sindhri

Source: Field Survey, NIPFP, Authors' Computations, Table A 2.22

**Table A 2.21 Financial Requirements (Rs, Per Capita, 2004-05 Prices) According to Norms for ULBs of Jharkhand**

Norm Category	Services	Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 100,000
O&M Requirements	Water Supply	144	144	144	144	144
	Sewerage	236	236	236	236	236
	Solid Waste Management	226	226	226	226	226
	Total Roads*	313	313	313	313	262
	Storm Water Drains	15	15	15	15	15
	Street Lights	12	12	12	12	11
Capital Investment Requirements	Water Supply	1601	1601	1601	1601	1601
	Sewerage	2620	2620	2620	2620	2620
	Solid Waste management	565	565	565	565	565
	Total Roads	10436	10436	10436	10436	8728
	Storm Water Drains	679	679	679	679	679
	Street Lights	134	134	134	134	121

Source: Estimates of Urban Infrastructure Financing Requirements in India, 2006-2031 (Draft), Ramanathan and Dasguptaa (2009)

\* For roads, norms are taken as 15per cent of the norms estimated in Ramanathan and Dasguptaa (2009)

**Table A 2.22 Financial Norms (Rs, Per Capita) for Indian Cities (2004-05 Prices)**

Norm Category	Services	IA	IB	IC	II	III	IV+
O and M requirements	Water Supply	355	179	144	144	144	144
	Sewerage	137	160	236	236	236	236
	Solid Waste Management	165	72	226	226	226	226
	Total Roads	1246	1803	1746	2087	2087	2087
	Storm Water Drains	12	20	15	15	15	15
	Street Lights	7	9	11	12	12	12
Investment Requirement	Water Supply	3944	1994	1601	1601	1601	1601
	Sewerage	1525	1773	2620	2620	2620	2620
	Solid Waste management	411	180	565	565	565	565
	Total Roads	41538	60093	58185	69576	69576	69576
	Storm Water Drains	522	877	679	679	679	679
	Street Lights	74	102	121	134	134	134

Source: Estimates of Urban Infrastructure Financing Requirements,2006-2031(Draft), Ramanathan and Dasguptaa (2009)

Notes: Class IA- Population above 4 million

Class IB- Population between 1 million and 4 million

Class IC- Population between 1,00,000 and 10,00,000

Class IV+- Population below 20,000

### **Chapter 3: Institutional Arrangement in Service Delivery**

This chapter brings together the issues related to institutional arrangements in service delivery in the ULBs of Jharkhand. The functions assigned to the local government are often performed in collaboration with a group of institutions. The responsibilities are shared amongst various service providing units in the local government and also the state government with the agencies from outside the government to complement the needs and support them to ensure service delivery standards. The responsibilities are shared through different modes of arrangements ranging from PPP to outsourcing to NGOs and private sector, community participation like involving the Resident Welfare Association (RWA), and the like.

In what follows we discuss different issues related to service delivery and the institutions involved in the mechanism. The chapter is divided into a number of sections. We start with the final outcome that is the levels of services in the ULBs in Jharkhand, give a brief comparison with the existing physical norms in section 3.2; The different institutions responsible for delivering these services and the cost sharing arrangements are spelt out in section 3.3; section 3.4 talks about the organization set-up and staffing requirements in the ULBs; the concluding remarks are summarized in section 3.5.

#### **3.2. Levels of Services**

As discussed in chapter 2, the basic services provided by the ULBs in India are: water supply, sewerage, drainage and sanitation, local roads, solid waste management and street lights. Table 3.1 below gives the details of the physical levels of services and some related indicators (Median values) of the ULBs in Jharkhand according to five size classes. In Jharkhand there is no standard norm which is being followed for determining the levels of service provision. However for water supply a target of 145 litres per capita per day is followed and the shortage is defined as the difference in the levels from an amount of 145 litres per capita per day almost at par with the latest norms for Urban India<sup>12</sup>. Table 3.2 gives the norms for Indian cities on physical levels of these services

---

<sup>12</sup> Estimation of Urban Infrastructure Financing Requirements in India 2006-2031 (August 2009 Draft),

**Table 3.1: Physical Levels of Services (Median) in the ULBs of Jharkhand**

Size Classes	Water Supply (Lpcd)	Index For Water Supply Adequacy (Compared with Norm of 145 LPCD)	Percentage Of Concrete/ Motorable Roads	Percentage Of Roads Covered By Street Lights	Distance Between Two Electric Poles (Meters)	Solid Waste Generated (Kg Per Day)
1	2	3	4	5	6	7
Below 25,000	53.99	37.29	40	35	35	4,674
25,000-50,000	29.29	20.24	36.5	23.5	35	10,407
75,000-1,00,000	46.41	32.08	69	70	36	18,835
75,000-1,00,000	35.00	24.00	30	37.5	35	22,621
Above 1,00,000	69.61	48.10	60	48.5	31	49,509
Median (all)	46.41	32.08	40	37.5	35	18,835

Source: Field Survey, NIPFP

**Table 3.2: Norms for Basic Services**

Services	Physical Norms
Water Supply	150 lpcd
Sewerage	100 per cent Population Coverage
Roads Length ( per km square)	Class I (1,00,000 and above Population) – 11.09 km, Class II(50,000-99,999 Population)- 9.89 km, Class III( 20,000-49,999 Population)- 9.10 km, Class IV (less than 20,000 Population)- 5.79 km
Street Lights	Distance between two poles:28 meters
Solid Waste Management	100per cent Population coverage and all the waste generated should be collected , treated and disposed

Source: Estimation of Urban Infrastructure Financing Requirements in India 2006-2031 (August 2009 Draft)

Comparing tables 3.1 and table 3.2 and some coverage indicators discussed in chapter 1 we find:

- The physical levels of services (median) do not show any particular pattern when compared across size classes that is to say it is not necessarily the case that the bigger cities provide better services. This is true for all the basic services listed above
- For all the services, levels are way below the norms.
- Column 3 in table 3.1 shows the percentage of the norm covered in water supply and in all the size classes it is less than 50 per cent which implies that in water supply the levels provided in the ULBs are not even half the level prescribed by the norms. On an average only 32 per cent of the requirements are fulfilled
- Columns 4 to 7 give an idea about the other services: roads, street lights and solid waste management. We find that on an average the 40 percent of their roads in the ULBs are

concrete roads, 37.5 per cent of the roads are covered by street lights and the average distance between two poles are higher than the international norm of 28 meters.

- For solid waste management we cannot comment on the precise level of collection efficiency as the ULBs do not maintain any record on the day to day solid waste generation and collection. Column 7 gives the estimated median of solid waste generation figures for each size class.
- The coverage indicators analysed in detail in chapter 1 (Table 1.4) also give a somewhat pessimistic reaction as far as levels of municipal services are concerned. There is no up to date underground sewerage system in the entire state till now. Nor does the state have any plan to develop the underground sewerage network in near future.

### **3.3. Institutional Arrangement in Service Delivery**

In addition to the ULBs, various agencies are involved in the entire network of service delivery. First, there is the issue of setting up the infrastructure. Also, between the production of the service and its distribution to the end user availing the service, there are various stages. Each stage requires skilled and unskilled manpower as well as ready infrastructure. In addition there is the issue of maintenance and day to day operations.

In a state like Jharkhand which is in the initial phases of development, the ULBs are not in a position to undertake functions which involve high skilled and trained technical manpower. Due to non-availability of such highly qualified technical officials and trained staff in the municipalities, these functions are jointly undertaken by ULBs and the parastatal agencies in the states. There are two prominent parastatal agencies in Jharkhand performing the functions jointly with the ULBs viz. the Public Health and Engineering Department (PHED) and Mines Area Development Authority (MADA)<sup>13</sup>. Apart from these two agencies in the government there are evidences of private and NGO participation through some outsourcing and contracting arrangements.

The issue of institutional set-up and service delivery mechanism and the role of parastatal agencies in the provision of essential basic services to the urban people in the ULBs of Jharkhand has been addressed through the questionnaire designed for the study. The response obtained from each ULB is structured as a detailed matrix in Table 2.1A in the Annexure volume of the report.<sup>14</sup> It is observed that in case of ULBs of Jharkhand, only maintenance part is taken care of by ULBs

---

<sup>13</sup> Ranchi Regional Development Authority (RRDA) and Ranchi Industrial Area Development Authority (RIADA) are also there in Ranchi.

<sup>14</sup> The analysis is done according to the functions identified in Table 2.1 and the core functions in service delivery

whereas, plan and design, construction and development are mostly done by the state level agencies such as PHED, JSEB, PWD, MADA, RRDA, RIADA etc. In what follows we would analyse the institutional arrangement in service delivery in the core services first and also the institutional arrangement to fulfill some additional tasks by the ULBs in Jharkhand.

### ***Water Supply***

In most of the ULBs, the pipe line water supply is provided by the PHED. Most of the capital work related to laying of pipe lines and water treatment and distribution is done by the PHED. The maintenance responsibilities, generally, are, undertaken by the ULBs. In addition, ULBs provide water supply through stand post, hand pumps, water tankers (during acute shortage of water in summer) to the urban masses in their areas. Apart from piped water, wells, tube wells and hand pumps form other source of water to Jharkhand ULBs. According to Census 2001 figures, 22 per cent, 3 per cent and 20 per cent of the households are covered by wells, tube wells and hand pumps respectively.

### ***Sewerage, Drainage and Sanitation***

There is no proper sewerage system in the ULBs in Jharkhand where open drainage system is common. The cleaning of drainage is done by the ULBs. Some of the ULBs such as Pakur Nagar Panchayat has outsourced this responsibility to the private sector. Sanitation work is also undertaken by the ULBs.

### ***Roads***

The responsibility of construction and maintenance of roads lies with the National Highway Authority of India, for the national highways. PWD is responsible entirely for the state highways and partly for the construction of the municipal roads. The maintenance of municipal roads is done by the ULBs. The present status of municipal roads in small ULBs like Daltongunj, Latehar, Garhwa in Jharkhand is very poor. Most of the ULBs have one lane roads except in some cases like Ranchi, Dhanbad and Hazaribagh where two lane roads are constructed in an unplanned manner by erecting dividers. Parking spaces are also scattered and even two lane roads are not planned to have parking space on both the sides as envisaged by the norms.

### ***Solid Waste Management***

The ULBs are responsible for collection, transportation and disposal of garbage in their respective areas. These ULBs adopt the traditional method of collection and disposal of waste: to load the waste from the garbage bins or places where it is dumped with the help of men and shovels

into a large open truck and carry it to land fill dumping site. Mostly, these land fill sites are not properly identified as locations for this particular purpose and the garbage is dumped in low areas outside the city. For more advanced method of solid waste management system, most of the ULBs are in the process of getting their DPRs ready which would have to be approved by the state government to implement newer measures. For ULBs like Deoghar and Daltongunj, conditions are particularly unsatisfactory.

### ***Street Light***

In most of the ULBs of Jharkhand, construction for the provision of street light is the sole responsibility of Jharkhand State Electricity Board (JSEB). The ULBs are mainly responsible for the maintenance of street lights. In some places like Ranchi and Dhanbad it has been outsourced to private companies. One problem in the ULBs of Jharkhand is the manually operated lights. Earlier it was done through a centralized connection for all street lights in a ULB. Later the system was changed and in each locality either a shop or an individual has been given the responsibility to switch the lights on and also switch them off at a particular time. This has led to wastage of electricity due to human error which could be saved. The electricity bills generated and demanded by the JSEB are paid by the ULBs from the fund provided by the urban development department of the state. There is strong recommendation from the officials of the ULBs to correct this problem.

### ***Other Functions***

As listed in the Tables 2.1 and 2.1 A in the Annexure volume, we have taken stock of a eleven major functions apart from the basic service provision performed by the ULBs in Jharkhand. As discussed in chapter 2 for the ULBs in Jharkhand degree of awareness regarding their functional assignments is not very high as a result of which when asked about the functions and responsibilities the responses were not very conclusive. However from the records provided on their finances and the various ways they use resources we could track some of their functions apart from basic services provision and the same are listed Table 2.1 A.

We find that most of the ULBs are performing the functions related to city planning and development themselves or in collaboration with a development agency like MADA in some areas though the quality of the outcomes can be questioned. Bigger ULBs like Ranchi, Jamshedpur and Dhanbad have got their City Development Plans for the JNNURM requirements for which they have involved agencies from outside. Some efforts are also taken to remove urban poverty through implementation of some poverty alleviation and slum development programs by the ULBs. A BPL



survey for each ULB is in the process of being completed. Health and education is taken care of by a small number of ULBs through vaccination and malaria eradication programs. Provision and maintenance of bus stands are under taken by the ULBs as a part of urban transport where some of the ULBs have involved the private sector. In the provision and maintenance of public convenience, parks and play fields some of the ULBs have outsourced and are reported to have benefited from it. We find traces of environmental control initiatives by MADA but the state pollution control board is not actively involved with the ULBs. Some moves and initiatives taken by some of the ULBs are summarized in Boxes 3.6A and 3.7A in Section 3 of Annexure

### ***Mines Area Development Authority (MADA)***

With the objectives of integration in development work and provision of better basic facilities to the local people of mines areas (coal belt), in 1983, the state government passed the Bihar Coal Mines Area Development Ordinance. By exercising the power under sub-section 10 of Section (5) and the Notification No. S.O. 587 dated 1/5/84, the Bihar Coal Mines Area Development Authority was established. Prior to this, three other agencies like Jharia Water Board (under Jharia Water Supply Act 1914), Jharia Mines Board of Health (under Bihar and Orissa Mining Settlement Act 1920) and Urban Improvement Chas (under Bihar Town Planning Improvement Trust, 1951) were functioning in these areas. By amending the Notification, in 1992, its name was changed to Mines Area Development Authority (MADA). MADA was empowered under the Notification No.5, dated 15/02/2001 and Bihar Government Reorganization Act 2000.

The MADA is providing the essential services in ULBs and non-ULBs area details of which is given in Table A3.1 of Appendix 3.

The following functions/responsibilities are assigned for the implementation of the schemes:

- (i) Provision of clean drinking water supply in the mines areas,
- (ii) Sanctioning of map/plan for the construction of building and multistoried building under the master plan,
- (iii) Health and sanitation schemes,
- (iv) Protection of environment from the pollution in Dhanbad and Bokaro Districts,
- (v) Crematorium and burial ground,
- (vi) Sulabh Sauchalaya,
- (vii) Prevention of Adulteration,
- (viii) Maternity facilities,
- (ix) Prevention from epidemic,

(x) Water supply (through stand post) free of cost in the poor areas,

The details of functions and responsibilities of MADA are given in Table A3.2 of Appendix 3.

If we consider some major components of cost like expenditure on establishments; electricity, chemicals and the O&M, MADA incurs a cost of Rs26.66 per KL. The rates of water charges are set at Rs 22 per KL for commercial or industrial sector and Rs 4.50 for the domestic sector. Some details of revenue collection by MADA is given in Table 3.3. Box 3.1 gives in brief the present and some of the proposed steps for privatization in different services in Dhanbad area.

**Table 3.3: Revenues: MADA**

Source of Revenue	Rs lakhs
1)BCCL	2500
2)TISCO	150
3)Railways( colony +station)	32
4)Domestic	200
a) Katras	15
b) Jharia	175
c) Chhattand	10

Source: MADA

### ***Working system of MADA***

**1. Water Supply Scheme:** To ensure the provision of adequate and clean drinking water supply to the people of Dhanbad district coal area is the first priority of the MADA. Under this areas like Jharia, Katras, Kusunda, Tetulmari, Putki, are covered. MADA supplies 16 MGD water from Damodar river bank Jamadoba water treatment plant and 3 MGD from Topchanchi Lake. In total, it supplies 19 MGD pure drinking water in this area.

**2. Land Development:** Under the Urban Development Act it undertakes the development work in residential, commercial and industrial areas.

**3. Tourism, Boating and Fisheries:** Topchanchi Lake is a tourist centre. MADA does the provision of boating for tourist with the help of local people (Women Self-Help Group-SHG) and it encourages fisheries by unemployed rural youths in Dhanbad district.

**4. Health and Sanitation:** The following work is undertaken in the ULB area of Katras, Chhattand, Karkand, Jharia, Chirkunda (east part) and Chas and Sindri (most of the area)

- (a) Sanitation and Cleaning/Sweeping,
- (b) Prevention and treatment of epidemic and chronic disease,
- (c) Maternity (pre and post natal care) and children upto 5 years of age,
- (d) Cleaning of tank,
- (e) Cleaning of small and big drainage,

- (f) Sprinkling of DDT,
- (g) Purification of drinking water,
- (h) Bacteriological testing,
- (i) Prevention of food adulteration,
- (j) Human Rights Commission cases, etc.

**5. Ganga Work Plan, Damodar Work Plan and Swaranrekha Work Plan**

MADA works as nodal agency for Directorate of National River Protection, GoI, New Delhi. Under this, number of proposed schemes are 82, of this 15 schemes were sanctioned (See appendix 5,6,7,8 &9).

**6. Pollution Control**

For the purpose of pollution control, it creates awareness by organizing seminars in ULB and non-ULB areas, implements schemes related to water and air pollution caused due to coal mines, hard coke plant, Brick kiln, and other factories. It also helps in controlling the air pollution caused due to outdated and old vehicles in the area. For balancing the environment, the air pollution, purification of air and a-forestation for soil conservation, the awareness is created among the general public for tree plantation.

**Box 3.1 Status of Present and Proposed Role of Private Sector in Service Delivery in Dhanbad Area**

Service	Role of Private Sector	
	Present status	Proposed
Water supply	Nagarjuna Project in Dhanbad Area	Water treatment & Pumping Machinery, Operation and Maintenance are proposed to let out to private sector
Sewerage	nil	Sewerage Treatment Plant Operation and Maintenance are proposed to let out to private sector
Drainage	-	-
Storm Water Drainage	-	-
Solid Waste Management	-	In a phased manner collection and disposal are planned to privatize. DPR are already prepared for most of the ULBs
Municipal Roads (including flyovers)	-	Only major by pass or ring road proposed to be constructed under BOT
Street lighting	Only in Dhanbad Municipal Corporation area street lights are privatized	It is proposed to provide operations and maintenance to private sector

### ***Public Health and Engineering Department (PHED)***

The responsibility of providing piped water services in the ULBs in Jharkhand is on PHED. The number of ULBs covered by the PHED is indicated in the Table A3.3 in Appendix 3. In last five years the PHED has 13 major projects in different ULBs for the provision of adequate waster supply. Of this, about 10 projects were sponsored by urban development department, whereas one project in Dhanbad was supported by DWSD and two projects in Deoghar and Chas were taken under UIDSSMT. During this period the PHED has undertaken projects amounting to Rs 355.59 crores. The details are mentioned in table A3.4 of Appendix 3.

If we consider some major components of cost like expenditure on establishments; electricity, chemicals and the O&M, PHED provided the estimated cost of Rs 6 per KL. The rates of water charges recovered by PHED are Rs 5 per KL for domestic consumption, Rs 7 per KL for industrial and Rs 10 for commercial per KL. Presently, PHED is providing the water supply upto 10-30per cent coverage with the O&M cost of Rs 40 crore (Rs 30 crore for RMC and Rs 10 crore for 39 ULBs). It was informed that for the 100 percent coverage it would require Rs 100 crore per annum. and Table 3.4 gives a snapshot of the revenues of PHED in recent years from two ULBs from which they get a part of their holding tax collections. It is found that the collection efficiency on an average is as low as 10 and 18 per cent in the recent years.

**Table 3.4 Revenues Demand and Collection by PHED (Rs, Lakhs)**

Year	Revenue Heads	Ranchi Municipal Corporation	Adityapur Municipal Corporation
03-'04	<i>Demand</i>	2,000	300
	<i>Collection</i>	200	58
	<i>Collection Efficiency(per cent)</i>	10	19
04-'05	<i>Demand</i>	2,100	350
	<i>Collection</i>	201	63
	<i>Collection Efficiency(per cent)</i>	10	18
05-'06	<i>Demand</i>	2,150	350
	<i>Collection</i>	225	64
	<i>Collection Efficiency(per cent)</i>	10	18
06-'07	<i>Demand</i>	2,250	350
	<i>Collection</i>	250	64
	<i>Collection Efficiency(per cent)</i>	11	18
07-'08	<i>Demand</i>	2,300	350
	<i>Collection</i>	260	57
	<i>Collection Efficiency(per cent)</i>	11	16

Source: PHED, Jharkhand

### **3.4 Organisation set-up and staffing requirements in Urban Local Bodies of Jharkhand**

There is a major problem of understaffing in almost all the ULBs of Jharkhand which came up in the very first meeting with the ULB heads/officials held for the Project at Ranchi. Later through the field visits and responses from the questionnaire it becomes clearer. Most of the officials informed that there is acute shortage of staff at sub-ordinate level, i.e. class II category of staff. In most of the ULBs there is a perpetual dearth of manpower at this level due to retirement or delay in new recruitments. The issue of shortage of staff is also pointed out by other studies such as Regional Centre for Environmental and Urban Studies (RCEUS), Lucknow, Administrative Staff College of India (ASCI) Hyderabad and First State Finance Commission of Jharkhand.

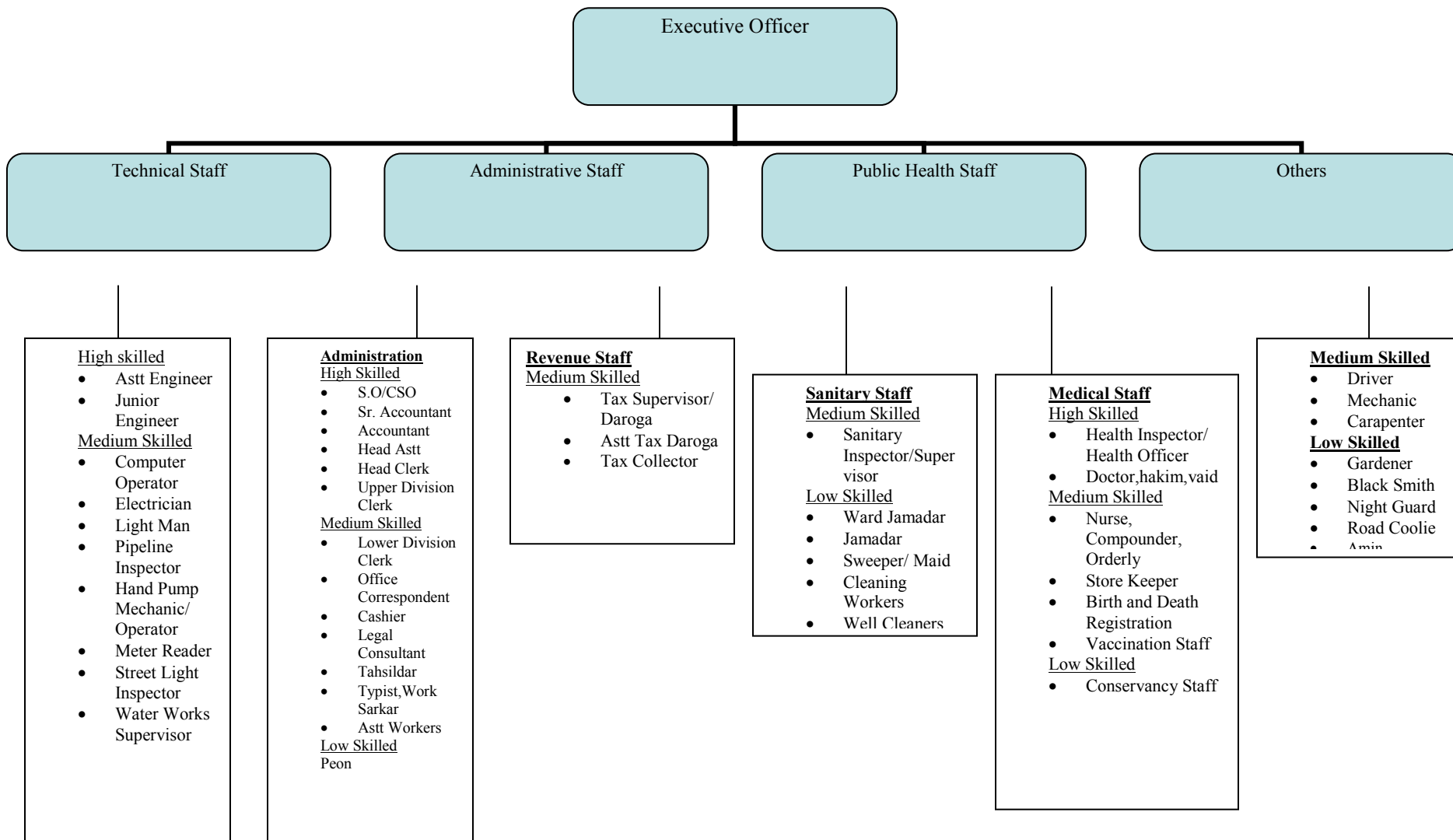
The analysis and observations based on the responses from the filled in questionnaires can be summarised as follows:

- In all the ULBs, staff actually posted as a percentage of total sanctioned posts works out to 58.39 per cent on an average.
- With regard to the technical staff only 50per cent of sanctioned posts have been filled up. There is acute shortage of technical personnel, engineers in particular, in places like Sahibganj, Hazaribagh, Jhumritilaiya, Medininagar and Ranchi. Jugsalai, Basukinath and Chas recruit engineers and other technical staff on contractual basis or on deputation. A plausible explanation may be the lack of training and availability of skilled and qualified manpower. Level of skill development is very poor among administrative staff.
- Very few ULBs have high skilled staff engaged in service provision.
- Only 50per cent of the sanctioned posts have staff who are actually working. Posts of Accountants, Cashier, correspondents etc. are vacant at some places, which impede the working of ULBs and results into inefficiency. The revenue (tax/non-tax) collection staff is also not adequate due to which many potential tax payers are not being assessed. This leads to low level of revenue collection in the ULBs.
- In case of public health department of ULBs, on an average 55per cent of the sanctioned posts have working staff, which comprises mainly of low skilled workers. Very few ULBs like Giridih and Ranchi have high skilled personnel working in this section. 'Others' consists of people who indirectly support the functioning of local bodies like black smith, carpenter. The percentage of working staff to total sanctioned posts in this category is only 44.31per cent.

- During the field survey and the discussion with the officials of MADA and PHED, it was proposed that if a state level agency for a group of ULBs of similar size class is created and made responsible for the provision of essential services, it would result into cost effective and improved level of service delivery in the ULBs of Jharkhand. It was pointed out that there is surplus staff (3<sup>rd</sup> & 4<sup>th</sup> categories) in MADA and shortage of field staff in PHED. It was also suggested that the surplus staff of MADA could be redeployed in PHED. Similarly, in most of the ULBs, there is acute shortage of sub-ordinate staff. This could also be filled up with this surplus staff at least to some extent till the proper municipal cadre is created and the personnel are selected for the suitable positions.

The questionnaire designed for the study has a section on the organization chart and from the responses submitted to us we have designed an organization chart (Figure 3.1 )which can

**Figure 3.1 Organization Chart**



accommodate all the charts provided to us. This can serve as a basic model for organization for the ULBs in Jharkhand.

### **3.5 Conclusions**

It has been found that there is a lot of scope in the state for designing alternative institutional arrangements in service delivery which would reduce the expenditure and help the ULBs save a part of their resources. Outsourcing to private agencies has worked well even in small ULBs in a scattered way. Alteration in the institutional arrangement can also take care of the massive understaffing problem. Some of the ULBs have tried out outsourcing options for revenue collections also and it has been successful in the sense that the ULB staff shortage has been taken care of by this kind of an initiative. PHED so far has tried out contracting in smaller projects by inviting private participation through tenders. The recent Nagarjuna project in water supply in Dhanbad area by PHED shows that they are thinking about involving the private sector in a bigger way. It came up in the discussions that the PHED in near future would be giving bigger deals in water supply to the private sector which is strongly recommended.



### Appendix 3

**Table A 3.1 ULB and Non-ULB coverage of MADA**

ULB Areas	Non-ULB Areas
Jharia Urban Area	Govindpur
Sindri (Part Areas)	Nirsa
Chirkunda (Part Areas)	Tundi
Chhatatand	Baliapur
Karkend	Topchanchi
Katras	Gomoh
Dhanbad	Mahuda
Chas Municipal Areas	Chandan Kiary
	Bhojudih
	Chas (Rural Areas)

Source: MADA

**Table A3.2 Pattern of Functions and Responsibilities of MADA**

Name of ULB	Services Provided	Function/ Responsibilities
Dhanbad, Jhari, Katras, Chattatand, Karkend, Chirkunda and part of Sindri & Chas ULB Areas. Non ULB Govindpur, Nirsa, Tundi, Baliapur, Topchanchi, Gomoh, Mahuda, Chandankiyari, Bhojudih and part of Chas & Chirkunda Rural Areas	Sanitation Epidemic control Child & Welfare Prevention of Food Adulteration	(A) Sanitation- Sweeping of Roads & Streets, Cleaning of Drains, lifting of garbage (B) Epidemic control- disinfection of wells and houses. Vaccination & treatment of infectious disease at IDH hospital (C) Child & Welfare- inoculation upto 6 months child and natal and post natal care (D) Prevention of food adulteration- collecting food samples and lab analysis.
Dhanbad, Jharia, Chattatand, Karkend, Katras and Non- ULB Colliery Areas	Water Supply	Lifting of raw water from Damodar river with the help of pumping set, plant, planted at Damodar head works Jamadoba. Purification, filtration and distribution in different ULBs and non-ULB areas. Secondary water supply done after filtration at Topchanchi. Tetulmari etc. ULB and non- ULB areas from Topchanchi Lake by gravitational system established in 1924
Dhanbad & Chas (Bokaro) ULB & Non-ULB Area	Town Planning	Building operation, planning standard and other associated activities of ULB and non ULB Areas, permitted to develop different types of land such as residential, commercial, industrial, agricultural etc. building planning sanctioned by the Managing Director, MADA under Building Regulation Act, 1986
Sahebgaj, Ranchi, Ghatsila, Jamshedpur, Telmocho, Sudamdih, Ramgarh, Sindri, Bokaro (Kargali), Chirkunda, Dudga, Jharia etc ULB & Non- ULB Areas of the State of Jharkhand.	<u>Ganga Action Plan</u> <u>Damodar Action Plan</u> under NRDC scheme of Central Government	MADA is empowered as Nodal agency for making DPR, execution & supervision, completion, financial investment of allocated schemes/project under the NRCD scheme, for controlling water pollution. The following scheme/ project executed by MADA viz. Ganga action plan, Damodar action plan, Suverna Rekha action plan. Under this plan 82 proposals were placed before MADA out of which 15 schemes were sanctioned. 10 units were completed out of the 15 sanctioned schemes. Rest actions are taken towards completion and implementation.

Source: MADA

**Table A3.3 Details of ULBs covered under PHED for Water Supply**

Sl. No	Name of Urban Local Bodies	Sl. No	Name of Urban Local Bodies
1	Ranchi Municipal Corporation	20	Godda Nagar Panchayat
2	Dhanbad municipal Corporation	21	Husainabad Nagar Panchayat
3	Dumka Nagar Parshad	22	Gumla Nagar Panchayat
4	Sahebganj Nagar Parshad	23	Saraikeela Nagar Panchayat
5	Lohardaga Nagar Parshad	24	Pakur Nagar Panchayat
6	Chaibasa Nagar Parshad	25	Basukinath Nagar Panchayat
7	Adityapur Nagar Parshad	26	Mihijam Nagar Panchayat
8	Medninagar Nagar Parshad	27	Jamtara Nagar Panchayat
9	Giridih Nagar Parshad	28	Rajmahal Nagar Panchayat
10	Chatra Nagar Parshad	29	Latehar Nagar Panchayat
11	Hazaribagh Nagar Parshad	30	Simdega Nagar Panchayat
12	Madhupur Nagar Parshad	31	Khunti Nagar Panchayat
13	Phusro Nagar Parshad	32	Bundu Nagar Panchayat
14	Chakradharpur Municipality	33	Chakulia Nagar Panchayat
15	Jugsalai Municipality	34	Chirkunda Nagar Panchayat
16	Deoghar Municipality	35	Kharsawan NAC
17	Jhumriteleya Municipality	36	Jamshedpur NAC
18	Chas Municipality	37	Mango NAC
19	Garwa Nagar Panchayat	38	Koderma NAC
		39	Jasidih NAC

Source: PHED, Jharkhand

**Table A3.4 Details of Major Project taken by PHED in last five years**

Sl. No	Name of Urban Local Bodies	Cost (Rs. Lakhs)
1	Gumla Urban Water Supply Scheme	1031.13
2	Lohardaga Urban Water Supply Scheme	989.00
3	Dumka Urban Water Supply Scheme	4135.93
4	Giridih Urban Water Supply Scheme	2692.57
5	Deoghar Urban Water Supply Scheme (UIDSSMT)	<b>4737.77</b>
6	Katras Urban Water Supply Scheme	1354.00
7	Chas Urban Water Supply Scheme (UIDSSMT)	<b>3242.19</b>
8	Mango Urban Water Supply Scheme	6418.04
9	Dhanbad Urban Water Supply Scheme (DWSD)	7183.00
10	Birsanagar-Bagunhatu Urban Water Supply Scheme	2090.00
11	Jugsalai Urban Water Supply Scheme	1154.75
12	Khunti Urban Water Supply Scheme	433.99
13	Bundu Urban Water Supply Scheme	96.89
	<b>Total</b>	<b>35559.26</b>

Source: PHED, Jharkhand

## **Chapter 4: A Comparative Analysis**

This chapter attempts a comparison of finances and institutional arrangements in service delivery of the ULBs of Jharkhand with ULBs situated in other states of India. Two sets of sample are chosen for the comparative analysis. The first sample consists of the cities specified in the terms of reference (TOR) of the project. The second sample consists of the ULBs of relatively smaller size. For a detailed comparative analysis on finances the smaller ULBs comprise of 48 ULBs situated in the eight districts of West Bengal which are adjacent to Jharkhand. For comparisons on the institutional arrangements in service delivery a set of relatively smaller ULBs in different states of India are chosen. Collecting information on the institutional arrangement in service delivery for the 48 ULBs in the eight districts of West Bengal which are adjacent to Jharkhand is beyond the scope of this project. So we have to rely on the secondary information sources for this part of the analysis.

The chapter is organized as follows: section 4.2 gives the details of some socio-demographic, employment, coverage of municipal services, infrastructure and standard of living indicators in the TOR cities. A snapshot of finances of these cities is also given. This section also spells out the rationale behind choosing a different set of ULBs situated in the eight districts of West Bengal which are adjacent to Jharkhand. Section 4.3 elaborates a comparison on the finances of the ULBs of Jharkhand and those situated in eight selected districts of West Bengal. Section 4.4 describes the institutional arrangements in service delivery in a set of ULBs in different states of India. Section 4.5 gives the major conclusions.

### **4.2 Finances: A Comparative Analysis**

The comparative analysis starts with the finances of ULBs in other parts of India. The choice of cities with which a valid comparison can be attempted is crucial. The names of the cities suggested in the terms of reference of the project are all bigger cities. Apart from size some other characteristics are also studied from data provided by census of India and other sources. Tables 4.1-4.4 give the details of a set of indicators in nine TOR cities and also the median for the ULBs in Jharkhand and that of West Bengal.

**Table 4.1 Socio- Demographic and Employment Indicators: TOR Cities**

	City	Area	Population	Density	Literacy Rate	Work Participation Rate (per cent)	Main Other Workers To Working Population (per cent)	Main Non-Primary Workers To Working Population (per cent)	Main Other Workers To Total Main Workers (per cent)	Main Non Primary To Total Main Workers (per cent)
TOR Cities	Ahmedabad	281	3,694,974	13,146	73	31.95	93	95	98	100
	Chennai	174	4,343,645	24,963	77	34.27	90	91	97	98
	Coimbatore	106	930,882	8,807	80	38.49	89	94	94	98
	Hyderabad	173	3,658,510	20,917	69	29.12	89	91	96	98
	Indore	160	1,506,062	9,386	72	32.11	87	92	95	99
	Lucknow	310	2,185,927	7,049	67	27	84	88	94	98
	Ludhiana	159	1,398,467	8,775	70	36.68	88	93	92	98
	Pune	430	2,538,473	5,903	76	34.08	90	93	96	99
	Surat	213	2,702,304	12,716	71	38.18	95	97	97	100
	<b>Jharkhand Median (Min, Max)</b>	<b>13.24 (3, 177)</b>	<b>44,989 (6792, 847093)</b>	<b>3,782 (820, 20702)</b>	<b>67 (47,76)</b>	<b>26 (23,37)</b>	<b>79 (35,91)</b>	<b>83 (39, 93)</b>	<b>91 (53, 99)</b>	<b>96 (58,100)</b>
	<b>West Bengal Median (Min, Max)</b>	<b>13 (4, 154)</b>	<b>53,145 (11580, 493405)</b>	<b>4,049 (1118, 12813)</b>	<b>70 (38,78)</b>	<b>33 (27,48)</b>	<b>79 (25,92)</b>	<b>85 (40,95)</b>	<b>91 (30,98)</b>	<b>96 (49,100)</b>

Source: Primary Census Abstract, Census of India 2001

**Table 4.2 Coverage of Municipal Services, Infrastructure and Standard of Living Indicators: TOR Cities**

	City	Road Length Per 1,000 Population	Street Lights Per 1,000 Population	Households Having Tap Water(per cent)	Households Having Closed Surface Drainage (per cent)	Non Domestic Connections To Total Connections (per cent)	Domestic And Non Domestic Connections Per 1,000 Population	Households Availing Banking Facilities (per cent)	Households Having None Of The Specified Assets (per cent)
TOR Cities	Ahmedabad	0.34	22	89.3	87.0	21	265	49	14.22
	Chennai	0.70	18	45.0	82.9	33	205	45	10.53
	Coimbatore	0.10	3	92.5	44.0	17	23	36	14.89
	Hyderabad	1.95	5	93.0	91.4	23	254	39	13.57
	Indore	0.77	27	70.7	61.2	25	165	51	7.09
	Lucknow	2	33	77	42	17	188	66	7
	Ludhiana	0.85	25	69.5	56.1	32	224	45	9.24
	Pune	0.34	23	92.9	67.0	1	3349	69	9.82
		Surat	0.28	11	82.2	76.9	27	192	36
	<b>Jharkhand (Median) (Min, Max)</b>	<b>0.77 (0.05, 4)</b>	<b>6 (0.08,70)</b>	<b>22 (1.34,98)</b>	<b>13 (1.49,55)</b>	<b>19 (0.2, 79)</b>	<b>83 (14,332)</b>	<b>55 (26,76)</b>	<b>26 (11,55)</b>
	<b>West Bengal (Median) (Min, Max)</b>	<b>1.25 (0.19,55)</b>	<b>25 (0,75)</b>	<b>37 (3,96)</b>	<b>7 (1,34)</b>	<b>22 (4,36)</b>	<b>116 (21, 208)</b>	<b>39 ( 19,65)</b>	<b>25 (14,47)</b>

Source: Town Directory; Housing Tables, Census of India, 2001; Administrative Report of Municipal Affairs Departments 2001-2005, Government of West Bengal

We find that most characteristics of the TOR cities do not match with the median values of those in the ULBs in Jharkhand. All the categories in revenues, both absolute and per capita, show much higher values and similar is the case for socio demographic, employment, coverage of municipal services, infrastructure and standard of living indicators. This is a clear indication of the fact that the two sets of cities are in different stages of their development and are not quite comparable.

**Table 4.3 Finances (Rs, Absolute) for the Year 2004-05: TOR Cities**

City	Property Tax	Tax	Non Tax	Grants	Own Revenue	Total revenue	Revenue Expenditure	
TOR Cities	Ahmedabad	1,511,547,883	1,999,326,583	546,586,556	915,708,706	2,545,913,139	3,463,150,482	6,078,207,591
	Chennai	2,198,187,414	4,449,232,724	571,642,489	196,935,879	5,020,875,213	5,217,811,092	3,580,780,102
	Coimbatore	201,240,537	236,328,636	35,687,103	188,496,994	272,015,739	460,512,734	556,095,286
	Hyderabad	1,584,477,133	1,590,486,262	2,382,303,189	24,498,218	3,972,789,451	3,997,287,669	1,472,171,519
	Lucknow	2,237,495,719	3,591,153,591	NA	389,192,158	3,591,153,591	3,980,345,749	3,274,595,756
	Ludhiana	356,678,686	545,924,239	290,975,668	NA	836,899,907	836,899,907	2,298,217,673
	Pune	1,198,867,152	1,923,765,894	1,384,915,498	493,263,053	3,308,681,392	3,802,144,390	7,842,022,776
	Surat	654,842,754	1,350,314,329	879,415,875	442,536,869	2,229,730,204	2,672,267,073	3,917,058,282
<b>Jharkhand ( Median (Min, Max)</b>	<b>334,000 (52,000, 17,143,000)</b>	<b>478,116 ( 53,000, 45,030,000)</b>	<b>463,498 (2,000, 30,730,000)</b>	<b>11,595,256 (103,000, 85,702,000)</b>	<b>1,179,000 (102,857, 11,534,748)</b>	<b>11,595,518 (103,000, 95,558,303)</b>	<b>8,357,703 (263,000, 116,094,051)</b>	
<b>West Bengal ( Median (Min, Maax)</b>	<b>1,850,000 (135,000, 86,268,000)</b>	<b>3,832,000 (306,000, 93,083,000)</b>	<b>3,435,000 (158,000, 38,212,000)</b>	<b>12,473,000 (2,309,000, 95,300,000)</b>	<b>6,818,000 (875,000, 113,391,000)</b>	<b>12,473,000 (3,674,000, 162,502,000)</b>	<b>14,045,000 (2,472,000, 124,652,000)</b>	

Source: Central Statistical Organisation, ; Administrative Report of Municipal Affairs Departments 2001-2005, Government of West Bengal; Budgets of Jharkhand 2002-2006

The last rows in the four above mentioned tables record the median values of the same variables for the ULBs located in the eight districts viz. Purulia, Bankura, Bardhaman, East Medinipur, West Medinipur, Murshidabad, Maldah, Murshidabad, which are adjacent to the state of Jharkhand (Figure 4.1). It would be particularly interesting to base the comparison with a set of ULBs which are situated in a region which shares similar topography. We have analysed the data on finances for 48 ULBs in these eight districts of West Bengal and attempt a comparison according to size classes and as a whole with the ULBs of Jharkhand. It is evident from Tables 4.1-4.4 that the comparisons would be more meaningful than those with the TOR cities as the characteristics reported in the above mentioned tables for ULBs in Jharkhand are closer to those in the selected eight districts of West Bengal. The differences in the financial variables can be analysed in detail.

**Table 4.4 Finances (Rs, Per Capita) for the Year 2004-05**

City	Property Tax	Tax	Non Tax	Own Revenue	Transfers	Total revenue	Revenue Expenditure
<b>TOR Cities</b>	Ahmedabad	369	488	133	621	223	1483
	Chennai	310	627	81	707	28	504
	Coimbatore	204	240	36	276	192	565
	Hyderabad	402	404	605	1008	6	374
	Lucknow	923	1482		1482	161	1351
	Ludhiana	223	341	182	523		1437
	Pune	371	596	429	1025	153	2428
	Surat	178	368	239	607	120	1067
<b>Jharkhand ( Median (Min,Max)</b>	<b>7 (0.56, 39)</b>	<b>9 (0.69, 98)</b>	<b>11 (0.07, 33.82)</b>	<b>21 (0.76, 113)</b>	<b>171 (7, 2719)</b>	<b>176 (7, 2737)</b>	<b>182 (6,814)</b>
<b>West Bengal ( Median (Min,Max)</b>	<b>37 (1.9, 455)</b>	<b>52 (6, 491)</b>	<b>49 (1, 237)</b>	<b>126 (11, 598)</b>	<b>190 (85, 412)</b>	<b>324 (120, 705)</b>	<b>251 ( 52, 644)</b>

Source: Central Statistical Organisation, ; Administrative Report of Municipal Affairs Departments 2001-2005, Government of West Bengal, Budgets of Jharkhand 2002-2006

### 4.3 Finances: Comparisons with ULBs in West Bengal

We start with a brief overview of the different components of revenues and expenditures of the ULBs in the selected districts in West Bengal. The ULBs are divided into five size classes as mentioned in mentioned in chapters 1 and 2. The main observations suggest (Figures 4.4 and 4.5):

- Property Tax collection increases across the first three size classes, falls in 75,000 to 1lakh population size marginally and again rises in last size class by Rs 70 per capita Range for property taxes when the median values of the five size classes are considered is Rs 25 per capita-Rs 96 per capita. Median value for all the ULBs taken together is Rs 37 per capita which is more than five times as high as that of Jharkhand ULBs.
- Non Tax revenue collections do not show any definite pattern across size classes. The median values range between Rs 48 and Rs 78 per capita Median value for all the ULBs taken together is Rs 47 per capita which is more than four times as high as that of Jharkhand ULBs.
- Own Revenue Increases in the first three size classes but marginally and then falls in the 75,000-100,000 size class and then again rises in 1 lakh plus population class reaching to a maximum of Rs 177 per capita. The minimum own revenue per capita is Rs 98 per capita (population size class 75,000-100,000). Median value for all the ULBs taken together is Rs 126 per capita which is six times as high as that of Jharkhand ULBs.

Figure 4.1: District Map of West Bengal



- Transfers do not show much difference across size classes except the one having population between 75,000 and 100,000 which records a minimum value at Rs 130 per capita. Maximum

is Rs 222 per capita (below 25,000 size class). Median value for all the ULBs taken together is Rs 190 per capita which is 11 per cent higher than that of Jharkhand ULBs.

- Total Revenues do not show much variation across size classes. The median values across size classes ranges between Rs 228 per capita (size class 75,000 to 100,000) and Rs 374 per capita in the 1 lakh plus cities. Median across all size classes is recorded at Rs 324 per capita which is almost twice as high as that of the Jharkhand ULBs.

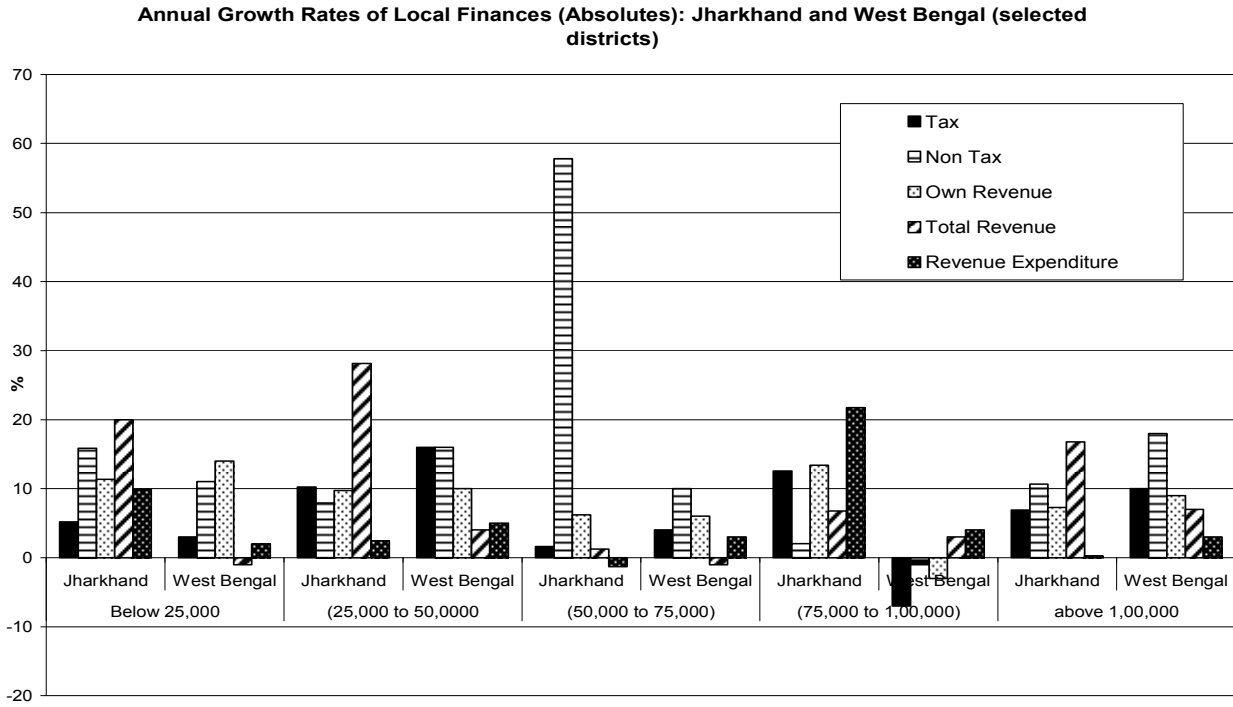
The growth rates of various components of Finances of West Bengal's selected ULBs are computed over a five year period, from 2002-03 to 2006-07, using two measures of average annual growth rates derived on the basis of the growth rate over the five years. The growth rates over the recent five years show greater fluctuations, so the analysis is done using the average annual growth rates. Figure 4.2- 4.3 gives the details according to size classes annual average growth rates of the local finances of Jharkhand and West Bengal.

The main observations suggest:

- Both for absolutes and per capita levels, there is no pattern across size classes of cities for any of the components of revenues or expenditures. Tax, non tax and transfers grow on an average at the same rate both in absolute and per capita terms, the rates being 5, 12, and 1 per cent respectively. Own revenues on an average grow at a rate of 14 per cent in absolute terms and 7 per cent in per capita terms while total revenues growth in absolute terms is recorded at 3 per cent and that in per capita terms is recorded at 1 per cent.
- Tax , Non tax, Own Revenue and Total Revenue ( all in per capita terms ) have registered positive growth rates across size classes except the size class having population between 75,000 and 1,00,000 in which the growth rates are negative for all the component. In absolutes the growth rate of total revenue is positive in this size class while all the other components record negative growth rates.

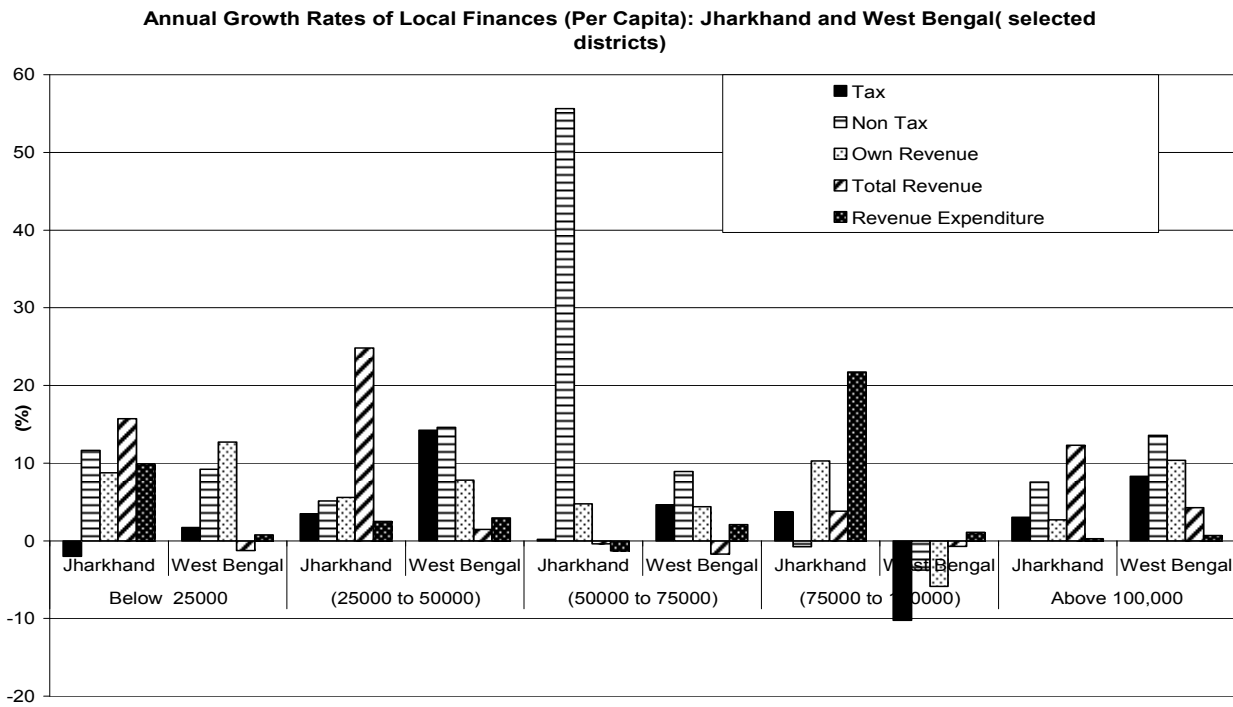


**Figure 4.2**



Source: Authors' Computations

**Figure 4.3**



Source: Authors' Computations

- However in case of Own Revenue Growth rates there is a declining trend across size classes, barring the size class having population above 1,00,000 indicating that higher the population size class, lower the growth rates in revenues. The extent of decline is striking in the size class of 75,000 to 1 lakh population for which the growth rate turns out to be negative.
- If looked at Revenue expenditure growth rates, it increases from size class having population below 25000 to size class having population between 25000 and 50000 and falls thereafter. The larger cities enjoy economies of scale in terms of per capita revenue expenditure incurred. However this can also be a cause of concern as the ULBs might not be expending on operation and maintenance of services at par with the norms so suggested. On an average the ULBs are spending 36 per cent of the expenditure specified by norms (Table 4.5)
- Leaving aside size class with population between 75000 and 100000, it can be seen that the per capita own revenue in particular have grown more than the per capita revenue expenditure across size classes, whereby one can reach the conclusion that ULBs of selected district of West Bengal are more or less self reliant.
- Another point to be noted is that per capita total revenue growth is less than the growth in per capita own revenue across all size classes, which is precisely due to negative or at the most 1 per cent growth rate (in size class having population between 25000 and 50000 and above 100000) of grants. This again confirms the low dependency of ULBs of West Bengal on upper tiers of government

A comparison of the per capita values for different categories of revenues across size classes between the ULBs of Jharkhand and selected districts of West Bengal is also attempted. All comparisons are in terms of the median value of each variable for a size class. Table 4.4 gives the summary for the median of all ULBs in the two states in the last two rows. Figure 4.4 and Figure 4.5 give the details for each size class of cities for the two states.

It is to be noted that

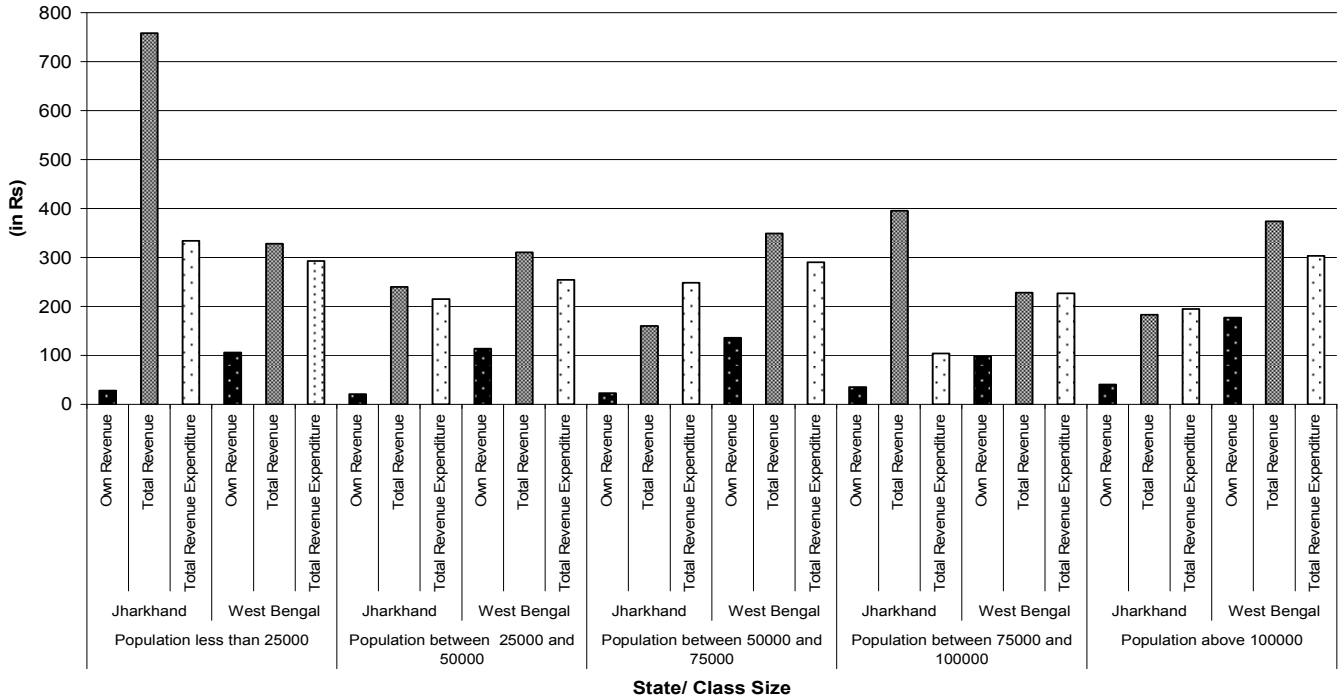
- The average values for each component of revenues and also revenue expenditure, both in absolute and per capita terms are higher in West Bengal than in Jharkhand. Apart from Transfers and Total revenue all the other financial variables in West Bengal in absolute terms are at least one and a half times higher than those in Jharkhand.
- Property Tax, which is a major constituent of Revenues for Urban Local Bodies, is not only abysmally low ( Rs 7 per capita on an average) in all the towns in Jharkhand, it also is lesser

than the Property Tax earned by West Bengal ULBs across all size classes. Population size class greater than 1 lakh, the difference is maximum.

- Non Tax revenues (which includes mobile tower installation charges, rent from municipal land, fees from building, sale proceeds of land, proceeds from licenses etc) too are higher in West Bengal. However in last two size classes the difference reduces.
- Transfers in the ULBs of Jharkhand exceed those in West Bengal for size classes less than 25,000, between 25,000 and 50,000 and between 75,000 and 100,000. In size class having population less than 25000 there is a huge difference between the transfers of two states.
- In the ULBs having population less than 25000 and between 75000 and 100000, the Total Revenue of Jharkhand ULBs exceeds the Total Revenue of West Bengal ULBs because transfers, which is a major component of total revenue here, in Jharkhand ( because of huge share of transfers in Jharkhand in these size classes, though the own revenue is low)
- Even though transfers of West Bengal is less than transfers of Jharkhand in ULBs having population between 25000 and 50000, the Total Revenue of West Bengal is higher than Total Revenue of Jharkhand because own revenue component (owing to property tax and non tax) is greater in case of West Bengal than Jharkhand in this size class
- Even in the size classes of ULBs of Jharkhand which record a higher Total Revenue than those of West Bengal, the own revenue is very minimal. Owing to the exiguous amount of property tax and Non Tax, the share of Own Revenue in Total Revenue is very less in Jharkhand ULBs (across all size classes) standing at only 10 per cent for all cities considered. This share being 40 per cent is somewhat better when looked at West Bengal ULBs.
- As already mentioned the Revenue Expenditure across all size classes is greater in ULBs of West Bengal than in those of Jharkhand. But it is interesting to note that the reverse is the case with Capital Expenditure. The selected ULBs of West Bengal the expenditure is on account of operation and maintenance. Whereas Jharkhand being a newly formed state has to incur a major chunk of the expenditure on provision of minimum basic services, which is precisely the reason for such high capital expenditure in Jharkhand ULBs vis a vis West Bengal ULBs.

**Figure 4.4**

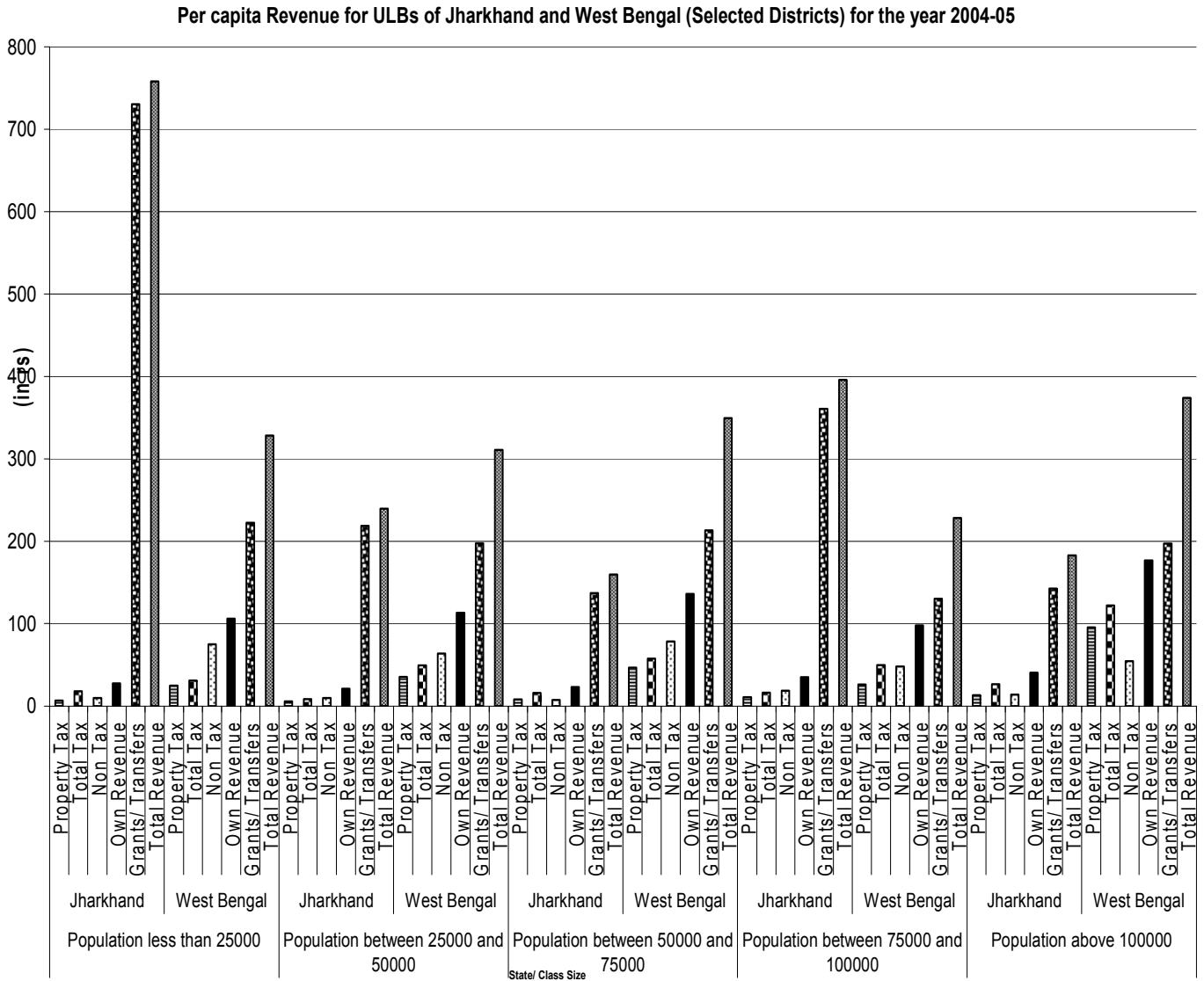
**Per Capita Revenue and Per Capita Expenditure for ULBs of Jharkhand and West Bengal (selected districts) for the Year 2004-05**



Source: Authors' Computations

- Revenue Expenditure forms only 26 per cent of the Total Expenditure in Jharkhand ULBs whereas this figure is 66 per cent in case of West Bengal ULBs
- When Own Revenue of Jharkhand ULBs is compared with Revenue Expenditure it is found to finance on an average only 17 per cent of Revenue Expenditures. West Bengal ULBs have an edge in that they can finance 43 per cent of Revenue expenditure from Own Revenue generated. Also the ULBs of West Bengal depict economies of scale in financing revenue expenditure. Bigger ULBs are in a better position to support their revenue expenditures

Figure 4.5



Source: Authors' Computations

A comparison of some of the indicators on performance of the ULBs in Jharkhand and West Bengal is also attempted. Table 4.5 summarises the indicators for the ULBs in West Bengal according to size classes and each indicator would be compared across the two states.. Comparing Table 4.5 and Table 2.3 and Table 2.4 in chapter 2 we find that:

- The gap between own revenue and revenue expenditure in per capita terms is the only performance indicator for which the median value for all ULBs in West Bengal record a higher average deficit than that of Jharkhand. All other indicators on the average are better in West Bengal than in Jharkhand.
- For the smallest size class of cities, a few of the indicators report a better performance in Jharkhand than those in West Bengal. They are revenue expenditure gap (showing a higher surplus per capita in Jharkhand), revenue as a proportion of expenditures (again a higher surplus than West Bengal in percentage terms). The proportion of revenue expenditure to revenue expenditure norms, in this size class records a lower deficit in West Bengal.
- For the 25,000 to 50,000 size class of cities, all the performance indicators are much better in West Bengal than in Jharkhand excepting for the ratio of revenue expenditure to revenue expenditure norm which is higher in Jharkhand.

**Table 4.5 Performance of the ULBs in West Bengal: Some Indicators**

Indicators	Below 25,000	25,000-50,000	50,000-75,000	75,000-1,00,000	Above 1,00,000	West Bengal
Transfers to Total Revenue (per cent) Median (Minimum,Maximum)	68 (52,86)	67 (39,78)	64 (38,77)	54 (46,91)	58 (15,88)	61 (15,91)
Revenue- Expenditure Gap (Rs, Per capita) Median (Minimum, Maximum)	2 (-117,96)	11 (-64,121)	-23 (-55,177)	-39 (-78,25)	8 (-46,3953)	-1 (-117,3953)
Revenue to Expenditure Ratio (per cent) Median (Minimum,Maximum)	101 (75,141)	104 (82,175)	94 (89,168)	86 (71,115)	102 (89,1061)	100 (71,1061)
Own Revenue- Expenditure Gap (Rs, Per capita) Median (Minimum,Maximum)	-176 (-451,-94)	-180 (-299,10)	-204 (-358,10)	-161 (-269,-61)	-160 (-448,272)	-169 (-451,272)
Own Revenue to Expenditure Ratio (per cent) Median (Minimum,Maximum)	34 (12,60)	35 (18,106)	35 (21,104)	40 (7,62)	46 (14,358)	37 (7,358)
Own Revenue-Revenue Expenditure Gap (Rs, Per Capita) Median (Minimum,Maximum)	-141 (-384,-64)	-143 (-240,31)	-167 (-284,44)	-131 (-214,-40)	-119 (-351,1116)	-139 (-384,1116)
Own Revenue to Revenue Expenditure (per cent) Median (Minimum, Maximum)	39 (14,69)	40 (21,122)	40 (31,119)	56 (8,72)	51 (16,211)	43 (8,211)
Revenue Expenditure to Revenue Expenditure Norms (per cent) Median (Minimum, Maximum)	39 (28,64)	34 (17,66)	34 (24,71)	29 (20,53)	44 (8,73))	36 (8,73)

Source: Authors' Computations

- For 50,000 to 75,000 size class, revenue expenditure gap in per capita terms and own revenue expenditure gap in per capita terms are on an average the same. The average per capita gap between own revenue and revenue expenditure records a higher deficit in West Bengal than

that in Jharkhand. This is also true for the ratio of revenue expenditure to revenue expenditure norms.

- For the 75,000 to 1 lakh population size class the average per capita deficit of own revenues over revenue expenditure is higher in West Bengal than that in Jharkhand.
- In 1 lakh plus cities the average per capita gap between own revenue and expenditure and also own revenue and revenue expenditure show higher deficits in West Bengal but in percentage terms own revenues cover a higher percentage of total expenditure as well as revenue expenditure. As far as the ratio of revenue expenditure to revenue expenditure norms is concerned this is the only size class for which West Bengal records a higher average than Jharkhand.

An overall analysis of finances in the ULBs of the two states reveals that West Bengal is in a better position than Jharkhand as far as the performance according to indicators related to finances are concerned. A brief analysis in terms of some coverage indicators of municipal services, infrastructure, employment, socio-demographic indicators and some standard of living indicators can throw some light on the outcomes of the generation of revenues and expenditures. (Table 1.4 in chapter 1 and Table 4.6).

The main findings suggest:

- Population and Density across each size class, except below 25000 class, is greater in Jharkhand ULBs than West Bengal ULBs. However the average for all ULBs together is higher in West Bengal, but only by 8,156 and 267 respectively. In terms of Area and Household Size Jharkhand and West Bengal ULBs show little difference within each size class and are equal when average values of all ULBs are considered. Number of Households on an average for all ULBs taken together in West Bengal exceeds Jharkhand average (by 4,574). West Bengal average is above Jharkhand for all classes, barring the size class of 75,000 to 1 lakh population, though the difference is not very substantial. Thus the socio-demographic indicators reveal that West Bengal towns are somewhat better than Jharkhand ULBs but the difference is not very huge. And indicators like Household Size and Area put Jharkhand ULBs on equal footing with West Bengal ULBs.
- Among the municipal service delivery indicators, road length per 1000 population, street lights per 1000 Population on an average, in all size classes of West Bengal is higher than those of Jharkhand. Households having tap as a source of Water is higher in West Bengal

than in Jharkhand across all size classes except the ones having population between 50000 and 75000 and between 75000 and 100000.

- In case of Households having Closed Surface Drainage Jharkhand is relatively better placed than West Bengal across all size classes
- Domestic and Non Domestic Connections per 1000 population, Non Domestic connections to Total Connections (percentage) are also higher on average in the ULBs of West Bengal for all size classes on an average than those in Jharkhand giving an idea about the extent of commercialisation in the towns of the two states.
- In terms of electricity per 1000 population and households availing banking facilities, Jharkhand is relatively better placed than West Bengal across all size classes. The median value of electricity per 1000 population for all size classes taken together however is higher in West Bengal than Jharkhand across ULBs.  
Banks per 100 sq km is higher in Jharkhand than in West Bengal across all size classes, except the one having population above 100000.
- Out of Total Population proportion of Main workers are greater in West Bengal than in Jharkhand (by 7per cent). 30per cent of total population of West Bengal are employed for more than 6 months where as this is 23per cent in Jharkhand, indicating more regularity in employment levels in West Bengal.
- However, within the main workers category, the share of other workers (comprising of all government servants, municipal employees, teachers, factory workers, plantation workers, those engaged in trade, commerce, business, transport banking, mining, construction, political or social work, priests, entertainment artists, etc.) and Non primary workers is higher in Jharkhand than in West Bengal ULBs across all size classes. In the main workers West Bengal has more of Agricultural Labour and Cultivators than other workers and household industry workers.
- In terms of Literacy and Households having None of the specified Assets ULBs of Jharkhand stand more or less at par with the ULBs of West Bengal if we consider the average values.

From the above analysis it is clear that the service delivery, in terms of some of the coverage indicators, are relatively better in most of the size classes and also on an average as a whole. We can generally conclude that the relatively better indicator in terms of finances and expenditure management in the ULBs of West Bengal has a somewhat positive impact on municipal service delivery too. A complete analysis can only be done if we have data on per capita levels of physical



service provision and some well defined demand indicators like income , or value of assets/properties owned by the households.

**Table 4.6 Some Indicators in the ULBs of West Bengal: Socio-demographic, Demand, Services, Infrastructure and Employment**

Categories	Indicators	Below 25,000	25000-50,000	50000-75,000	75000-100,000	Above 100,000	West Bengal Median
Socio-Demographic / Cost	Population	17,872	34,480	61,877	77,513	161,456	53,145
	Number of Households	3,339	7,055	12,322	12,414	33,866	11,454
	Household Size	5	5	5	6	6	5
	Area(sq km)	10.36	12.305	9.635	14.25	23.44	13
	Density (Persons per sq km)	1,676	2,660	6,939	5,440	5,238	4,049
Demand	Literacy (per cent)	65	67	72	81	73	70
	Households availing banking facilities (per cent)	35.0	35.0	36.0	39.0	58.0	39
	Households having none of the specified assets (per cent)	22.0	29.0	30.0	27.0	22.0	33
Service	Road Length per 1000 Population(in km)	1.9	1.3	1.2	2.5	1.0	1.19
	Street Lights per 1000 Population	23	32	19	27	24	25
	Toilets available per 1000 Population	615	646	747	669	692	669
	Households having Closed Surface Drainage (per cent)	2.2	5.9	6.6	6.5	12.0	7
	Households having Tap as a source of water (per cent)	42.9	30.2	33.5	10.8	70.4	36
Infrastructure	Domestic and Non Domestic Connections per 1000 Population	116.8	121.0	134.3	109.2	105.7	116
	Non Domestic connections to Total Connections (per cent)	25.5	26.6	20.8	21.4	20.0	22
	Electricity available per 1000 Population	427	558	671	623	761	647
	Banks per 100 sq km	19.3	38.5	54.4	56.1	46.9	43
Employment	Main Other workers as a percentage of Total working Population (per cent)	57.9	70.9	78.6	87.0	88.7	79
	Main non primary workers to working Population (per cent)	61.6	78.1	86.3	88.9	90.1	85
	Main Other workers to Total Main Workers (per cent)	67.9	83.6	84.7	96.3	96.2	91
	Main Non Primary Workers to Total Main Workers (per cent)	74.2	93.4	97.5	98.3	98.9	96
	Total Main Workers to Total Population (per cent)	27.9	30.5	30.6	27.2	27.0	30

Source: Census of India, 2001

#### **4.4 Institutional Arrangements in Service Delivery: Some ULBs in Other States**

In this section we attempt to discuss the institutional arrangements in service delivery in Indian cities located in other states. We have two groups of cities in our analysis. One is a set of relatively bigger cities spelt out in the TOR of the project. Since no data on institutional arrangement is available from secondary sources for the ULBs in the eight districts in West Bengal adjacent to Jharkhand, we have to confine our analysis to a set of smaller ULBs for which data is available on detailed institutional arrangements from various secondary sources. We have come up with a broad classification consisting of sixteen heads of services usually provided by India cities spelt out in Tables 4.7 and 4.8. These include core services to be provided by the ULBs as well as some of the discretionary services. Presently, most of these services are provided jointly with parastatal agencies such as regional development authority, water supply and sewerage board or with institutions outside the government like private enterprises and NGOs. The tables give elaborate matrices depicting information on the division of responsibilities between different groups of institutions.

##### ***Institutional Set-up and Mechanism of Service Delivery in Nine TOR Cities***

Based on data obtained from City Development Plan under JNNURM, for nine TOR cities, the institutional arrangements for service delivery are analysed in Table 4.7. The main observations are summarized below.

1. **Water supply** The responsibility of water supply is exclusively under taken by the ULBs in case of Ahmedabad, Pune and Surat. In case of Chennai and Hyderabad, Chennai municipal water supply and sewerage board and Hyderabad municipal water supply and sewerage board are providing this service. The state level agencies such as TNWSDB, PHED, PWSSB and UPJN are responsible for the provision of water supply in the cities of Coimbatore, Indore, Ludhiana and Lucknow respectively. It can be observed that there are three models in the provision of water supply. One is exclusively by ULB, second is city level board and third is state level agencies providing this service in co-ordination with the ULBs.
2. **Sewerage and Sanitation** In Ahmedabad and Lucknow, it is jointly provided by ULB and state agencies. The city boards are responsible for the provision of this service in Chennai and Hyderabad. The state level agencies are providing this service in the cities of Coimbatore and Ludhiana. In Indore, Pune and Surat, ULBs are discharging this responsibility themselves.

3. **Storm Water Drainage** In Ahmedabad, Indore, Surat and Pune, ULBs are performing this function, whereas in Ludhiana and Chennai, it is jointly done by ULBs and state agencies. In Hyderabad, sewerage board is responsible for this service.
4. **Roads and Bridges** Most of the cities in India follow a uniform pattern as far as the institutional arrangement for municipal roads is concerned. Generally PWD and development authorities are involved in the construction of roads and the maintenance part is taken care of by the ULBs. In bigger cities like Ahmedabad some private participation is also found with AUDA in construction and maintenance of roads.
5. **Solid Waste Management** The solid waste management is carried out in three ways: (a) ULB in urban areas and state agency in peripheral areas (Ahmedabad) (b) ULBs and NGO/RWA in Ahmedabad, Lucknow, Pune, Surat, Chennai, Hyderabad and (c) exclusively by ULBs in Ludhiana, Coimbatore and Indore.
6. **Street lighting** The electricity generation and transportation is done by state level agencies/ private company (AP-TRANSCO) or state electricity board. The maintenance is done by the ULBs or outsourced to private agencies (Ahmedabad, Hyderabad).
7. **Development Plan Preparation** By ULB in Pune and Surat, Town and Country Planning Department; in Coimbatore, and by development authority in Hyderabad, in other cities by the ULBs themselves.
8. **Public Convenience (including parks and play field)** The provision of public convenience (including parks and field) is the responsibility of ULBs in most of the ULBs with the development authorities wherever they are present.
9. **Fire Services-** Not many ULBs perform this responsibility. If they do they do it by themselves ( Hyderabad and Surat)
10. **Slum Development** Slum clearance boards (Chennai and Coimbatore), Development Authorities wherever they are present and ULB as in Pune perform the function NGO participation is found in Ahmedabad.
11. **Poverty alleviation** Implementation of poverty alleviation schemes in all cities is done by ULBs.
12. **Health and education** In Ahmedabad, Pune, and Surat by ULBs. Not all the cities perform this function at the local government level.
13. **Urban Transport** ULBs with state agencies; Ahmedabad is the only city providing bus services through the city government.
14. **Traffic management:** This function is performed by the State

15. **Environment:** State Pollution Control Board performs this function with the ULBs.
16. **Building Plan Approval:** ULB or Development Authority wherever present performs this function.

***Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller Urban Local Bodies***

We have also considered eight comparatively smaller cities in different states of India for a discussion on institutional arrangement in their service delivery. The cities, their population and state specific locations are given in Table 4.7. The details are given in Table A 4.2 in the Appendix.

**Table 4.7 Sample of Eight Relatively Smaller Cities In other Indian States**

City	State	Population
Vijayawada	Andhra Pradesh	851,282
Patna	Bihar	1,366,444
Raipur	Chhatisgarh	605,747
Rajkot	Gujarat	967,476
Jabalpur	Madhya Pradesh	932,484
Ujjain	Madhya Pradesh	430,427
Amritsar	Punjab	966,862
Ajmer	Rajasthan	485,575

Source Census of India, 2001

The main observations are summarized below.

1. **Water supply-** Plan & design and construction & development responsibilities are undertaken by the parastatal agencies such as PHED, BRJP<sup>15</sup> PWSSB and RUDA. The ULBs, wholly or jointly are mainly responsible for the operation and maintenance part, with these agencies.
2. **Sewerage and Sanitation-** The O&M part of this service is taken care by the ULBs, whereas, plan, design and construction and development is mainly lies with state agencies.
3. **Storm water Drainage** Either the ULBs, or the sewerage boards, or PHED performs this function.
4. **Roads and Bridges-** PWD and the ULBs are responsible for municipal roads respectively, the former for construction and the latter for maintenance.
5. **Solid Waste Management** The solid waste management is undertaken by the ULBs. However, with the growing problem of waste generation, there is need to adopt the advanced mechanism to deal with this problem.

<sup>15</sup> In Patna, water board, the Bihar Rajya Jal Parishad and Patna Regional Development Authority (PRDA) are dissolved and merged with state government department (Source: JNNURM, Appraisal report,OPM)

6. **Street lighting** In all the cities it is jointly provided by the state electricity board and the ULBs. ULBs are largely responsible for the O&M of street lights.
7. **Development Plan Preparation:** ULBs or Development Authority wherever present (Raipur, Rajkot, Ujjain, Jabalpur) performs this function.
8. **Public Convenience (including parks and play field)** The public convenience is generally taken care of by the ULBs and the development authorities wherever they are present.
9. **Fire Services-** As observed from the reported information, the responsibilities of fire services are undertaken by ULBs.in Vijaywada, Raipur, Rajkot, Amritsar.
10. **Slum Development** Jointly done by the development authorities and the ULBs or the ULBs themselves where development authorities are not present..
11. **Poverty alleviation:** This function is implemented through different programs by the ULBs
12. **Health and Education:** It is being performed by two cities: ULB in Ujjain, and ULB and state government in Amritsar
13. **Urban Transport:** Apart from Amritsar where ULBs provide urban transport, in all the other cities in our sample private operators are involved.
14. **Traffic management:** Mostly this function is undertaken by state authority, only in Amritsar ULB also is involved in traffic management.
15. **Environment:** State Pollution Control Board performs this function with the ULBs.
16. **Building Plan Approval:** ULB or Development Authority wherever present performs this function.

Though, from the analysis based on small number of cities, it is difficult to draw concrete inferences, it is observed that creation of development authority for a group of ULBs proves to be more cost effective which can improve service delivery, till the entire vector of functions (services) as envisaged in 12<sup>th</sup> Schedule is completely transferred to ULBs. For example, there is one urban development authority (VGTMUDA) for Vijayawada, Guntur, Tenali and Mangalagiri ULBs in Andhra Pradesh. Mines Area Development Authority (MADA) is another such example in Jharkhand. Both of them have been performing well ever since their inception.

#### 4.5 Conclusions

The above discussion throws some light on the comparative evaluation of the ULBs in Jharkhand and other states in India. The comparisons are based in terms of a set of indicators directly related to the service delivery of the ULBs as well as other indicators in which the ULBs do not have a direct role to play but the state governments are involved. These indicators give an idea about the relative

importance of the cities. The Comparisons are made with different sets of samples of cities situated in other states in India. We find that in most of the cases Jharkhand record lower average values of the indicators and the cities in Jharkhand are way below than those in other states of India. The comparison of revenues generated and resources utilized through various standard indicators also reveal that Jharkhand is behind most of the cities in our sample.

As far as the institutional arrangement in service delivery is concerned, in case of ULBs of Jharkhand, only maintenance part is taken care of by ULBs whereas, plan & design and construction and development are mostly done by the state level agencies. Because of the lack of official transfer of functions to the ULBs in the state, the local government is yet to be aware of their true responsibilities. This also creates confusion in the proper delivery of services.

During the field survey and the discussion with the officials of MADA and PHED, it was proposed that if one state level agency for a few ULBs of similar size class is created and made responsible for the provision of essential services, it would result into cost effective and improved levels of service delivery in the ULBs of Jharkhand.

It was also pointed out that there is surplus staff (3 & 4 categories) in MADA and shortage of field staff in PHED. It was also suggested that the surplus staff of MADA could be redeployed in PHED. Similarly, in most of the ULBs, there is acute shortage of sub-ordinate staff. This could also be filled up with this surplus staff at least to some extent till the proper municipal cadre is created and the personnel are selected for the suitable positions.

## Appendix 4

**Table A 4.1 : Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities as per ToR**

Function/ULBs	Ahmedabad	Chennai	Coimbatore	Hyderabad	Indore	Ludhiana	Lucknow	Pune	Surat
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>1. Water Supply</b>	ULB	CMWSSB		HMWSSB	ULB/PHE D			ULB	ULB
(a) Plan & Design			TNWSDB			PWSSB	UPJN, LDA,UPAVP, Private Developers		
(b) Construction and Development			TNWSDB			PWSSB	UPJN,LJS,LDA, UPAVP, Private Developers		
© Operation & Maintenance			ULB			ULB	LJS, UPAVP, Private Developers		
<b>2. Sewerage&amp; Sanitation</b>	ULB (ULB areas) , AUDA (AUDA areas)	CMWSSB		HMWSSB	ULB			ULB	ULB
(a) Plan & Design			TNWSDB			PWSSB	UPJN, UPAVP, Private developers		
(b) Construction and Development			TNWSDB			ULB	UPJN, LJS, UPAVP, Private Developers		
© Operation & Maintenance			ULB			ULB	UPJN,LJS, UPAVP, Private Developers		



**Table A 4.1 : Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities as per ToR contd**

Function/ULBs	Ahmedabad	Chennai	Coimbatore	Hyderabad	Indore	Ludhiana	Lucknow	Pune	Surat
	1	2	3	4	5	6	7	8	9
<b>3. Storm Water Drainage</b>	ULB	Micro Drainage (ULB) Macro Drainage (PWD)		HMWSSB (Irrigation & Drainage)	ULB			ULB	ULB
(a) Plan & Design						PWSSB	ULB, LDA, UPAVP, Private Developers		
(b) Construction and Development						ULB	UPJN, ULB, LJS, UPPWD, UPAVP		
(C) Operation & Maintenance						ULB	ULB, LDA, UPAVP		
<b>4. Roads &amp; Bridges</b>	ULB, AUDA	ULB		ULB	PWD	Municipal Roads & Infrastructure	Municipal Roads and Flyovers		
(a) Plan & Design			National Highways by NHAI, state highways by PWD , municipal roads by PWD/ULB			ULB	ULB, UPPWD		
(b) Construction and Development			National Highways by NHAI, state highways by PWD , municipal roads by PWD/ULB			ULB	ULB, UPPWD		
(C) Operation & Maintenance			Local Roads by ULB				ULB		

**Table A 4.1 : Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities as per ToR contd**

Function/ULBs	Ahmedabad	Chennai	Coimbatore	Hyderabad	Indore	Ludhiana	Lucknow	Pune	Surat
	1	2	3	4	5	6	7	8	9
<b>5. Solid waste Management</b>	(Collection& Disposal in ULB areas) ULB, RWAs AUDA (peripheral areas)	ULB (collection & Management)						ULB (some collection by rag pickers)	ULB
(a) Plan & Design						ULB	ULB, LDA, UPAVP		
(b) Construction and Development						ULB	ULB, LDA, UPAVP		
(C) Operation & Maintenance						ULB	ULB, LDA, UPAVP		
<b>6. Street Lighting</b>	ULB	ULB		Electricity (AP-TRANSCO)					ULB
(a) Plan & Design		Electricity generation and supply TNEB)					ULB, LDA, UPAVP	ULB	
(b) Construction and Development							ULB, LDA, UPAVP	ULB	
(c) Operation & Maintenance	Private outsourcing	ULB		ULB			ULB, LDA, UPAVP	ULB	ULB

**Table A 4.1 : Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities as per ToR contd**

Function/ULBs	Ahmedabad 1	Chennai 2	Coimbatore 3	Hyderabad 4	Indore 5	Ludhiana 6	Lucknow 7	Pune 8	Surat 9
<b>7. Development Plan Preparation</b>			Master Plan/Comprehensive Development Plan	Urban Planning & control (HUDA)	MPTNCP			ULB	ULB
(a) Plan & Design			TCPD						
(b) Construction and Development									
(c) Operation & Maintenance			ULB (Implement)						
<b>8. Parks &amp; Play Field</b>	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>9. Fire Services</b>				ULB					ULB
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>10. Slum Development</b>	ULB, NGOs	TNSCB		HUDA				ULB	
(a) Plan & Design			TNSCB				UPAVP, SUDA, DUDA		
(b) Construction and Development			TNSCB				UPAVP, DUDA		
(c) Operation & Maintenance			ULB-infrastructure in slum				ULB, UPAVP		

**Table A 4.1 : Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities as per ToR contd**

Function/ULBs	Ahmedabad	Chennai	Coimbatore	Hyderabad	Indore	Ludhiana	Lucknow	Pune	Surat
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>11. Poverty Alleviation Programme</b>	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>12. Health &amp; Education</b>	ULB, GoI, State govt.							ULB	ULB
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>13. Urban Transport</b>	AMTS (A municipal body)	Bus Transport (MTC)		APSRTC		Punjab Roadways	Urban transport and Bus/Truck Terminals		
(a) Plan & Design							UP State Transport Corporation		
(b) Construction and Development							UP State Transport Corporation		
(c) Operation & Maintenance							UP State Transport Corporation		

**Table A 4.1 : Matrix of Institutional Set-up and Service Delivery Mechanism in Nine Cities as per ToR contd**

Function/ULBs	Ahmedabad	Chennai	Coimbatore	Hyderabad	Indore	Ludhiana	Lucknow	Pune	Surat
	1	2	3	4	5	6	7	8	9
<b>14. Traffic Management</b>		Traffic Police							
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>15. Environment</b>									
(a) Plan & Design			TNPCCB						
(b) Construction and Development			TNPCCB						
(c) Operation & Maintenance			TNPCCB						
<b>16 Building Plan Approval</b>	ULB/AUDA	ULB	ULB	ULB/HUDA	ULB	ULB	LDA/ULB	ULB	ULB
<b>17. Public convenience</b>	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									

Source: City Development Plan Reports

**Abbreviations for Table A 4.1**

AMTS =	Ahmadabad Municipal Transport Service	MTC=	Madras Transport Corporation
APSRTC=	Apndhra Pradesh State Transport Corporation	NGOs=	Non-governmental Organisations
AP-TRANSCO=	Andhra Pradesh Transmission Company	PHED=	Public Health and Engineering Department
AUDA=	Ahmedabad Urban Development Authority	PWSSB=	Punjab Water Supply and Sewerage Board
CMWSSB=	Chennai Metropolitan Water Supply and Sewerage Board	RWA=	Residents Welfare Association
DUDA=	District Urban Development Authority	SUDA=	State Urban Development Authority
GoI=	Government of India	TCPD=	Town and Country Planning Department
HMWSSB=	Hyderabad Metropolitan Water Supply and Sewerage Board	TNEB=	Tamil Nadu Electricity Board
HUDA=-	Hyderabad Urban Development Authority	TNPCCP=	Tamil Nadu Pollution Control Board
LDA =	Lucknow Development Authority	TNSCB=	Tamil Nadu Slum Clearance Board
LJS=	Lucknow Jal Sansthan	TNWSDB=	Tamil Nadu Water supply and Drainage Board
MPTNCP=	Madhya Pradesh Town and Country Planning	UDA=	Urban Development Authority
ULB =	Urban Local Bodies		
UPAVP=	Uttar Pradesh Awas aum Vikash Parishad		
UPJN =	Uttar Pradesh Jal Nigam		
UPPWD=	Uttar Pradesh Public Works Department		

**Table A 4.2: Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs**

Function/ULBs	Vijayawada	Patna	Raipur	Rajkot	Jabalpur	Ujjain	Amritsar	Pushkar-Ajmer
	1	2	3	4	5	6	7	8
<b>1. Water Supply</b>	PHED/ULB							
(a) Plan & Design			PHED	RUDA	PHED	PHED	PWSSB	PHED,RHB
(b) Construction and Development		ULB, BRJP, PHED, PW B	PHED	RUDA, ULB	PHED	PHED	ULB	PHED,RHB
(C) Operation & Maintenance		ULB, BRJP	ULB	ULB	ULB	PHED/ULB	ULB	PHED, ULB, RHB
<b>2. Sewerage &amp; Sanitation</b>			ULB/PHED		ULB/MPP CB	SS on site		
(a) Plan & Design				RUDA		PHED/ULB/UDA/HB/N GOs	PWSSB	PHED, ULB, RHB
(b) Construction and Development		BRJP, DUDA, UDD, ULB		RUDA, ULB		PHED/ULB/UDA/HB/N GOs	ULB	PHED, RHB ULB,
(C) Operation & Maintenance		ULB		ULB		PHED/ULB Households	ULB	PHED, ULB, RHB

**Table A 4.2: Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs contd**

Function/ULBs	Vijayawada	Patna	Raipur	Rajkot	Jabalpur	Ujjain	Amritsar	Pushkar-Ajmer
	1	2	3	4	5	6	7	8
<b>3. Storm Water Drainage</b>						Drainage		Drains
(a) Plan & Design						PHED/ULB/UDA	PWSSB	ULB, IRRIGATION DEPT
(b) Construction and Development		PWD, BRJP				PHED/ULB/UDA	ULB	ULB
(C) Operation & Maintenance		ULB				PHED/ULB/UDA	ULB	ULB
<b>4. Roads &amp; Bridges</b>	ULB/VGTMU DA	(a) main roads (b) streets	ULB/PWD			(a)National (b)State (c)Local	(Roads & Drains)	+flyovers/ROB/multilevel parking
(a) Plan & Design						GoI GoMP(PWD) ULB/UDA/HB	ULB	PWD,ULB
(b) Construction and Development		(a)NHAI,PWD, (b)ULB				GoI GoMP(PWD) ULB/UDA/HB	ULB	
(C) Operation & Maintenance						GoI GoMP(PWD) ULB/UDA/HB	ULB	

**Table A 4.2: Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs contd**

Function/ULBs	Vijayawada	Patna	Raipur	Rajkot	Jabalpur	Ujjain	Amritsar	Pushkar-Ajmer
	1	2	3	4	5	6	7	8
<b>5. Solid waste Management</b>		COLLECTION OF WASTE & USER CHARGES			ULB/MPP CB			SW DISPOSAL
(a) Plan & Design						ULB	ULB	ULB
(b) Construction and Development						ULB	ULB	ULB
(C) Operation & Maintenance		ULB				ULB	ULB	ULB
<b>6. Street Lighting</b>	ULB	Installation of lights						
(a) Plan & Design			CSEB/ULB	ULB			ULB	ULB,PWD
(b) Construction and Development		BSEB,ULB	CSEB/ULB	ULB			ULB	ULB,PWD
(c) Operation & Maintenance		ULB	CSEB	ULB			ULB	ULB,PWD
<b>7. Development Plan Preparation</b>	DTCP		RPUDA/ULB		TCPD/JD A	City Planning		Land use/Master Plan
(a) Plan & Design				RUDA		T&CP	TPD	TCPB,ULB
(b) Construction and Development				RUDA		UDA/HB	ULB	PMB
(c) Operation & Maintenance				RUDA		ULB(UDA/HB)	-	PMB



**Table A 4.2: Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs contd**

Function/ULBs	Vijayawada	Patna	Raipur	Rajkot	Jabalpur	Ujjain	Amritsar	Pushkar-Ajmer
	1	2	3	4	5	6	7	8
<b>8. Parks &amp; Play Field</b>								+beautificati on of roads & intersection
(a) Plan & Design				ULB			ULB	ULB
(b) Construction and Development				ULB			ULB	ULB
(c) Operation & Maintenance				ULB			ULB	ULB
<b>9. Fire Services</b>	ULB							
(a) Plan & Design			ULB	ULB			ULB	
(b) Construction and Development			ULB	ULB			ULB	
(c) Operation & Maintenance			ULB	ULB			ULB	
<b>10. Slum Development</b>					UADD			
(a) Plan & Design						ULB/DUDA	ULB	ULB
(b) Construction and Development						ULB/DUDA	ULB	ULB
(c) Operation & Maintenance						ULB/DUDA	ULB	ULB
<b>11. Poverty Alleviation Programme</b>					UADD			
(a) Plan & Design							GoI/GoP/ ULB	ULB
(b) Construction and Development							GoP/UL B/NGO	ULB
(c) Operation & Maintenance							GoP/UL B/NGO	ULB

**Table A 4.2: Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs contd**

Function/ULBs	Vijayawada	Patna	Raipur	Rajkot	Jabalpur	Ujjain	Amritsar	Pushkar-Ajmer
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>12. Health &amp; Education</b>						Public Health		
(a) Plan & Design						ULB	GoP&ULB	
(b) Construction and Development						ULB	GoP&ULB	
(c) Operation & Maintenance						ULB	GoP&ULB	
<b>13. Urban Transport</b>								
(a) Plan & Design							ULB	Private Operators
(b) Construction and Development							Private Operators	Private Operators
(c) Operation & Maintenance							Private Operators	Private Operators
<b>14. Traffic Management</b>								
(a) Plan & Design							Traffic Police/ULB	RTO
(b) Construction and Development							Traffic Police	RTO
(c) Operation & Maintenance							Traffic Police/ULB	RTO

**Table A 4.2: Matrix of Institutional Set-up and Mechanism of Service Delivery in Relatively Smaller ULBs contd**

Function/ULBs	Vijayawada	Patna	Raipur	Rajkot	Jabalpur	Ujjain	Amritsar	Pushkar-Ajmer
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>15. Environment</b>	APSPCB/ULB		ULB/CHPCB		MPPCB/ULB			Air, watre, noise pollution
(a) Plan & Design						MPPCB/EPC O		RSPCB
(b) Construction and Development						MPPCB/EPC O		RSPCB
(c) Operation & Maintenance						MPPCB/ULB		RSPCB
<b>16 Building Plan Approval</b>								Building bye laws
		PRDA						PMB
<b>17. Public convenience</b>								
(a) Plan & Design								ULB
(b) Construction and Development								ULB
(c) Operation & Maintenance								ULB

Source: City Development Plan Reports

**Abbreviations for Table A 4.2**

APSPCB=Andhra Pradesh State Pollution Control Board  
 BRJP=Bihar Rajya Jal Parishad  
 BSEB=Bihar State Electricity Board  
 CHPCB=Chhattisgarh Pollution Control Board  
 CSEB=Chhattisgarh State Electricity Board  
 DTCP= Directorate of Town and Country Planning  
 DUDA=District Urban Development Agency  
 EPCO=Environmental Planning and Coordination Organisation  
 GoI= Government of India  
 GoMP=Government of Madhya Pradesh  
 GoP= Government of Punjab  
 HB=Housing Board  
 JDA=Jabalpur Development Authority  
 MPPCB=Madhya Pradesh Pollution and Control Board

MPPCB=Madhya Pradesh Pollution Control Board  
 MPTNCP=Madhya Pradesh Town and Country Planning  
 NGO= Non-Governmental Organisation  
 NHAI=National Highway Authority of India  
 PHED=Public Health and Engineering Department  
 PMB=Pushkar Municipal Board  
 PRDA=Patna Regional Development authority  
 PWD=Public Works Department  
 PWSSB= Punjab Water Supply and Sewerage Board  
 RHB=Rajasthan Housing Board  
 ROB=Road/Rail Over Bridge  
 RSPCB=Rajasthan State Pollution Control Board  
 RTO=Regional Transport Office  
 RPUDA= Raipur Urban Development Authority  
 RUDA=Rajkot Urban Development Authority  
 SW =Solid Waste

T&CP= Town and Country Planning  
 TCPB=Town and Country Planning Board  
 TCPD=Town and Country Planning Department  
 TCPD=Town and Country Planning Department  
 TNPCB=Tamil Nadu Pollution Control Board  
 TNSCB=Tamil Nadu Slum Clearance Board  
 TNWSDB=Tamil Nadu Water and Sewerage Development Board  
 TPD= Town Planning Department  
 UADD=Urban Agglomeration and Development Department  
 UDA=Urban Development Agency  
 UDD-Urban Development Department  
 ULB=Urban Local Bodies  
 VGTMUDA=Vijayawada, Guntur, Tenali and Mangalagiri Urban Development Authority

## Chapter 5 Summary of Recommendations

This chapter summarises the recommendations that follow from the study. We also list out some of the initiatives taken by the ULBs in Jharkhand which have been successful in improving their financial position (Boxes 5.1 and 5.2). Some general recommendations are spelt out in the beginning. Then some specific recommendations on revenue mobilization, expenditure management and institutional reforms are given.

### 1. Introducing Municipal GIS

Developing a Geographical Information System (GIS) for the ULBs in Jharkhand can be helpful in many ways to mobilize resources and mapping infrastructure which help to put the service delivery mechanism in place. A few steps in line with the Mirzapur city municipal GIS development initiatives<sup>16</sup> are spelt out which can be helpful for the ULBs in Jharkhand.

- **Updating Records** Property records can be updated through a property enumeration and assessment survey. During the enumeration, old city maps are used to locate all properties in the city. Individual revenue wards are extracted from the city base map and detailed in the enumeration. The detailed maps are then linked with the property tax records. Enumeration would identify a higher number of properties than currently on the tax records.
- **Property Tax Assessment** The first use of the new GIS would be in developing a methodology for property assessment. An efficient and effective approach to property assessment would be to divide the ULB into a number of neighborhoods and then each neighborhood into a number of areas. Other factors such as accessibility can be added and easily checked through the GIS. Base property values and adjustment factors are established for the entire city. Finally, a random sample of properties can be checked by manual calculation to verify the formula for assessment values. The effort to fully implement a complete property assessment is difficult and involves issues far beyond computer technology. The most important point is that without the use of GIS and statistical software it is almost impossible to conduct a scientific property tax assessment after decades of neglect.

---

<sup>16</sup> [www.mirzapur.net](http://www.mirzapur.net)

- **Creating Infrastructure System Records** Existing infrastructure records for water distribution and drainage can be added to the new GIS. This is the traditional approach of using existing paper records as layers on the GIS. The street network can also be added. While constructing a street network for the first time through surveys it would also be convenient to assess the material and condition of streets and street drains. The street network would serve a major role in integrating the urban infrastructure systems. Surveys of the water and drainage systems can be conducted to update conditions of recently built and mapped facilities and to establish for the first time the map location and condition of the vast bulk of the municipal infrastructure system. It then becomes possible to think about the various urban infrastructures as a single system with relationships between the different elements.
- **Managing Urban Infrastructure** The new infrastructure database on the GIS can first be used to extract a water distribution network for modeling. Based on the results of this effort a programme of water supply improvement and regularisation of connections can be envisioned. Water connection records have to be computerised and added to the GIS to make the current property tax records integrated and comprehensive. This can be possible for only a part of water connections. Other records can be reconciled through field surveys. Maps and record printouts from the GIS can be used by the untrained staff of the water supply department to update information. Updating records would be the foundation for identifying the actions needed to regularise all water connections and to improve the water distribution system. A pilot programme to achieve this objective can be planned and monitored on a regular basis through the GIS. The GIS can be used to identify the specific infrastructure links where the least cost integrated water and drainage improvements could be made. Since the provision of tube-wells has also to be included, it is important that precautions be taken in selection of drilling sites. This is possible with the records of previous drilling which can now be added to the GIS. The GIS can also be used to reform the solid waste collection procedures and equipments. All the routes of vehicles have been added to the GIS and can be used to monitor and rationalise staff deployment. The GIS can also be used to plan a new intervention to provide garbage cans to all houses along collection routes.
- **The Future Potential of the System** New building permits can be scanned and coded into the GIS to keep registrations and assessments up to date. A joint effort with the Post

Offices to rationalise the street addressing system can be started with the entry of mail routes as a layer in the system. The district property ownership maps can be obtained and it can also be added to integrate their data with the municipal property registration and tax systems.

2. The improvement in infrastructure such as transport connectivity and provision of essential basic services would help in growth of urban centres. Therefore, it is recommended that the common infrastructure facilities should be improved. The finance of ULBs can be improved through user charges on these services.
3. As suggested earlier that the model of one agency for urban service delivery for a group of ULBs could be more efficient and cost effective. Similarly, in case of transport system, creation of a unified urban transport authority is recommended. This authority can take the responsibilities of construction of transport network and operation and maintenance part as well.
4. It is recommended that the major infrastructure projects such as water supply, roads, public transport, solid waste management in major cities can be initiated on the basis of public private partnership model.
5. In the context of staffing pattern, as recommended by the 1<sup>st</sup> SFC of Jharkhand we also feel that the staffing norms and organizational chart proposed by the Expert Committee of RCEUS (Lucknow) can be suitably adopted for ULBs in Jharkhand. We also endorse the 1<sup>st</sup> SFC suggestion of creating a nucleus of managerial, engineering and accounts cadre for ULBs in Jharkhand. At the initial stage this can be done through permanent secondment from State Services or contractual hiring and subsequently through regular recruitments by the State Public Service Commission.
6. Another important recommendation is about the creation of a distinct pool of Administrative, Accounts and Engineering personnel for ULBs. Posting of the required personnel could be according to the needs of differences in the size classes of the ULBs. In addition to this we strongly recommend for the creation of municipal cadre in the state, which could be on the similar pattern of some of the other states like Maharashtra, Karnataka, Tamil Nadu, West Bengal and the like.
7. Another model can be recommended in which the state should adopt Unified Municipal Personnel System with centralization of municipal services at two levels. The Municipal Commissioners should be drawn from either Indian Administrative Service or State

Administrative Service for a fixed period of at least three years. The other senior municipal personnel upto the supervisory level should be recruited through State Public Service Commission. The other supporting staff should be recruited by the Directorate of Municipal Administration through its Regional Units. The services of the recruited staff should be made transferable from one municipality to the other which would be governed by the jurisdiction of the Regional Directorate.

### **Revenue Mobilisation**

1. Taxation powers in the Jharkhand Municipal Act should be made compulsory which would strengthen the fiscal domain of the ULBs.
2. **Computerisation of Records** :The heart of a municipal database is the property records. In Jharkhand as of now the ULBs are yet to design a database listing all the properties in their jurisdictions. Systematic updating of these records are also needed. A computerised tax billing system has to be set up to use the existing tax records. This makes the entire process much easier and less time consuming. In Ranchi though they have computerized the system it is not used widely by the people. Power problem also contributes to impede the proper working of the computerized system.
3. Some ULBs are deprived of the revenues from holding tax as the government order to levy holding tax is not issued. It is recommended that immediate action should be taken on this account.
4. It is recommended that the approval of building plan should be made mandatory and implemented effectively. As of now people who seek loans for having the house built apply for the approval of the building plan. The building plan fee charged on such approval would enhance the income level of ULBs.
5. Revision of Rates in taxes and user charges is strongly recommended. For professions tax the present ceiling of Rs 2,500 can be revised upwards to mobilize resources for the ULBs. The present license fee for offensive and dangerous trade tax is charged in the range of Rs 100 to Rs1000, which needs upward revision. Revision is also required for License Fee charged from *Thela, Tanga* and Bicycle. Building plan fee is levied at the rate of Re. 1/- per sq ft, for residential areas and Rs 2/- per sq ft for non-residential areas. It is recommended that the rates of fees should be revised.

6. A No Objection Certificates (NOC) can be used as an instrument for revenue mobilization. A NOC can be issued to a resident of a city if he clears the dues with the ULB. If a NOC is made mandatory to be produced for issuing different categories of certificates by the ULB or filing nomination paper, or any authorization needed from the ULB, it can act in favour of mobilizing resources.
7. General Entertainment tax, cess on stamp duty<sup>17</sup> and profession tax should be given to ULBs.

### **Expenditure Management**

1. **Sanitation** Privatisation of sanitation services is a welcome move for Indian cities. We can cite the example of Haryana<sup>18</sup> where Panipath ULB has privatized sanitation services in 10 out of 30 wards and are getting the benefits in terms of increased efficiency in service delivery and reduction in costs. In Jharkhand while some of ULBs like Pakur has initiated the process, there is a disincentive in the sense that if the sanitation work is privatized, they may not get the fund against the expenditure likely to be incurred on privatization because the salary (upto 70 per cent) for the regular sanitation staff is supposed to be paid by GoJ would be withdrawn. It is suggested that fund in lieu of salary of the staff for the particular service should be provided by the government so that the ULBs can go for more privatization to increase the service delivery efficiency and expenditure curtailment
2. **Solid Waste Management** In some of the ULBs for solid waste management no land fill site identified. It is most needed. It is recommended that immediate action should be taken in such cases to maintain the hygienic condition in the ULBs area.
3. **Street Lights** The separate electricity line for the ULB street lights and decentralized switching of on/off of street lights arrangements is strongly recommended. This would help in controlling the wastage of electricity/energy in the ULBs' areas. This problem is faced by almost all the ULBs. Some places this responsibility is given to private electrician. Some of the ULBs assign this duty to the shopkeepers in the market or

---

<sup>17</sup> Vide notification of Department of Registration 140 the registration charges for transfer of land and properties of 1 per cent would be levied wef May 31, 2004. Vide notification 141 of Department of Registration dated May 31, 2004 additional stamp duty of 2 per cent applicable in municipal areas and additional stamp duty of 5 per cent applicable in regional development authority area are both abolished. The new stamp duty of 4 per cent (including surcharge) on transfer of all properties in the entire state.

<sup>18</sup> Yamuna Action Plan II (2007-08): A Study of Urban Local Bodies in Haryana (Unpublished), Feedback Ventures, New Delhi



individual household. In the process a substantial amount of energy get wasted. Wastage of energy could have been conserved, GoJ paying the electricity bills, aggravates the problem.

## **Institutional Reforms**

1. **Municipal Accounting** Proper and transparent financial reporting by urban local bodies is one of the most important means to achieve the objective of accountability. The 11<sup>th</sup> Finance Commission, in particular, has recommended separate amount in the total grant to be kept for the maintenance of accounts of the local bodies. Realising the importance of financial reporting by the urban local bodies, the Eleventh Finance Commission had also entrusted the Comptroller and Auditor-General (CAG) the responsibility of exercising control and supervision over proper maintenance of accounts and auditing in all urban local bodies. The Union Ministry of Urban Development has prepared a national municipal accounts manual with the help of the CAG of India to enable the States to develop specific municipal accounts manual. It was formally launched on December 31, 2004. The CAG and the Ministry of Urban Development are developing a "training module and a national software" for the accounting system proposed in the national municipal accounting manual (NAM).

During the field survey of the ULBs in Jharkhand it was noticed that the accounting system in the ULBs of Jharkhand is in very bad shape. There is a need of proper accounting system at the ULB level. Considering the present status of accounting system in the ULBs of Jharkhand, it is strongly recommended that as per the guidelines of Ministry of Urban Development, GoI, state should initiates to follow the new accounting system and adopt the double entry accounting system in all the ULBs of the state in due course of time.

2. **Capacity Building** It was observed that a good number of elected representatives as well the officials of ULBs are not aware about many developments related to urban issues in the state. Some of the officials are even not aware about the 74<sup>th</sup> Amendment. There is gross ignorance about overall functioning of the urban local bodies in the state. Therefore, it is strongly recommended that state should emphasize on capacity building through some induction, orientation and refresher courses for the officials and elected bodies.

3. Advisory body at the state level should be constituted to help the municipal board. (something like ombudsman as in Kerala )
4. There shall be contingency fund for meeting the expenses of the board of elected body.
5. **M A D A**

- It was officially declared in 1985 that loss of revenue for MADA due to abolition of additional mineral cess of 5 per cent given earlier to Jharia Board should be compensated by the state government. It was also decided that a contribution from mineral cess collected in Dhanbad district would be given to M A D A at the rate of 10 per cent of the total amount. This is a financial support on account of the provision of civic amenities by MADA to NACs and municipalities in Dhanbad and Bokaro districts. Considering the responsibilities to be fulfilled by MADA we strongly recommend that this financial support should be immediately put in effect.
- **Bazaar Fee:** State Government has authorized MADA to levy and collect bazaar fee at the rate of 1 per cent of the value of sale and deposit this amount in the state fund and state government would distribute a suitable amount every year to MADA for the provision of civic amenities. At least 50 per cent of the amount is to be given to MADA (as per para 21 chapter 2 Jharkhand Mineral Area Development Authority (Amendment) Ordinance 2007 passed by the assembly). The List of Area and products are given in the Appendix 5. Vide a letter of UD department of Jharkhand dated June 2006 regarding the objection related to bazaar fees, it is stated that high court in the case of Shri Hingir Rampur Coal Co Ltd vs Govt of Orissa has given a judgment that bazaar fee is different than tax or levy because it is a kind of user charge in lieu of services provided by institutions (AIR/1961 SC-459). Thus the issue of double taxation is also resolved. A rough estimation of bazaar fee liability for BCCL payable to MADA as on 31 March, 2009 is Rs 82.78 Cr (annual). BCCL has collected the amount from the consumers, deposited in the BCCL account and earning interest. The final nod from the state government is yet awaited which is causing a loss of revenue for MADA as well as the state government. We recommend the bazaar fee to be enacted.
- **Land Use Tax:** Provision of land use tax as per gazette notification October 1994 (Bihar) states that land use for anything other than agriculture and residential purposes can be taxed and collected by MADA. Rate would depend on the mode of

use of land, industrial, commercial and all other non agricultural/non residential purposes. The rates agreed and the areas under land use for companies are given below (Box 5,3)from which it is clear that with land use tax in effect MADA can raise a substantial amount in its locality. We recommend the land use tax to be implemented.

**Box 5.1: Rates and Area Covered under Land Use in MADA Area**

**Rate:** Re 1 per sq metre for industrial use  
 Rs 1.25 for commercial use  
 Rs 1.50 for mines/ others.

Name of Company	Area under Land Use (Sq Mt)
Tata Iron and Steel company	19,167,256
BCCL	30,007,227,820
Bokaro Steel	69,726,816
Eastern Coalfields Limited	23,783,619
Central Coalfields Limited	44,818,726
Hindustan Steel Constructions Limited	102,598
IISCO	275,704
DVC	1,191,288

Source: MADA

## Appendix 5

**Notification of UD Department dated Jan 16, 2006 related to bazaar fees in bajar areas for the sale or consumption of non agricultural products, published in extraordinary gazette 34, dated Jan 18, 2006.**

### Area

1. Chirkunda
2. Maithon
3. Nirsa
4. Tundi
5. Govindpur
6. Baliapur
7. Jharia (excluding NAC)
8. Sindhri
9. Katras
10. Baghmara
11. Jorapokhar
12. Sijua
13. Topchachi
14. Ramgunj
15. Sudamdihi
16. Putki
17. Mahuda
18. Chas(excluding municipality area)
19. Bermo
20. Bokaro
21. Kathhna
22. Gomia
23. Jasidihi
24. Nawadihi
25. Tenughat
26. Taalgaria
27. Pindajora
28. Bajidihi
29. Maraphari
30. Harla
31. Phusro
32. Dhanbad(excluding municipality area)

### Products

1. Coal and coke
2. Stone chips and boulders
3. Bricks, lime and sand
4. Iron and Steel(including fabricated items)
5. Cement
6. Chemical fertilizers(including all kinds of chemical produce)
7. Explosives
8. Iron and steel safe and almirah
9. Zinc and alloys
10. Air conditioning and air coolers
11. Fire bricks

## References

- Accountant General (Audit), (2007-08) “Report of the Examiner of Local Accounts Jharkhand on ULBs”, Ranchi. (2007-08).
- Broadway, Robin and Anwar Shah, (2007) (ed.) “Intergovernmental Fiscal Transfers-Principles and Practice”, (Public Governance and Accountability Series), The World Bank, Washington D.C.
- Central Statistical Organisation (2008), “Statistical Abstract”, Central Statistical Organisation, Ministry of Statistics and Programme Implementation, Government of India, New Delhi. (2008).
- City Development Plan (Various cities)
- CRISIL (2003), “Compendium of Best Practices 2004-05”, New Delhi.
- Feedback Ventures (2008), “A Study of Urban Local Bodies in Haryana (Unpublished), Yamuna Action Plan II (2007-08), Feedback Ventures, New Delhi
- Government of India (2007) “2nd Administrative Commission Reform Commission, Sixth Report”, Local Governance, An inspiring journey into the future, New Delhi, October.
- Government of India (2000), “Report of the Eleventh Finance Commission (For 2000-2005)”, New Delhi, June.
- Government of India (2004), “Report of the Twelfth Finance Commission (For 2005-2010)”, New Delhi, November.
- Government of India (2009), “Report of the Thirteen Finance Commission, (2010-2015), New Delhi, December.
- Government of Jharkhand (2009), “Report of The First State Finance Commission, Jharkhand, Devolution to Urban Local Bodies (ULBs)”, State Finance Commission, Government of Jharkhand, Ranchi, April, 2009.
- Government of Jharkhand (2000), “Jharkhand Municipal Act”, Ranchi.
- Government of Jharkhand (2001), “Ranchi Municipal Corporation Act”, Ranchi.
- Government of Jharkhand, “Budget Documents 2002-2006”, Ranchi
- Government of West Bengal (2005) “Administrative Report of Municipal Affairs Departments 2001-2005”, Kolkata
- Infrastructure Development Corporation Ltd (2007), “City Development Plan for Dhanbad”, Dhanbad Municipal Corporation, Dhanbad, January, 2007.
- Meinhardt Singapore Pte. Ltd. (India Branch), (2007), City Development Plan for Ranchi, Final Report, Ranchi Municipal Corporation, Ranchi, January 2007.

National Institute of Public Finance and Policy (2009), “Study on Mobilization of State Taxes and State's Potential to Raise Revenues –Jharkhand” Draft Final Report, NIPFP, New Delhi, September (2009).

NIUA (2007), “Documentation of Best Practices”, Compiled For The Ministry of Urban Development Government of India, New Delhi June .

Ramanathan, R. and Dasgupta S. (2009), “Estimates of Urban Infrastructure Financing in India 2006-2031” (Draft), August 2009.

Registrar General & Census Commissioner (2001), “Census of India, various Series”, The Registrar General & Census Commissioner, New Delhi. (2001).

State Finance Commission Reports, Various States.

State Development Report (Draft)

XLRI (2005), “The Draft State Development Report” prepared by XLRI, Jamshedpur under the aegis of the Planning Commission, Jamshedpur , 2005.

Yashwantrao Chavan Academy of Development Administration (2009), “Best Practices in the Financial Management of Urban Local Bodies in India, Final Report”, Submitted To Ministry of Housing and Urban Poverty Alleviation Government of India, June.

[www.mirzapur.net](http://www.mirzapur.net)

# **FUNCTIONS AND FINANCES OF URBAN LOCAL BODIES IN JHARKHAND**

**Annexure**

***Simanti Bandyopadhyay***  
***O. P. Bohra***

**With Research Assistance From**  
***Aishna Sharma***

**May 2010**

**National Institute of Public Finance and Policy**  
**18/2 Satsang Vihar Marg**  
**Special Institutional Area (Near JNU)**  
**New Delhi 110 067**  
**India**

**Ph: +91-11-2656 9303, 2656 9780, 2656 9784, 2656 3305, 2656 9286**  
**Fax: +91-11-2685 2548**

## Section-1: Finances of Urban Local Bodies in Jharkhand

Table 1.1A.Taxes/ Charges actually levied by the ULBs

ULBS	Property tax	Profession tax	Lighting Rate	Water rate	Sanitation/ Conservancy Tax	Latrine tax	Drainage tax	Education tax	Entry/Terminal tax	Taxes on vehicles	Advertisement tax	Entertainment tax	Tax/toll on animals
ADITYAPUR	y		y			y		y					
BASUKINATH	y			y	y								
BUNDRU	y			y									
CHAIBASA	y			y				y			y		
CHAKRADHARPUR								y					
CHAKULIA													
CHAS	y												
CHATRA	y			y									
CHIRKUNDA	y			y				y/s					
DEOGHAR													
DHANBAD	y					y		y					
DUMKA	y			y		y		y			y		
GARWAH	y			y				y					
GIRIDIH	y	y						y					
GODDA	y			y	y			y/s					
GUMLA	y		y	y		y		y			y	y	
HAZARIBAGH	y	y		y		y		y					
HUSSAINABAD	y		y					y					
JAMSHEDPUR				y									
JAMTARA	y/s												
JASIDIH													
JHUMRITILAIYA	y	y		y				y/s					
JUGSALAI	y			y									
KHARSAWAN	y							y/s					
KHUNTI	y			y				y					
KODARMA													
LATEHAR				y									
LOHARDAGA	y		y	y		y		y/s					
MADHUPUR	y	y				y		y/s		y			y
MANGO	y												
MEDININAGAR	y	y		y		y		y					
MIHIJAM	y		y								y		
PAKUR	y			y				y					
PHUSRO	y												
RAJMAHAL	y			y		y		y					
RANCHI	y			y		y		y/s					
SAHIBGANJ	y	y						y	y				
SARAIKELA	y			y									
SIMDEGA	y			y									

Source: NIPFP field survey

Note: y- tax levied, s- tax shared with upper tier of Government, y/s- tax levied as well as shared with upper tiers of government



Table 1.1A.Taxes/ Charges actually levied by the ULBs( contd)

ULBS	Pilgrim tax	Market fee/ Tax	Toll on bridges/Vehicles(rikshaw)	Fees on dogs	Parking fees	Offensive and Dangerous Tax	Trade Tax	Health TAX	Land Tax from shops situated at bust stops	Birth and Death Registration Tax	Bus Estt/ Bus Stand Tax	Tax on Persons	Other Marketing and Profanation Tax	rents from shops	Building Plan/construction Fees	Stamp Duty	Stall Rent	Map approval of building	Road Tax	Taxi Stand/ taxi tickets
ADITYAPUR						y	y	Y												
BASUKINATH	y		y		y				y					y						
BUNDRU		y								y	y									
CHAIBASA								y							y					
CHAKRADHARPUR		y						y							y					
CHAKULIA																				
CHAS						y						y								
CHATRA		y				y														
CHIRKUNDA							y	y/s												
DEOGHAR	y		y											y	y					
DHANBAD								y					y							
DUMKA								y						y	y					
GARWAH	y		y					y						y						
GIRIDIH								y												
GODDA								y/s							y					
GUMLA								y							y					
HAZARIBAGH			y			y		y		y					y					
HUSSAINABAD								y						y	y					
JAMSHEDPUR						y	y			y					y					
JAMTARA		y									y/s			y/s	y/s					
JASIDIH		y													y					
JHUMRITILAIYA		y	y					y/s												y
JUGSALAI						y	y								y	y				
KHARSAWAN		y	y				y	y/s												y
KHUNTI		y						y			y			y	y					
KODARMA															y					
LATEHAR														y						
LOHARDAGA								y/s							y					
MADHUPUR								y/s									y	y		
MANGO						y	y								y					
MEDININAGAR		y	y					y							y					
MIHIJAM		y													y					
PAKUR						y		y			y									y
PHUSRO												y								
RAJMAHAL		y				y		y							y					
RANCHI			y	y				y/s												
SAHIBGANJ		y	y					y										y		
SARAIKELA		y				y														y
SIMDEGA										y	y									

Source: NIPFP Field Survey

Note: y- tax levied, s- tax shared with upper tier of Government, y/s- tax levied as well as shared with upper tiers of government

Table 1.2A Year wise Absolute Total Revenues of ULBs (Rs lakhs, Current Prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	174.0	78.3	120.0	218.6	94.1	16.0
BASUKINATH	157.7	34.6	52.8	70.1	278.6	198.9
BUNDU	7.1	115.1	78.3	80.8	2.7	2.7
CHAIBASA	22.5	117.0	101.9	203.3	95.3	162.8
CHAKRADHARPUR	10.3	81.0	64.3	101.6	56.9	53.3
CHAKULIA		11.6	1.0		2.9	56.5
CHAS	43.2	69.6	165.3	362.0	236.4	182.2
CHATRA	4.0	3.0	4.5	3.9	5.6	8.6
DALTONGANJ	218.8	259.2	919.1	415.1	119.1	337.4
DEOGHAR	415.4	208.4	280.4	377.7	520.1	584.1
DHANBAD	208.8	301.0	360.4	473.8	818.0	
DUMKA	151.1	67.6	131.8	184.8	427.1	25.5
GARHWA		2.9	178.9	324.5	79.6	84.7
GIRIDIH	45.2	119.0	241.6	211.9	269.2	246.0
GODDA	10.0	15.2	38.7	7.8	14.6	
GUMLA	293.1	52.4	136.1	127.6	121.9	222.6
HAZARIBAG	989.7	997.3	957.9	847.0	881.2	580.0
HUSSAINABAD				187.7	158.4	12.7
JAMSHEDPUR	300.9	481.2	288.5	1,348.2	1,180.3	1,252.9
JAMTARA	18.6	20.8	36.7	170.4	73.4	64.6
JASIDIH	55.2	29.6	30.1	59.2	56.4	59.8
JHUMRI TILAIYA	21.1	16.7	18.9	18.6	24.1	28.6
JUGSALAI	28.1	48.3	102.2	180.0	60.1	210.3
KHARSAWAN	27.1	162.7	200.5	380.8	17.5	32.8
KHUNTI	132.7	22.8	74.9	87.2	101.0	75.3
KODARMA	48.4	22.6	136.9	93.8	34.2	73.9
LATEHAR	4.7	19.9	142.9	178.0	22.5	55.7
LOHARDAGA	37.2	75.3	111.7	248.7	340.5	529.0
MADHUPUR	1.2	96.5	89.9	132.6	175.9	101.3
MANGO	20.4	122.4	102.3	298.7	340.8	272.4
MIHIJAM	15.8	38.5	132.1	403.0	71.3	72.7
PAKUR	50.4	244.1	170.5	260.1	193.9	220.1
RAJMAHAL	54.2	19.7	88.0	110.1	44.7	117.2
RANCHI	1,480.1	1,904.2	1,128.9	2,524.6	2,700.4	2,208.4
SAHIBGANJ	61.7	89.7	101.3	158.1	91.4	149.1
SERAIKELA	33.7	113.9	172.7	210.9	33.6	51.2
SIMDEGA	9.6	41.0	230.0	246.1	102.6	199.9

Source: NIPFP Field survey

Table 1.3A Year wise Absolute Own Revenues of ULBs (Rs lakhs, Current Prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	9.71	11.42	1.10	28.62	8.43	15.58
BASUKINATH	14.47	18.18	19.50	29.79	27.77	28.32
BUNDU	2.05	2.14	2.00	2.26	2.72	2.70
CHAIBASA	22.48	23.14	22.80	25.47	36.02	36.58
CHAKRADHARPUR	9.33	11.01	10.40	13.41	16.29	14.98
CHAKULIA						1.00
CHAS	18.17	18.64	22.50	25.95	30.33	34.90
CHATRA	3.96	3.02	4.50	3.91	5.58	8.60
DALTONGANJ	50.21	49.86	60.00	61.33	71.25	95.57
DEOGHAR	85.77	89.97	92.70	84.95	98.09	124.58
DHANBAD	87.66	110.15	115.60	112.65	112.32	
DUMKA	20.65	22.25	19.10	20.30	39.40	25.52
GARHWA		2.86	6.80	159.71	217.22	56.79
GIRIDIH	45.23	51.00	52.60	62.72	67.38	71.48
GODDA	10.01	15.16	8.60	7.77	14.58	15.02
GUMLA	10.50	9.16	11.80	13.18	13.96	15.30
HAZARIBAG	73.72	69.31	106.80	96.60	110.23	101.74
HUSSAINABAD						
JAMSHEDPUR			32.30	30.82	59.09	133.16
JAMTARA	2.62	3.39	2.30	2.93	2.42	4.77
JASIDIH	3.44	3.30	5.00	4.46	6.99	4.71
JHUMRI TILAIYA	21.13	16.68	23.00	18.59	24.12	28.61
JUGSALAI	0.06	8.71	18.40	15.67	13.62	18.83
KHARSAWAN	1.31	1.36	1.30	1.49	1.49	1.55
KHUNTI	6.23	6.07	7.50	7.03	7.39	8.64
KODARMA	4.83	2.30	1.20	4.69	1.66	5.01
LATEHAR	2.12	2.13	2.10	2.32	4.50	4.29
LOHARDAGA	13.17	11.09	9.40	10.55	7.59	11.56
MADHUPUR	1.23	8.93	11.80	94.58	68.77	85.40
MANGO	3.34	2.22	14.30	19.49	37.09	72.90
MIHIJAM	3.49	3.16	2.70	4.46	3.18	2.35
PAKUR	12.19	20.75	15.60	23.17	25.22	34.81
RAJMAHAL	2.92	1.93	2.70	2.20	4.40	9.36
RANCHI	438.49	507.28	759.40	884.93	1,089.02	1,104.66
SAHIBGANJ	44.13	29.35	38.80	42.67	42.12	46.66
SERAIKELA	2.04	1.19	4.50	3.61	4.64	4.48
SIMDEGA	9.60	3.04	3.20	8.13	8.14	13.29

Source: NIPFP Field survey

Table 1.4A Year wise Absolute Total Expenditures of ULBs (Rs lakhs, Current Prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	61.6	378.0	152.7	439.8	355.2	40.0
BASUKINATH	149.3	129.8	63.2	189.7	129.4	245.4
BUNDU	85.4	197.6	285.5	216.8	131.0	211.0
CHAIBASA	57.3	172.8	153.9	126.0	140.0	287.8
CHAKRADHARPUR	111.9	71.9	135.8	81.9	59.8	62.8
CHAKULIA						65.6
CHAS	62.7	106.2	205.3	277.5	151.0	172.9
CHATRA				120.3	281.0	176.0
DALTONGANJ	277.5	188.0	481	680.0	634.0	419.0
DEOGHAR	772.5	459.3	487.6	500.6	788.2	992.5
DHANBAD	366.4	499.1	1,163.80	458.5	477.9	
DUMKA	263.1	57.4	110.3	193.2	289.7	1,220.0
GARHWA			143.3	354.4	281.5	73.3
GIRIDIH	58.0	195.0	261.1	162.0	121.0	140.0
GODDA	40.0	92.4	50.4	92.3	222.1	45.1
GUMLA	712.1	84.2	170	246.0	412.6	55.5
HAZARIBAG		1,148.1	489.6	758.0	435.2	503.6
HUSSAINABAD					161.7	15.4
JAMSHEDPUR			43.3	49.0	54.0	53.0
JAMTARA	40.8	21.2	38.5	168.4	51.7	34.1
JASIDIH	70.9	85.0	54.6	154.6	146.6	207.1
JHUMRI TILAIYA						252.3
JUGSALAI	29.5	32.1	26.2	63.4	45.1	43.0
KHARSAWAN	10.3	8.0	142.6	270.5	181.8	50.4
KHUNTI	353.8	31.5	130.3	88.5	159.5	103.0
KODARMA	5.7	63.7	168	121.9	132.2	68.1
LATEHAR			2.6	6.4	8.5	17.9
LOHARDAGA	139.9	179.4	203.4	821.0	407.4	579.0
MADHUPUR		210.4	210.9	249.0	180.5	172.0
MANGO	109.1	186.2	171.8	269.3	259.0	60.1
MIHIJAM	38.6	19.3	17.2	98.2	105.0	59.0
PAKUR	135.6	235.1	197.9	391.4	197.5	221.1
RAJMAHAL	48.6	23.6	67.3	113.7	31.3	111.4
RANCHI				3,605.6	3,865.3	3,887.6
SAHIBGANJ	56.2	96.1	126.4	139.4	111.8	121.7
SERAIKELA	37.1	30.3	65.6	108.4	11.0	105.5
SIMDEGA		74.9	303.4	233.0	137.9	342.7

Source: NIPFP Field survey

Table 1.5A Year wise Absolute Revenue Expenditures of ULBs (Rs lakhs, Current Prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR				227	187	
BASUKINATH	6	13	10.9	37	10	20
BUNDU	62	86	160.6	171	127	176
CHAIBASA	34	61	85.1	81	86	253
CHAKRADHARPUR	68	55	99.4	60	60	63
CHAKULIA						49
CHAS	13	18	21.9	26	28	34
CHATRA				278	151	238
DALTONGANJ	95	125	82.5	114	450	351
DEOGHAR	525	283	325.8	414	461	615
DHANBAD	366	499	1163.8	459	478	0
DUMKA	263	57	110.3	193	290	1,220
GARHWA			143.3	354	281	73
GIRIDIH	58	129	261.1	160	123	145
GODDA	40	92	50.4	92	222	45
GUMLA	12	22	40.6	25	35	34
HAZARIBAG		1,148	489.6	758	435	504
HUSSAINABAD					162	15
JAMSHEDPUR			43.3	47	54	53
JAMTARA	5	4	5.4	4	4	8
JASIDIH	58	47	33.4	87	77	104
JHUMRI TILAIYA						216
JUGSALAI	29	30	26.2	42	40	44
KHARSAWAN	5	3	52.7	2	1	1
KHUNTI	354	31	130.3	88	160	103
KODARMA	3	32	84	61	66	34
LATEHAR			2.6	6	9	18
LOHARDAGA	104	67	157.7	489	292	170
MADHUPUR	196	210	210.9	100	180	
MANGO	25	24	28.9	42	31	
MIHIJAM	30	19	17.2	58	65	
PAKUR	133	230	197.9	384	189	213
RAJMAHAL	3	3	2.9	17	3	9
RANCHI				1,228	1,427	1,656
SAHIBGANJ	56	96	126.4	139	112	122
SERAIKELA	37	24	53	86	7	15
SIMDEGA		37	151.7	117	69	171

Source: NIPFP Field survey

Table1.6A. Year wise Per Capita Property Tax Revenue of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	4.7	6.2	0.6	11.2	2.8	7.4
BASUKINATH						
BUNDU	1.9	1.6	2.4	3.0	1.9	2.8
CHAIBASA	29.1	28.1	24.4	25.1	36.6	37.2
CHAKRADHARPUR	4.5	4.8	4.0	4.8	3.3	3.1
CHAKULIA						
CHAS	6.4	7.8	6.8	7.5	12.6	13.0
CHATRA	4.3	3.2	4.2	4.2	3.0	4.1
DALTONGANJ	20.9	33.2	26.7	42.7	27.2	47.5
DEOGHAR	43.0	43.6	39.2	31.9	36.1	41.9
DHANBAD	11.1	12.8	12.6	11.6	9.8	
DUMKA	15.1	14.4	8.5	14.0	24.6	13.1
GARHWA	0.0	3.4	0.3	0.6	0.5	0.5
GIRIDIH	33.1	34.6	32.5	38.0	39.4	40.2
GODDA	3.0	4.2	5.1	2.9	4.8	7.1
GUMLA	6.1	7.1	8.4	6.0	5.6	8.5
HAZARIBAG	12.1	10.6	13.8	13.0	14.4	11.6
HUSSAINABAD						
JAMSHEDPUR						
JAMTARA	5.8	8.5	2.4	4.5	3.9	8.6
JASIDIH	16.2	13.3	19.6	12.1	25.6	7.5
JHUMRI TILAIYA	5.2	8.0	5.8	6.3	6.0	
JUGSALAI	0.0	15.6	26.2	19.5	18.2	23.5
KHARSAWAN	19.8	19.5	17.8	18.9	18.1	18.0
KHUNTI	2.6	2.1	2.3	2.4	1.9	5.8
KODARMA						
LATEHAR						
LOHARDAGA	2.5	2.2	2.4	1.4	1.0	3.6
MADHUPUR	0.0	1.2	1.3	20.4	24.7	1.3
MANGO	2.0	1.2	2.1	1.1	1.4	1.4
MIHIJAM	5.5	4.0	3.0	3.0	3.3	1.9
PAKUR	5.3	8.4	8.0	8.1	8.1	7.6
RAJMAHAL	1.3	1.3	2.6	2.9	6.9	4.7
RANCHI	11.6	13.3	17.3	22.5	23.0	21.4
SAHIBGANJ	8.8	6.1	6.4	6.7	6.3	7.0
SERAIKELA	5.7	7.1	18.2	9.1	11.5	12.9
SIMDEGA	7.9	5.5	5.3	4.9	4.6	4.7

Source: NIPFP Field survey

Table1.7A. Year wise Per Capita Tax Revenue of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	6.7	8.2	0.7	13.7	3.5	8.0
BASUKINATH	84.2	103.0	98.0	103.9	80.5	107.3
BUNDU	5.7	5.2	3.8	4.8	6.1	5.9
CHAIBASA	37.4	36.6	33.8	35.7	48.7	47.1
CHAKRADHARPUR	15.8	19.0	15.3	18.7	19.9	14.8
CHAKULIA						
CHAS	10.8	11.4	13.6	15.3	17.0	17.9
CHATRA	7.6	4.9	7.5	5.2	7.4	11.9
DALTONGANJ	22.6	34.6	28.2	44.2	30.3	50.9
DEOGHAR	60.9	62.4	56.7	46.0	52.1	59.9
DHANBAD	43.3	49.9	49.2	45.1	42.2	0.0
DUMKA	18.5	16.2	9.9	14.9	26.6	15.0
GARHWA	0.0	7.5	16.3	15.3	7.4	20.4
GIRIDIH	33.1	34.6	32.5	38.0	39.4	40.2
GODDA	3.0	4.3	5.2	2.9	4.9	9.9
GUMLA	6.5	7.4	8.8	6.4	5.9	8.5
HAZARIBAG	39.9	38.6	49.0	46.2	51.1	42.6
HUSSAINABAD						
JAMSHEDPUR			1.3	1.4	1.5	1.5
JAMTARA	5.8	8.5	2.4	4.5	3.9	8.6
JASIDIH	16.2	13.3	19.6	12.1	25.6	7.5
JHUMRI TILAIYA	22.0	13.7	20.8	16.3	19.5	19.2
JUGSALAI	0.0	18.5	34.9	25.3	21.3	25.3
KHARSAWAN	20.1	19.8	18.1	19.1	18.4	18.2
KHUNTI	4.0	2.7	3.0	2.7	2.7	6.8
KODARMA						
LATEHAR				0.8	3.6	2.6
LOHARDAGA	6.0	5.6	5.6	4.0	2.6	10.3
MADHUPUR	0.0	9.8	7.7	30.4	35.9	3.8
MANGO	2.0	1.2	4.5	5.1	5.6	9.6
MIHIJAM	5.9	4.9	3.8	3.8	4.5	2.7
PAKUR	5.8	9.3	9.2	11.4	15.0	17.4
RAJMAHAL	1.4	1.4	2.6	3.0	6.9	17.6
RANCHI	39.4	44.8	45.3	55.6	56.4	55.1
SAHIBGANJ	16.5	11.4	11.9	12.5	11.9	13.1
SERAIKELA	9.0	9.9	20.9	12.0	16.1	17.8
SIMDEGA	10.4	6.7	6.6	6.0	5.7	5.5

Source: NIPFP Field Survey

Table1.8A. Year wise Per capita Non Tax Revenue of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	1.2	0.4	0.1	4.1	1.3	0.3
BASUKINATH	22.7	24.1	29.0	78.9	82.5	50.4
BUNDU	6.0	6.4	6.1	6.1	6.5	6.0
CHAIBASA	0.2	0.2	0.3	0.6	0.8	1.1
CHAKRADHARPUR	2.0	1.0	2.4	3.0	5.4	7.4
CHAKULIA						5.8
CHAS	7.7	6.0	5.6	5.0	5.1	5.5
CHATRA	1.9	1.9	1.9	2.3	2.7	2.8
DALTONGANJ	50.0	33.2	47.4	28.3	49.8	50.5
DEOGHAR	28.8	26.0	27.4	26.2	27.0	34.8
DHANBAD	1.7	3.1	2.1	1.6	1.9	
DUMKA	29.7	33.1	29.5	24.8	47.4	30.6
GARHWA				342.7	453.4	92.8
GIRIDIH	14.1	15.5	15.3	15.5	15.2	14.6
GODDA	23.3	32.2	13.5	12.5	21.7	15.3
GUMLA	20.2	14.2	16.7	19.9	20.3	18.3
HAZARIBAG	19.6	13.8	25.6	16.8	17.1	16.7
HUSSAINABAD						
JAMSHEDPUR			3.4	2.8	6.2	14.9
JAMTARA	6.2	6.1	6.6	6.4	4.7	7.4
JASIDIH	7.9	8.0	9.4	11.9	9.5	14.4
JHUMRI TILAIYA	13.0	13.1	8.7	11.9	14.0	20.0
JUGSALAI	0.1	0.3	2.0	4.4	3.4	7.3
KHARSAWAN	0.1	0.1	0.1	0.1	0.1	0.1
KHUNTI	18.2	17.8	20.6	18.1	18.3	16.4
KODARMA	28.4	12.6	6.3	21.9	7.3	20.7
LATEHAR	11.5	10.9	10.1	9.5	15.3	14.5
LOHARDAGA	22.4	16.5	11.4	13.6	9.2	6.4
MADHUPUR	2.7	8.9	15.4	143.5	85.1	139.0
MANGO			2.5	3.6	9.8	18.1
MIHIJAM	4.6	3.9	3.1	6.7	2.5	2.1
PAKUR	28.4	44.9	28.2	40.2	37.9	50.8
RAJMAHAL	15.3	9.0	10.7	7.3	12.5	21.4
RANCHI	12.6	11.0	30.9	26.6	38.5	34.6
SAHIBGANJ	36.6	20.7	26.0	25.4	22.4	21.6
SERAIKELA	8.8		14.1	15.0	17.5	13.3
SIMDEGA	17.8	1.6	1.5	12.6	11.8	21.1

Source: NIPFP Field Survey



Table 1.9A. Year wise Per capita Own Revenue of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	8.0	8.6	0.8	17.8	4.9	8.3
BASUKINATH	106.9	127.1	127.0	182.8	162.9	157.7
BUNDU	11.7	11.6	9.9	10.9	12.6	12.0
CHAIBASA	37.5	36.9	34.1	36.3	49.5	48.2
CHAKRADHARPUR	17.8	20.0	17.7	21.6	25.3	22.2
CHAKULIA						5.8
CHAS	18.5	17.5	19.1	20.2	22.0	23.4
CHATRA	9.6	6.8	9.3	7.5	10.2	14.7
DALTONGANJ	72.6	67.8	75.6	72.5	80.1	101.5
DEOGHAR	89.7	88.3	84.1	72.2	79.1	94.7
DHANBAD	45.0	53.0	51.3	46.7	44.1	
DUMKA	48.2	49.3	39.5	39.8	74.0	45.6
GARHWA	0.0	7.5	16.3	358.0	460.8	113.1
GIRIDIH	47.2	50.1	47.8	53.5	54.7	54.8
GODDA	26.4	36.5	18.7	15.4	26.7	25.2
GUMLA	26.6	21.6	25.5	26.3	26.2	26.8
HAZARIBAG	59.4	52.4	74.6	63.1	68.2	59.3
HUSSAINABAD						
JAMSHEDPUR			4.7	4.2	7.7	16.4
JAMTARA	12.0	14.6	9.1	11.0	8.6	16.1
JASIDIH	24.1	21.3	29.0	24.0	35.0	21.8
JHUMRI TILAIYA	35.0	26.8	29.4	28.2	33.5	39.2
JUGSALAI	0.1	18.8	37.0	29.7	24.8	32.6
KHARSAWAN	20.2	19.9	18.2	19.3	18.5	18.3
KHUNTI	22.2	20.5	23.6	20.8	20.9	23.3
KODARMA	28.4	12.6	6.3	21.9	7.3	20.7
LATEHAR	11.5	10.9	10.1	10.3	19.0	17.1
LOHARDAGA	28.4	22.1	17.0	17.6	11.8	16.7
MADHUPUR	2.7	18.7	23.0	174.0	121.1	142.8
MANGO	2.0	1.2	7.0	8.7	15.4	27.8
MIHIJAM	10.5	8.8	6.9	10.5	7.0	4.8
PAKUR	34.2	54.3	37.4	51.6	52.9	68.2
RAJMAHAL	16.7	10.4	13.3	10.2	19.4	38.9
RANCHI	52.0	55.8	76.2	82.2	94.9	89.6
SAHIBGANJ	53.1	32.1	38.0	37.8	34.3	34.7
SERAIKELA	17.8	9.9	35.0	27.0	33.5	31.1
SIMDEGA	28.3	8.3	8.0	18.7	17.5	26.6

Source: NIPFP field survey

Table1.10A.Year wise Per capita Transfers of ULBs (Rs, 2004-05)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	135.2	50.5	81.0	118.4	49.5	
BASUKINATH	1058.4	114.7	216.4	247.5	1472.0	949.9
BUNDU	28.8	613.4	388.1	379.0		
CHAIBASA		149.6	118.4	253.3	81.5	166.3
CHAKRADHARPUR	1.8	127.2	91.6	142.2	62.9	56.7
CHAKULIA		82.1	6.9	0.0	17.5	324.0
CHAS	25.4	47.8	121.2	262.1	149.6	98.9
CHATRA						
DALTONGANJ	243.8	284.8	1082.1	418.2	53.7	256.7
DEOGHAR	344.6	116.3	170.3	248.8	340.5	349.3
DHANBAD	62.3	91.9	108.6	149.7	277.1	
DUMKA	304.6	100.5	233.2	322.2	728.4	
GARHWA			57.0	226.7	58.4	
GIRIDIH		66.8	171.8	127.3	163.8	133.7
GODDA			65.2			8.4
GUMLA	716.2	102.0	267.9	228.6	202.7	363.1
HAZARIBAG	738.5	701.8	593.9	489.9	477.2	278.6
HUSSAINABAD				648.2	516.1	38.6
JAMSHEDPUR	50.6	76.1	37.5	180.6	146.1	137.6
JAMTARA	73.4	75.1	137.5	627.0	253.0	201.5
JASIDIH	362.4	169.9	146.9	294.6	247.7	255.2
JHUMRI TILAIYA						
JUGSALAI	63.6	85.2	168.3	312.0	84.6	331.1
KHARSAWAN	399.2	2365.5	2725.5	4911.5	198.3	369.1
KHUNTI	451.1	56.4	211.7	237.7	265.5	179.5
KODARMA	256.5	111.1	682.3	417.1	143.7	284.1
LATEHAR	14.1	90.4	664.3	778.3	75.9	204.7
LOHARDAGA	51.8	128.0	185.3	397.8	519.5	748.8
MADHUPUR		183.1	152.2	69.9	188.5	26.5
MANGO	10.1	65.0	43.0	124.7	125.7	76.0
MIHIJAM	37.0	98.8	330.0	939.6	150.4	144.5
PAKUR	107.4	584.4	371.4	527.7	353.7	363.2
RAJMAHAL	293.5	95.7	423.4	502.0	177.8	448.5
RANCHI	123.5	153.6	37.1	152.3	140.4	89.5
SAHIBGANJ	21.2	66.0	61.1	102.4	40.2	76.2
SERAIKELA	275.2	938.7	1318.6	1551.0	209.8	324.6
SIMDEGA		103.7	563.8	546.5	203.1	372.9

Source: NIPFP Field survey

Table1.11A.Year wise Per capita Total revenue of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	143.2	59.2	81.8	136.3	54.4	8.3
BASUKINATH	1165.2	241.7	343.4	430.2	1635.0	1107.6
BUNDU	40.5	625.0	398.1	389.9	12.6	12.0
CHAIBASA	37.5	186.4	152.5	289.6	131.0	214.4
CHAKRADHARPUR	19.6	147.2	109.3	163.8	88.2	78.9
CHAKULIA		82.1	6.9		17.5	329.8
CHAS	43.9	65.2	140.3	282.3	171.7	122.3
CHATRA	9.6	6.8	9.3	7.5	10.2	14.7
DALTONGANJ	316.4	352.6	1157.7	490.7	133.9	358.2
DEOGHAR	434.3	204.6	254.4	321.0	419.6	444.0
DHANBAD	107.3	144.9	159.9	196.4	321.2	
DUMKA	352.8	149.8	272.6	361.9	802.4	45.6
GARHWA		7.5	73.3	584.8	519.2	113.1
GIRIDIH	47.2	116.8	219.6	180.8	218.5	188.5
GODDA	26.4	36.5	83.9	15.4	26.7	33.6
GUMLA	742.9	123.6	293.3	254.9	228.9	389.9
HAZARIBAG	797.9	754.2	668.5	552.9	545.5	337.9
HUSSAINABAD				648.2	516.1	38.6
JAMSHEDPUR	50.6	76.1	42.2	184.8	153.8	153.9
JAMTARA	85.4	89.7	146.5	638.0	261.6	217.5
JASIDIH	386.5	191.2	176.0	318.5	282.8	277.1
JHUMRI TILAIYA	35.0	26.8	29.4	28.2	33.5	39.2
JUGSALAI	63.8	104.0	205.3	341.7	109.3	363.7
KHARSAWAN	419.4	2385.3	2743.6	4930.8	216.8	387.4
KHUNTI	473.3	76.8	235.3	258.6	286.4	202.7
KODARMA	284.9	123.7	688.6	439.0	151.0	304.7
LATEHAR	25.6	101.2	674.4	788.6	94.9	221.8
LOHARDAGA	80.1	150.1	202.3	415.4	531.3	765.5
MADHUPUR	2.7	201.8	175.2	243.8	309.6	169.3
MANGO	12.0	66.2	50.0	133.4	141.1	103.8
MIHIJAM	47.5	107.6	336.9	950.1	157.5	149.3
PAKUR	141.7	638.6	408.7	579.3	406.6	431.4
RAJMAHAL	310.2	106.1	436.8	512.2	197.2	487.4
RANCHI	175.4	209.4	113.3	234.5	235.3	179.1
SAHIBGANJ	74.2	98.1	99.1	140.2	74.5	110.9
SERAIKELA	292.9	948.6	1353.6	1578.0	243.3	355.7
SIMDEGA	28.3	112.0	571.9	565.2	220.6	399.5

Source: NIPFP Field Survey

Table 1.12A Year-wise Per capita Revenue Expenditure of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR				141	108	
BASUKINATH	47	88	71	229	62	112
BUNDU	354	466	816	827	589	780
CHAIBASA	57	97	127	115	119	333
CHAKRADHARPUR	130	112	169	96	93	93
CHAKULIA						285
CHAS	13	17	19	20	20	23
CHATRA	0	0	0	228	537	316
DALTONGANJ	137	170	104	135	507	373
DEOGHAR	549	284	296	352	372	468
DHANBAD	188	240	516	190	188	
DUMKA	614	127	228	378	544	2182
GARHWA			344	794	597	146
GIRIDIH	61	127	237	136	100	111
GODDA	105	223	109	182	406	76
GUMLA	30	53	88	50	67	60
HAZARIBAG		868	342	495	269	293
HUSSAINABAD					527	47
JAMSHEDPUR			6	6	7	6
JAMTARA	23	18	22	15	13	26
JASIDIH	408	302	196	466	385	480
JHUMRI TILAIYA						231
JUGSALAI	67	64	53	80	73	76
KHARSAWAN	81	50	722	25	8	14
KHUNTI	1262	106	409	262	452	277
KODARMA	17	175	423	285	291	140
LATEHAR			12	28	36	71
LOHARDAGA	223	134	286	817	456	246
MADHUPUR	0	411	411	464	176	302
MANGO	15	13	14	19	13	0
MIHIJAM	90	54	44	137	144	43
PAKUR	372	602	475	855	397	417
RAJMAHAL	15	15	14	79	13	39
RANCHI				114	124	134
SAHIBGANJ	68	105	124	124	91	90
SERAIKELA	323	197	416	641	47	103
SIMDEGA		102	377	268	148	342

Source: NFPF Field Survey

Table 1.13A Year wise Per capita Capital Expenditure of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	51	285	104	133	97	22
BASUKINATH	1056	819	340	935	698	1255
BUNDU	133	606	635	219	19	154
CHAIBASA	37	156	103	85	82	81
CHAKRADHARPUR	83	18	62	36		
CHAKULIA						98
CHAS	51	83	156	196	89	93
CHATRA						
DALTONGANJ	264	86	502	669	206	72
DEOGHAR	259	167	147	73	264	287
DHANBAD						
DUMKA						
GARHWA						
GIRIDIH						
GODDA						
GUMLA	1775	146	279	442	708	38
HAZARIBAG						
HUSSAINABAD						
JAMSHEDPUR						
JAMTARA	163	73	132	615	171	88
JASIDIH	89	246	124	365	350	480
JHUMRI TILAIYA						
JUGSALAI						
KHARSAWAN	77	68	1229	3478	2250	582
KHUNTI						
KODARMA	17	175	423	285	291	140
LATEHAR						
LOHARDAGA	78	224	83	554	180	592
MADHUPUR						
MANGO	50	88	70	101	94	24
MIHIJAM	26			95	88	81
PAKUR						
RAJMAHAL	262	112	320	450	125	424
RANCHI				221	212	181
SAHIBGANJ						
SERAIKELA		55	98	170	33	630
SIMDEGA		102	377	268	148	342

Source: NIPFP Field Survey

Table 1.14A Year wise Per capita Total Expenditure of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	51	285	104	274	205	22
BASUKINATH	1103	907	411	1164	759	1367
BUNDU	487	1072	1451	1046	608	935
CHAIBASA	93	253	230	200	200	414
CHAKRADHARPUR	214	131	231	132	93	93
CHAKULIA						383
CHAS	64	99	174	216	110	116
CHATRA				228	537	316
DALTONGANJ	401	256	606	804	713	445
DEOGHAR	808	451	442	425	636	754
DHANBAD	188	240	516	190	188	
DUMKA	614	127	228	378	544	2182
GARHWA			344	794	597	146
GIRIDIH	61	127	237	136	100	111
GODDA	105	223	109	182	406	76
GUMLA	1805	198	366	492	775	97
HAZARIBAG		868	342	495	269	293
HUSSAINABAD					527	47
JAMSHEDPUR			6	6	7	6
JAMTARA	187	91	154	631	184	115
JASIDIH	497	548	320	832	735	960
JHUMRI TILAIYA						231
JUGSALAI	67	64	53	80	73	76
KHARSAWAN	159	118	1951	3503	2258	596
KHUNTI	1262	106	409	262	452	277
KODARMA	34	349	845	570	583	281
LATEHAR			12	28	36	71
LOHARDAGA	302	358	369	1371	636	838
MADHUPUR	0	411	411	464	176	302
MANGO	64	101	84	120	107	24
MIHIJAM	116	54	44	232	232	123
PAKUR	372	602	475	855	397	417
RAJMAHAL	278	127	334	529	138	464
RANCHI				335	337	315
SAHIBGANJ	68	105	124	124	91	90
SERAIKELA	323	252	514	811	80	733
SIMDEGA		204	754	535	297	685

Source: NIPFP Field Survey

Table 1.15A Year wise Absolute Property Tax Revenue of ULBs (Rs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	6.3	8.7	0.8	17.2	4.6	12.7
BASUKINATH						
BUNDU	0.4	0.3	0.5	0.6	0.4	0.6
CHAIBASA	19.0	18.6	16.3	17.0	25.0	25.8
CHAKRADHARPUR	2.6	2.8	2.3	2.9	2.0	1.9
CHAKULIA						
CHAS	6.9	8.8	8.1	9.2	16.4	17.6
CHATRA	1.9	1.5	2.0	2.1	1.5	2.2
DALTONGANJ	15.8	25.7	21.2	34.8	22.8	40.8
DEOGHAR	44.8	46.8	43.2	36.2	42.1	50.3
DHANBAD	23.6	28.0	28.4	26.9	23.6	
DUMKA	7.0	6.8	4.1	6.9	12.3	6.7
GARHWA		1.4	0.1	0.2	0.2	0.2
GIRIDIH	34.5	37.1	35.7	42.9	45.7	47.9
GODDA	1.2	1.8	2.4	1.4	2.5	3.9
GUMLA	2.6	3.2	3.9	2.9	2.8	4.4
HAZARIBAG	16.4	14.8	19.7	19.1	22.0	18.1
HUSSAINABAD						
JAMSHEDPUR						
JAMTARA	1.4	2.1	0.6	1.2	1.0	2.3
JASIDIH	2.5	2.2	3.3	2.2	4.8	1.5
JHUMRI TILAIYA	3.8	6.1	4.5	5.1	5.0	
JUGSALAI		7.6	13.0	9.9	9.4	12.4
KHARSAWAN	1.4	1.4	1.3	1.4	1.4	1.4
KHUNTI	0.8	0.6	0.7	0.8	0.6	2.0
KODARMA						
LATEHAR						
LOHARDAGA	1.2	1.2	1.3	0.8	0.6	2.3
MADHUPUR		0.6	0.7	10.7	13.2	0.7
MANGO	3.6	2.3	4.4	2.4	3.2	3.3
MIHIJAM	2.0	1.5	1.2	1.2	1.4	0.8
PAKUR	2.0	3.4	3.3	3.5	3.6	3.5
RAJMAHAL	0.2	0.3	0.5	0.6	1.5	1.0
RANCHI	106.9	127.4	171.8	233.5	248.3	240.2
SAHIBGANJ	7.9	5.8	6.5	7.2	7.3	8.6
SERAIKELA	0.7	0.9	2.3	1.2	1.5	1.7
SIMDEGA	2.9	2.1	2.1	2.1	2.0	2.1

Source: NIPFP Field Survey

Table 1.16A Year wise Absolute Tax Revenue of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	8.9	11.4	1.0	21.2	5.8	13.7
BASUKINATH	12.4	15.5	15.1	16.3	12.9	17.6
BUNDU	1.1	1.0	0.8	1.0	1.2	1.2
CHAIBASA	24.4	24.2	22.6	24.1	33.3	32.6
CHAKRADHARPUR	9.0	11.0	9.0	11.2	12.1	9.1
CHAKULIA						
CHAS	11.5	12.8	16.0	18.9	22.0	24.3
CHATRA	3.4	2.3	3.6	2.6	3.8	6.3
DALTONGANJ	17.0	26.8	22.4	36.0	25.4	43.8
DEOGHAR	63.4	66.8	62.5	52.2	60.8	72.0
DHANBAD	91.9	109.1	110.8	104.8	101.1	
DUMKA	8.6	7.7	4.8	7.4	13.4	7.7
GARHWA		3.0	6.8	6.6	3.3	9.3
GIRIDIH	34.5	37.1	35.7	42.9	45.7	47.9
GODDA	1.3	1.9	2.4	1.4	2.5	5.4
GUMLA	2.8	3.3	4.1	3.1	3.0	4.4
HAZARIBAG	53.8	53.7	70.2	68.3	77.7	66.7
HUSSAINABAD						
JAMSHEDPUR			9.0	10.0	10.6	11.1
JAMTARA	1.4	2.1	0.6	1.2	1.0	2.3
JASIDIH	2.5	2.2	3.3	2.2	4.8	1.5
JHUMRI TILAIYA	16.2	10.4	16.2	13.1	16.1	16.4
JUGSALAI		9.0	17.4	12.8	11.0	13.3
KHARSAWAN	1.4	1.4	1.3	1.4	1.4	1.4
KHUNTI	1.2	0.8	1.0	0.9	0.9	2.3
KODARMA						
LATEHAR				0.2	0.8	0.6
LOHARDAGA	3.0	3.0	3.1	2.3	1.6	6.5
MADHUPUR		4.9	3.9	15.9	19.2	2.1
MANGO	3.6	2.3	9.2	11.1	12.7	23.1
MIHIJAM	2.1	1.9	1.5	1.5	1.9	1.2
PAKUR	2.3	3.8	3.8	4.9	6.7	8.1
RAJMAHAL	0.3	0.3	0.5	0.6	1.5	3.9
RANCHI	362.1	428.9	451.4	577.0	609.4	619.3
SAHIBGANJ	14.9	11.0	12.2	13.5	13.7	16.1
SERAIKELA	1.1	1.3	2.7	1.5	2.1	2.3
SIMDEGA	3.9	2.6	2.6	2.5	2.5	2.5

Source: NIPFP Field Survey



Table1.17A Year wise Absolute Non Tax Revenue of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	1.7	0.6	0.1	6.4	2.2	0.5
BASUKINATH	3.3	3.6	4.5	12.4	13.2	8.3
BUNDU	1.1	1.2	1.2	1.2	1.3	1.2
CHAIBASA	0.1	0.2	0.2	0.4	0.6	0.7
CHAKRADHARPUR	1.1	0.6	1.4	1.8	3.3	4.5
CHAKULIA						0.9
CHAS	8.3	6.8	6.6	6.1	6.6	7.5
CHATRA	0.9	0.9	0.9	1.2	1.4	1.5
DALTONGANJ	37.7	25.7	37.7	23.1	41.7	43.4
DEOGHAR	30.0	27.8	30.2	29.7	31.5	41.7
DHANBAD	3.6	6.8	4.8	3.7	4.6	0.0
DUMKA	13.8	15.7	14.3	12.2	23.7	15.6
GARHWA				147.3	201.2	42.5
GIRIDIH	14.7	16.6	16.8	17.5	17.7	17.3
GODDA	9.6	14.1	6.2	6.1	11.2	8.3
GUMLA	8.7	6.3	7.7	9.6	10.2	9.5
HAZARIBAG	26.4	19.2	36.7	24.8	26.1	26.1
HUSSAINABAD						
JAMSHEDPUR			23.2	19.7	45.0	110.4
JAMTARA	1.5	1.5	1.7	1.7	1.2	2.0
JASIDIH	1.2	1.3	1.6	2.1	1.8	2.8
JHUMRI TILAIYA	9.6	9.9	6.8	9.6	11.6	17.0
JUGSALAI	0.1	0.1	1.0	2.3	1.8	3.9
KHARSAWAN						
KHUNTI	5.6	5.5	6.6	5.9	6.1	5.6
KODARMA	5.3	2.4	1.2	4.5	1.6	4.6
LATEHAR	2.3	2.2	2.1	2.1	3.4	3.3
LOHARDAGA	11.3	8.7	6.3	7.9	5.5	4.0
MADHUPUR	1.3	4.5	7.9	75.2	45.5	75.9
MANGO			5.1	7.7	22.2	43.4
MIHIJAM	1.7	1.5	1.2	2.8	1.1	0.9
PAKUR	11.0	18.1	11.7	17.4	17.0	23.7
RAJMAHAL	2.9	1.8	2.2	1.5	2.7	4.7
RANCHI	115.3	104.8	308.0	275.7	415.6	388.7
SAHIBGANJ	33.2	19.9	26.6	27.6	25.9	26.5
SERAIKELA	1.1		1.8	1.9	2.3	1.8
SIMDEGA	6.6	0.6	0.6	5.3	5.2	9.6

Source: NIPFP Field Survey

Table 1.18A Year wise Absolute Own Revenue of ULBs (Rs lakhs) 2004-05 prices

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	10.6	12.0	1.1	27.6	7.9	14.2
BASUKINATH	15.8	19.1	19.5	28.7	26.1	25.8
BUNDU	2.2	2.2	2.0	2.2	2.6	2.5
CHAIBASA	24.5	24.3	22.8	24.5	33.9	33.4
CHAKRADHARPUR	10.2	11.6	10.4	12.9	15.3	13.7
CHAKULIA						0.9
CHAS	19.8	19.6	22.5	25.0	28.5	31.8
CHATRA	4.3	3.2	4.5	3.8	5.3	7.8
DALTONGANJ	54.7	52.5	60.0	59.1	67.1	87.2
DEOGHAR	93.4	94.6	92.7	81.9	92.3	113.7
DHANBAD	95.4	115.9	115.6	108.6	105.7	
DUMKA	22.5	23.4	19.1	19.6	37.1	23.3
GARHWA		3.0	6.8	153.9	204.5	51.8
GIRIDIH	49.2	53.7	52.6	60.4	63.4	65.2
GODDA	10.9	15.9	8.6	7.5	13.7	13.7
GUMLA	11.4	9.6	11.8	12.7	13.1	14.0
HAZARIBAG	80.3	72.9	106.8	93.1	103.7	92.8
HUSSAINABAD						
JAMSHEDPUR			32.3	29.7	55.6	121.5
JAMTARA	2.8	3.6	2.3	2.8	2.3	4.4
JASIDIH	3.7	3.5	5.0	4.3	6.6	4.3
JHUMRI TILAIYA	25.8	20.3	23.0	22.7	27.7	33.5
JUGSALAI	0.1	9.2	18.4	15.1	12.8	17.2
KHARSAWAN	1.4	1.4	1.3	1.4	1.4	1.4
KHUNTI	6.8	6.4	7.5	6.8	7.0	7.9
KODARMA	5.3	2.4	1.2	4.5	1.6	4.6
LATEHAR	2.3	2.2	2.1	2.2	4.2	3.9
LOHARDAGA	14.3	11.7	9.4	10.2	7.1	10.5
MADHUPUR	1.3	9.4	11.8	91.1	64.7	77.9
MANGO	3.6	2.3	14.3	18.8	34.9	66.5
MIHIJAM	3.8	3.3	2.7	4.3	3.0	2.1
PAKUR	13.3	21.8	15.6	22.3	23.7	31.8
RAJMAHAL	3.2	2.0	2.7	2.1	4.1	8.5
RANCHI	477.4	533.7	759.4	852.7	1,025.0	1,007.9
SAHIBGANJ	48.0	30.9	38.8	41.1	39.6	42.6
SERAIKELA	2.2	1.3	4.5	3.5	4.4	4.1
SIMDEGA	10.5	3.2	3.2	7.8	7.7	12.1

Source: NIPFP Field Survey

Table1.19A. Year wise Absolute Transfers of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	178.8	70.4	118.9	183.0	80.6	
BASUKINATH	156.0	17.3	33.3	38.9	236.1	155.6
BUNDU	5.5	118.9	76.4	75.7		
CHAIBASA		98.7	79.1	171.3	55.8	115.2
CHAKRADHARPUR	1.0	73.7	53.9	84.9	38.2	35.0
CHAKULIA		12.2	1.0		2.7	50.7
CHAS	27.2	53.6	142.7	323.8	193.9	134.4
CHATRA						
DALTONGANJ	183.6	220.2	859.1	340.9	45.0	220.7
DEOGHAR	358.9	124.6	187.7	282.1	397.2	419.3
DHANBAD	131.9	200.8	244.8	348.0	664.2	
DUMKA	142.0	47.7	112.7	158.5	364.9	
GARHWA			23.7	97.5	25.9	
GIRIDIH		71.5	189.0	143.8	190.0	159.2
GODDA			30.1			4.6
GUMLA	307.6	45.5	124.3	110.2	101.6	189.1
HAZARIBAG	997.3	976.3	851.1	723.1	725.7	436.4
HUSSAINABAD				180.8	149.1	11.5
JAMSHEDPUR	327.6	506.2	256.2	1,269.5	1,055.3	1,021.7
JAMTARA	17.5	18.3	34.5	161.3	66.8	54.6
JASIDIH	56.3	27.7	25.1	52.8	46.5	50.3
JHUMRI TILAIYA						
JUGSALAI	30.5	41.6	83.8	158.4	43.8	174.7
KHARSAWAN	28.1	169.7	199.1	365.5	15.0	28.5
KHUNTI	137.7	17.6	67.4	77.3	88.1	60.8
KODARMA	47.5	21.3	135.6	85.9	30.7	62.8
LATEHAR	2.8	18.7	140.8	169.3	17.0	46.9
LOHARDAGA	26.1	67.6	102.3	229.5	313.3	472.1
MADHUPUR		92.1	78.1	36.6	100.8	14.5
MANGO	18.6	126.4	88.0	269.0	285.9	182.0
MIHIJAM	13.4	37.2	129.4	384.0	64.1	64.2
PAKUR	41.6	235.0	154.9	228.3	158.8	169.1
RAJMAHAL	55.8	18.7	85.3	104.0	37.9	98.4
RANCHI	1,134.1	1,469.6	369.5	1,580.0	1,516.7	1,007.1
SAHIBGANJ	19.2	63.5	62.5	111.3	46.4	93.5
SERAIKELA	34.4	118.6	168.2	199.8	27.3	42.6
SIMDEGA		40.0	226.8	229.3	88.9	170.3

Source: NIPFP Field Survey

Table1.20A.Year wise Total Revenue of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	189.4	82.4	120.0	210.6	88.6	14.2
BASUKINATH	171.7	36.4	52.8	67.6	262.3	181.5
BUNDU	7.7	121.1	78.3	77.9	2.6	2.5
CHAIBASA	24.5	123.1	101.9	195.9	89.7	148.6
CHAKRADHARPUR	11.2	85.3	64.3	97.9	53.5	48.6
CHAKULIA		12.2	1.0		2.7	51.6
CHAS	47.0	73.2	165.3	348.8	222.5	166.3
CHATRA	4.3	3.2	4.5	3.8	5.3	7.8
DALTONGANJ	238.2	272.6	919.1	400.0	112.1	307.9
DEOGHAR	452.3	219.2	280.4	364.0	489.5	533.0
DHANBAD	227.4	316.7	360.4	456.6	769.9	
DUMKA	164.5	71.1	131.8	178.1	402.0	23.3
GARHWA		3.0	178.9	312.7	74.9	77.3
GIRIDIH	49.2	125.2	241.6	204.2	253.4	224.4
GODDA	10.9	15.9	38.7	7.5	13.7	18.3
GUMLA	319.1	55.2	136.1	122.9	114.7	203.1
HAZARIBAG	1077.5	1049.2	957.9	816.2	829.4	529.2
HUSSAINABAD				180.8	149.1	11.5
JAMSHEDPUR	327.6	506.2	288.5	1299.2	1110.9	1143.2
JAMTARA	20.3	21.9	36.7	164.2	69.1	59.0
JASIDIH	60.1	31.2	30.1	57.1	53.1	54.6
JHUMRI TILAIYA	23.0	17.5	18.9	17.9	22.7	26.1
JUGSALAI	30.6	50.8	102.2	173.5	56.6	191.8
KHARSAWAN	29.5	171.1	200.5	366.9	16.4	29.9
KHUNTI	144.5	23.9	74.9	84.0	95.1	68.7
KODARMA	52.7	23.7	136.9	90.4	32.2	67.4
LATEHAR	5.1	20.9	142.9	171.6	21.2	50.8
LOHARDAGA	40.5	79.3	111.7	239.7	320.5	482.7
MADHUPUR	1.3	101.5	89.9	127.8	165.5	92.4
MANGO	22.2	128.7	102.3	287.8	320.8	248.5
MIHIJAM	17.2	40.5	132.1	388.3	67.1	66.3
PAKUR	54.9	256.8	170.5	250.6	182.5	200.8
RAJMAHAL	59.0	20.8	88.0	106.1	42.0	106.9
RANCHI	1611.5	2003.3	1128.9	2432.7	2541.7	2015.0
SAHIBGANJ	67.2	94.4	101.3	152.4	86.0	136.1
SERAIKELA	36.6	119.8	172.7	203.3	31.6	46.7
SIMDEGA	10.5	43.2	230.0	237.2	96.5	182.4

Source: NIPFP Field Survey

Table1.21A Year wise Absolute Total Revenue Expenditure of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR				218.5	176.4	
BASUKINATH	6.9	13.3	10.9	36.0	9.9	18.3
BUNDU	67.6	90.3	160.6	165.2	119.5	160.7
CHAIBASA	37.0	64.2	85.1	77.6	81.3	230.9
CHAKRADHARPUR	74.3	65.0	99.4	57.6	56.2	57.3
CHAKULIA						44.6
CHAS	13.8	18.8	21.9	24.8	26.4	30.9
CHATRA				114.0	277.0	168.6
DALTONGANJ	103.2	131.2	82.5	109.8	424.0	320.2
DEOGHAR	571.3	304.3	325.8	399.1	434.0	561.3
DHANBAD	399.0	525.1	1163.8	441.9	449.8	
DUMKA	286.4	60.4	110.3	186.2	272.6	1113.2
GARHWA			143.3	341.5	264.9	66.8
GIRIDIH	63.1	136.0	261.1	154.0	116.0	132.0
GODDA	43.5	97.2	50.4	88.9	209.1	41.1
GUMLA	12.9	23.4	40.6	24.1	33.4	31.1
HAZARIBAG		1207.9	489.6	730.4	409.6	459.5
HUSSAINABAD					152.2	14.0
JAMSHEDPUR			43.3	45.6	50.5	48.0
JAMTARA	5.6	4.4	5.4	3.9	3.4	7.2
JASIDIH	63.4	49.3	33.4	83.5	72.2	94.5
JHUMRI TILAIYA						196.8
JUGSALAI	32.1	31.3	26.2	40.7	37.8	40.3
KHARSAWAN	5.7	3.6	52.7	1.8	0.6	1.1
KHUNTI	385.2	33.1	130.3	85.3	150.2	94.0
KODARMA	3.1	33.5	84.0	58.7	62.2	31.1
LATEHAR			2.6	6.2	8.0	16.4
LOHARDAGA	112.7	70.5	157.7	471.4	274.9	155.3
MADHUPUR		206.6	210.9	243.3	94.3	164.7
MANGO	27.2	25.3	28.9	40.9	29.3	
MIHIJAM	32.7	20.3	17.2	55.9	61.2	19.0
PAKUR	144.3	242.0	197.9	369.8	178.2	193.9
RAJMAHAL	2.9	3.0	2.9	16.3	2.8	8.6
RANCHI				1183.1	1342.8	1511.1
SAHIBGANJ	61.2	101.1	126.4	134.3	105.2	111.0
SERAIKELA	40.4	24.9	53.0	82.6	6.1	13.6
SIMDEGA		39.4	151.7	112.3	64.9	156.3

Source: NIPFP Field Survey

Table 1.22A Year wise Absolute Total Capital Expenditure of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	67.0	397.7	152.7	205.2	158.0	38.5
BASUKINATH	155.7	123.3	52.3	146.9	111.9	205.7
BUNDU	25.4	117.5	124.9	43.8	3.8	31.8
CHAIBASA	24.0	103.0	68.8	57.4	55.8	56.2
CHAKRADHARPUR	47.6	10.6	36.4	21.3		
CHAKULIA						15.3
CHAS	54.4	92.9	183.5	242.6	115.7	126.8
CHATRA						
DALTONGANJ	198.9	66.6	398.6	545.4	172.7	62.2
DEOGHAR	269.7	178.9	161.8	83.2	307.8	344.4
DHANBAD						
DUMKA						
GARHWA						
GIRIDIH						
GODDA						
GUMLA	762.4	65.2	129.4	213.0	354.9	19.6
HAZARIBAG						
HUSSAINABAD						
JAMSHEDPUR						
JAMTARA	38.9	17.9	33.1	158.4	45.3	24.0
JASIDIH	13.8	40.1	21.2	65.4	65.8	94.5
JHUMRI TILAIYA						
JUGSALAI						
KHARSAWAN	5.5	4.8	89.8	258.8	170.5	44.9
KHUNTI						
KODARMA	3.1	33.5	84.0	58.7	62.2	31.1
LATEHAR						
LOHARDAGA	39.6	118.2	45.7	319.7	108.5	373.0
MADHUPUR						
MANGO	91.6	170.6	142.8	218.6	214.5	57.0
MIHIJAM	9.4			38.7	37.6	35.8
PAKUR						
RAJMAHAL	49.9	21.9	64.4	93.3	26.7	93.0
RANCHI				2,291.3	2,295.2	2,036.1
SAHIBGANJ						
SERAIKELA		6.9	12.6	21.9	4.2	82.7
SIMDEGA		39.4	151.7	112.3	64.9	156.3

Source: NIPFP Field Survey

Table1.23A Year wise Absolute Total Expenditure of ULBs (Rs lakhs, 2004-05 prices)

ULB	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
ADITYAPUR	67.0	397.7	152.7	423.8	334.3	38.5
BASUKINATH	162.6	136.6	63.2	182.8	121.8	223.9
BUNDU	92.9	207.9	285.5	208.9	123.3	192.5
CHAIBASA	60.9	167.2	153.9	135.0	137.1	287.0
CHAKRADHARPUR	121.9	75.6	135.8	78.9	56.2	57.3
CHAKULIA						59.8
CHAS	68.3	111.7	205.3	267.4	142.1	157.7
CHATRA				114.0	277.0	168.6
DALTONGANJ	302.1	197.8	481.0	655.2	596.7	382.3
DEOGHAR	841.1	483.2	487.6	482.3	741.9	905.6
DHANBAD	399.0	525.1	1,163.8	441.9	449.8	0.0
DUMKA	286.4	60.4	110.3	186.2	272.6	1,113.2
GARHWA			143.3	341.5	264.9	66.8
GIRIDIH	63.1	136.0	261.1	154.0	116.0	132.0
GODDA	43.5	97.2	50.4	88.9	209.1	41.1
GUMLA	775.2	88.6	170.0	237.0	388.3	50.6
HAZARIBAG		1,207.9	489.6	730.4	409.6	459.5
HUSSAINABAD					152.2	14.0
JAMSHEDPUR			43.3	45.6	50.5	48.0
JAMTARA	44.4	22.3	38.5	162.2	48.7	31.1
JASIDIH	77.2	89.4	54.6	149.0	138.0	189.0
JHUMRI TILAIYA						196.8
JUGSALAI	32.1	31.3	26.2	40.7	37.8	40.3
KHARSAWAN	11.2	8.5	142.6	260.7	171.1	46.0
KHUNTI	385.2	33.1	130.3	85.3	150.2	94.0
KODARMA	6.2	67.0	168.0	117.5	124.4	62.1
LATEHAR			2.6	6.2	8.0	16.4
LOHARDAGA	152.3	188.8	203.4	791.1	383.4	528.3
MADHUPUR		206.6	210.9	243.3	94.3	164.7
MANGO	118.8	195.8	171.8	259.5	243.8	57.0
MIHIJAM	42.0	20.3	17.2	94.7	98.8	54.8
PAKUR	144.3	242.0	197.9	369.8	178.2	193.9
RAJMAHAL	52.9	24.8	67.3	109.6	29.5	101.7
RANCHI				3,474.5	3,638.1	3,547.2
SAHIBGANJ	61.2	101.1	126.4	134.3	105.2	111.0
SERAIKELA	40.4	31.8	65.6	104.5	10.4	96.3
SIMDEGA		78.8	303.4	224.6	129.8	312.7

Source: NIPFP Field Survey

Table 1.24A Decomposition of Grants (Absolute, Rs lakhs) Received by ULBs of Jharkhand at 2004-05 Prices

ULBS	Grants	2002-	2003-04	2004-05	2005-06	2006-07	2007-08
BASUKINATH	Grants from state(Planned Overhead)	155.7	17.3	33.2	38.7	235.4	155.3
	Any other (pl Specify) terminal Tax	0.4					
BUNDRU	VAMBAY				9.6		
	Grants From State Govt.	5.5	118.9	76.2	65.9		
CHAIBASA	Grants From State Govt.		98.7	78.9	170.8	55.6	114.9
CHAKRADHARPUR	Pay, road, drain, light, etc	1.0	73.7	53.8	84.7	38.1	34.9
CHAKULIA	SJSRY			1.0			1.5
	Grants From State Govt.		12.2			2.7	49.1
CHAS	State grants	27.2	53.6	142.4	322.8	193.4	134.1
DEOGHAR	Central Govt -SJSRY,VAMBAY		6.5	3.2			2.1
	Grants under Centrally Sponsored scheme (CSS)(e.g.						15.5
	Total Grants from Central Govt		6.5	32.8	48.0		17.6
	Grants From State Govt.	359.1	118.1	154.5	233.2	396.1	400.8
DHANBAD	Planned grants from central government	132.0	165.4	234.7	331.5	638.5	553.8
	Unplanned grants from central government		35.4	9.5	15.4	23.8	25.1
	Total Grants(Planned and Unplanned) from central	132.0	200.7	244.2	346.9	662.3	578.9
	Total Grants from state	132.0	200.7	244.2	346.9	662.3	578.9
DUMKA	Grant from state	142.1	47.7	112.4	158.1	363.8	0.0
GIRDIH	Grants From State Govt.		71.5	188.6	143.3	189.4	158.9
GODDA	SJSRY						3.8
	VAMBAY			30.0			
	SJSRY						0.8
GUMLA	SJSRY		21.6				
	Grants From State Govt.	307.8	23.9	124.0	109.9	101.3	188.7
HAZARIBAGH	Grants under Centrally Sponsored scheme (CSS)(e.g.		231.4				
	Any other grant				97.4		
	Grants From State Govt.	997.8	744.6	849.0	623.4	723.6	435.4
HUSAINABAD	Grants from Central Govt.				107.4	38.5	
	Grants From State Govt.				72.8	110.1	11.5
JAMSHEDPUR	Grants From State Govt.	327.8	506.1	255.6	1,198.3	1,052.2	1,019.5

Source: NIPFP Field Survey



Table 1.24A Decomposition of Grants (Absolute, Rs lakhs) Received by ULBs of Jharkhand at 2004-05 Prices (Contd)

ULBS	Grants	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
JAMTARA	SJSRY			0.4		0.5	0.5
	Total State Grant	17.5	18.3	34.0	160.8	66.1	54.0
JASIDIH	Grants From State Govt.	56.3	27.7	25.0	52.6	46.4	50.1
JUGSALAI	SJSRY	3.6			0.6		
	Other State grants + loan*	71.6	75.4	153.2	252.1	68.2	295.7
KHARSAWAN	SJSRY						
	Grants From State Govt.	28.1	169.7	198.7	364.3	15.0	28.4
KHUNTI	Vamby Plan				9.6		
	Grants From State Govt.	137.8	17.6	67.2	67.4	87.8	60.7
KODARMA	VAMBAY			30.0			
	Grants From State Govt.	47.5	21.3	105.3	85.6	30.6	62.7
LATEHAR	Grants CSS(UIDSSMT) VAMBAY				28.8		
	SJSRY				0.4	0.4	
	Slum Development				12.7		
	Total Central Grants				42.0	0.4	
	Grants from State Government-SFC	2.8	18.6	140.4	126.8	16.5	46.8
LOHARDAGA	Grants under Centrally Sponsored scheme (CSS)(e.g. UIDSSMT etc.)						169.2
	SJSRY	1.6	1.6				1.0
	Grants From State Govt.	24.5	66.0	102.0	228.8	312.4	300.9
MADHUPUR	State Govt Grants		92.1	77.9	36.5	100.5	14.4
MANGO	Other State grants & Loan	49.4	229.0	160.9	429.9	445.3	308.2
MEDININAGAR	SJSRY	0.8	0.5	0.4		2.5	2.2
	Vambay			40.0	38.4		
	grants by centre	0.8	0.5	40.4	38.4	2.5	2.2
	Grants From State Govt.(Total)	182.8	219.6	816.6	301.4	42.3	218.0
MIHIJAM	Grants From State Govt.	13.4	37.1	129.1	382.8	63.9	64.0
PAKUR	Grants From State Govt.	41.7	234.9	154.5	227.6	158.3	168.7
RAJMAHAL	SJSRY			0.9		0.2	0.2
	Grants From State Govt.	24.4	10.0	43.4	42.5	25.0	49.9
	Other Grants	31.5	8.7	40.8	61.1	12.6	48.1

Source: NIPFP Field Survey

Table 1.24A Decomposition of Grants (Absolute, Rs lakhs) Received by ULBs of Jharkhand at 2004-05 Prices (Contd)

ULBS	Grants	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
RANCHI	Establishment	73.9	34.3	40.5	63.4	69.9	83.0
	Electric Energy Bill				144.4		123.6
	Non Plan			25.0	316.3	82.3	231.7
	Plan	1,060.7	954.4	303.1	1,050.9	1,266.2	566.5
	Total Grant From state	1,134.6	988.8	368.6	1,575.1	1,418.4	1,004.9
SAHEBGANJ	State grants	19.2	63.5	62.3	110.9	46.3	93.3
SARAIKELA	State grants	34.4	118.6	167.8	199.2	27.2	42.5
SIMDEGA	State Grants		32.4	210.3	41.6	67.0	87.9

Source: NIPFP Field Survey

Table 1.25A Decomposition of Grants (Per Capita, Rs) Received by ULBs in Jharkhand at 2004-05 Prices

ULBS	Grants	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
BASUKINATH	Grants from state(Planned Overhead)	1056	115	216	247	1468	948
	Other Grant- terminal Tax	2					
BUNDRU	VAMBAY				48		
	Grants From State Govt.	29	613	387	330		
CHAIBASA	Grants From State Govt.		150	118	253	81	166
CHAKRADHARPUR	Pay, road, drain, light, etc	2	127	91	142	63	57
CHAKULIA	Any other (pl Specify) SJSRY			7			9
	Grants From State Govt.		82			17	314
CHAS	Other State grants	25	48	121	261	149	99
DEOGHAR	Central Govt -SJSRY,VAMBAY		6	3			2
	Grants under Centrally Sponsored scheme (CSS)(e.g. UIDSSMT etc.)						13
	Total Grants from Central Govt		6	30	42		15
	Grants From State Govt.	345	110	140	206	339	334
DHANBAD	Planned grants from Central Government	62	76	104	143	266	224
	Unplanned grants from Central Government		16	4	7	10	10
	Total Grants ( Planned and Unplanned) from central government	62	92	108	149	276	234
	Total Grants from state	62	92	108	149	276	234
DUMKA	Grant from state	305	100	233	321	726	0
GIRDIH	Grants From State Govt.		67	171	127	163	133
GODDA	SJSRY						7
	VAMBAY			65			
	SJSRY						1
GUMLA	SJSRY		48				
	Grants From State Govt.	717	54	267	228	202	362
HAZARIBAGH	Grants under Centrally Sponsored scheme (CSS)(e.g. UIDSSMT etc.)		166				
	Any Other grant				66		
	State grants	739	535	592	422	476	278
HUSAINABAD	Grants from Central Govt.				385	133	
	total state grants				261	381	39
JAMSHEDPUR	Total State Grant	51	76	37	170	146	137

Source: NIPFP Field Survey

Table 1.25A Decomposition of Grants (Per Capita, Rs) Received by ULBs in Jharkhand at 2004-05 Prices  
(contd)

ULBS	Grants	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
JAMTARA	SJSRY			2		2	2
	Total State Grant	73	75	135	625	250	199
JASIDIH	Grants From State Govt.	363	170	147	294	247	255
JUGSALAI	SJSRY	7			1		
	Other State grants	149	154	308	497	132	561
KHARSAWAN	Grants From State Govt.	399	2365	2719	4896	198	368
KHUNTI	Vamby Plan				30		
	Grants From State Govt.	451	56	211	207	265	179
KODARMA	VAMBAY			151			
	Grants From State Govt.	257	111	530	416	143	283
LATEHAR	Grants CSS(UISSMT) VAMBAY				132		
	SJSRY				2	2	
	Slum Development				59		
	Total Central Grants*				193	2	
	Grants from State Government-SFC	14	90	663	583	74	204
LOHARDAGA	Grants under Centrally Sponsored scheme (CSS)(e.g. UIDSSMT etc.)						268
	SJSRY	3	3				2
MADHUPUR	Grants From State Govt.	49	125	185	397	518	477
MANGO	State Govt Grants	0	183	152	70	188	26
MEDININAGAR	State grants & Loan	27	118	79	199	196	129
	SJSRY	1	1	1		3	3
	Vambay			50	47		
	grants from centre	1	1	51	47	3	3
	Grants From State Govt.(Total)	243	284	1029	370	51	254
MIHIJAM	Grants From State Govt.	37	99	329	937	150	144
PAKUR	Grants From State Govt.	107	584	370	526	353	362
RAJMAHAL	SJSRY			4		1	1
	Grants From State Govt.	128	51	215	205	117	228
	Other Grants	166	44	203	295	59	219

Source: NIPFP Field Survey

Table 1.25A Decomposition of Grants (Per Capita, Rs) Received by ULBs in Jharkhand at 2004-05 Prices (Contd)

ULBS	Grants	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
RANCHI	Estt	8	4	4	6	6	7
	Electric Energy Bill				14		11
	Non Plan			3	30	8	21
	Plan	115	100	30	101	117	50
	Total Grant From State	124	103	37	152	131	89
SAHIBGANJ	Grants from state Government	21	66	61	102	40	76
SARAIKELA	State grants	275	938	1315	1546	209	324
SIMDEGA	State Grants		84	523	99	153	192

Source: NIPFP Field Survey

Table 1.26A: O&M Financial Requirements ULB wise depicting various scenarios for the years 2004-05 and 2009-10 (Rs lakhs, 2004-05 prices)

ulb	Total O&M Requirements for the year 2004-05			Total O&M Requirement for the year 2009-10		
	3 services*	4 Services*	5 Services*	3 services*	4 Services*	5 Services*
ADITYAPUR	732	943	1,289	714	920	1,257
BASUKINATH	85	107	143	94	118	158
BUNDU	109	137	183	123	155	207
CHAIBASA	368	465	622	421	531	711
CHAKRADHARPUR	324	409	548	254	320	429
CHAKULIA	83	105	140	95	120	160
CHAS	649	819	1,096	643	811	1,086
CHATRA	266	335	449	278	351	469
CHHATATANR	187	236	316	213	268	359
CHIRKUNDA	231	291	389	259	326	437
DALTONGANJ	438	552	739	473	596	798
DEOGHAR	608	766	1,026	651	821	1,099
DHANBAD	1,124	1,448	1,979	1,193	1,537	2,100
DUMKA	267	336	450	298	375	503
GARHWA	230	290	388	243	306	410
GIRIDIH	607	765	1,024	655	826	1,106
GODDA	254	321	429	245	309	413
GUMLA	256	323	432	263	332	444
HAZARIBAG	715	921	1,259	762	982	1,341
HUSSAINABAD	149	187	251	155	196	262
JAMSHEDPUR	3,411	4,395	6,005	3,431	4,420	6,040
JAMTARA	138	174	233	149	188	252
JASIDIH	94	119	159	94	118	158
JHARIA	485	612	819	543	684	916
JHUMRI TILAIYA	431	543	727	460	580	776
JUGSALAI	275	346	464	305	385	515
KATRAS	326	411	551	339	427	572
KHARSAWAN	40	51	68	45	57	76
KHUNTI	176	221	296	194	244	327
KODARMA	110	138	185	114	144	193
LATEHAR	117	147	197	126	159	213
LOHARDAGA	304	384	514	306	385	516
MADHUPUR	283	357	478	313	395	529
MANGO	1,022	1,316	1,798	995	1,281	1,751
MIHIJAM	216	273	365	220	277	371
PAKUR	230	290	388	238	301	402
PHUSRO	495	624	836	552	696	932
RAJMAHAL	111	140	187	119	150	201
RANCHI	2,717	4,149	6,496	2,772	4,234	6,629
SAHIBGANJ	564	711	952	530	669	895
SERAIKELA	70	89	119	81	102	137
SIMDEGA	222	280	374	225	284	380
SINDRI	434	547	732	508	640	857

Source: Ramanathan and Dasgupta (2009)

\*3 services include Street Lights, Roads and Solid Waste Management.

4 service include 3 services plus Water Supply.

5 service include 4 services plus Sewerage.

Table 1.27A: Capital Investment Requirements ULB wise for the year 2004-05 and 2009-10 (Rs lakhs, 2004-05 prices)

ulb	Total capital investment fro the year 2004-05			Total capital investment for the year 2009-10		
	3 services*	4 services*	5 services*	3 services*	4 services*	5 services*
ADITYAPUR	13,813	16,161	20,006	13,469	15,759	19,508
BASUKINATH	1,712	1,958	2,361	1,888	2,159	2,604
BUNDU	2,191	2,506	3,022	2,475	2,830	3,413
CHAIBASA	7,439	8,509	10,259	8,505	9,727	11,729
CHAKRADHARPUR	6,549	7,491	9,032	5,132	5,869	7,077
CHAKULIA	1,677	1,918	2,313	1,914	2,189	2,640
CHAS	13,113	14,998	18,084	12,991	14,858	17,915
CHATRA	5,367	6,139	7,402	5,615	6,422	7,743
CHHATATANR	3,776	4,318	5,207	4,299	4,917	5,929
CHIRKUNDA	4,655	5,325	6,420	5,229	5,980	7,211
DALTONGANJ	8,841	10,111	12,192	9,543	10,915	13,161
DEOGHAR	12,274	14,038	16,926	13,147	15,037	18,130
DHANBAD	21,216	24,823	30,729	22,509	26,336	32,601
DUMKA	5,382	6,156	7,422	6,012	6,876	8,290
GARHWA	4,637	5,304	6,395	4,902	5,607	6,760
GIRIDIH	12,250	14,011	16,894	13,227	15,128	18,241
GODDA	5,135	5,874	7,082	4,945	5,656	6,820
GUMLA	5,166	5,909	7,124	5,313	6,077	7,327
HAZARIBAG	13,489	15,783	19,538	14,377	16,821	20,823
HUSSAINABAD	3,000	3,432	4,138	3,132	3,582	4,319
JAMSHEDPUR	64,368	75,313	93,229	64,738	75,746	93,765
JAMTARA	2,791	3,192	3,848	3,014	3,448	4,157
JASIDIH	1,902	2,176	2,623	1,889	2,160	2,605
JHARIA	9,793	11,201	13,506	10,955	12,529	15,107
JHUMRI TILAIYA	8,701	9,952	12,000	9,287	10,622	12,807
JUGSALAI	5,545	6,342	7,647	6,162	7,048	8,497
KATRAS	6,586	7,532	9,082	6,846	7,830	9,441
KHARSAWAN	814	931	1,122	908	1,038	1,252
KHUNTI	3,544	4,054	4,888	3,913	4,475	5,396
KODARMA	2,214	2,532	3,053	2,304	2,636	3,178
LATEHAR	2,360	2,699	3,254	2,550	2,916	3,516
LOHARDAGA	6,145	7,028	8,474	6,173	7,060	8,513
MADHUPUR	5,717	6,538	7,884	6,324	7,233	8,721
MANGO	19,276	22,554	27,919	18,766	21,957	27,180
MIHIJAM	4,367	4,995	6,022	4,441	5,079	6,124
PAKUR	4,645	5,312	6,405	4,814	5,506	6,639
PHUSRO	9,995	11,432	13,784	11,154	12,757	15,382
RAJMAHAL	2,242	2,565	3,092	2,402	2,747	3,313
RANCHI	93,770	109,713	135,814	95,689	111,960	138,594
SAHIBGANJ	11,384	13,021	15,700	10,710	12,250	14,770
SERAIKELA	1,420	1,625	1,959	1,640	1,875	2,261
SIMDEGA	4,479	5,123	6,177	4,541	5,193	6,262
SINDRI	8,756	10,015	12,075	10,255	11,729	14,142

Source: Ramanathan and Dasgupta (2009)

\*3 services include Street Lights, Roads and Solid Waste Management.

4 service include 3 services plus Water Supply.

5 service include 4 services plus Sewerage

Table 1.28A Ratio of expenditure to financial requirements for the year 2004-05

ULBS	Revenue Expenditure to Revenue Expenditure norms(%)	Capital Expenditure to Capital Expenditure norms(%)
ADITYAPUR	28	1.1
BASUKINATH	12.9	3.1
BUNDU	147.6	5.7
CHIABASA	23.0	0.9
CHAKRADHARPUR	30.6	0.6
CHAKULIA*	51.7	0.9
CHAS	3.4	1.4
CHATRA*	41.3	6.6
DALTONGANJ	18.8	4.5
DEOGHAR	53.5	1.3
DHANBAD	103.3	18.5
DUMKA	41.3	6.0
GARWAH	62.3	9.0
GIRIDIH	42.9	7.2
GODDA	19.7	2.8
GUMLA	15.8	2.5
HAZARIBAGH	68.3	2.6
HUSSAINABAD*	95.6	15.2
JAMSHEDPUR	1.3	0.2
JAMTARA	3.9	1.2
JASIDIH	35.4	1.1
JHUMRI TILAIYA*	41.9	10.4
JUGSALAI	9.5	1.4
KHARSAWAN	130.6	11.0
KHUNTI	74.1	10.7
KODARMA	76.4	3.8
LATEHAR	2.3	0.2
LOHARDAGA	51.7	0.7
MADHUPUR	74.3	4.0
MANGO	2.8	0.7
MIHIJAM	7.9	1.1
PAKUR	85.8	12.4
RAJMAHAL	2.6	2.9
RANCHI*	22.9	2.3
SAHIBGANJ	22.4	3.7
SERAIKELA	75.2	0.9
SIMDEGA	68.2	3.4

Source: NIPFP Field Survey, Ramanathan and Dasgupta (2009)

\* For these ULBs data for 2004-05 was not available. Therefore, the expenditure data available for the year closest to 2004-05 has been chosen for the purpose of above calculation. For any ULB where only Revenue expenditure or data was given, capital expenditure data has been estimated using average value of the ratio between revenue expenditure and capital expenditure of the remaining ULBs in the size class of the ULB in question.



**Section-2: Organization Charts and Institutional set up for Service Delivery in ULBs**

Chart 2.1A Organisation Chart: Bundru

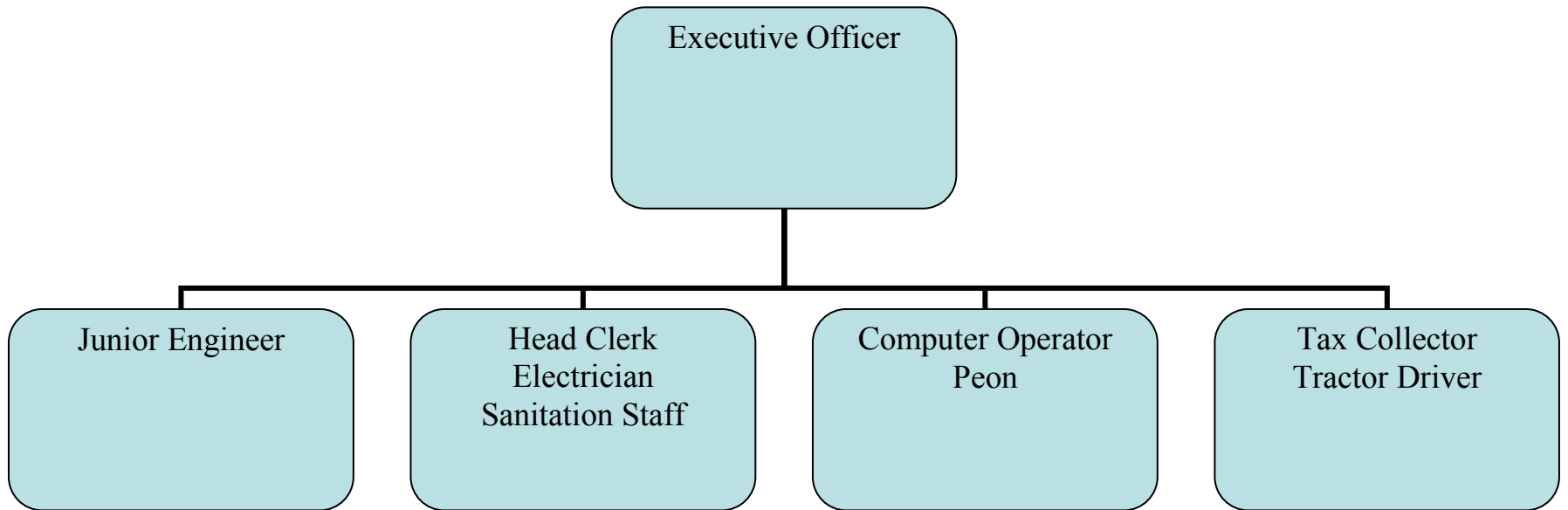


Chart 2.2A Organisation Chart: Chaibasa

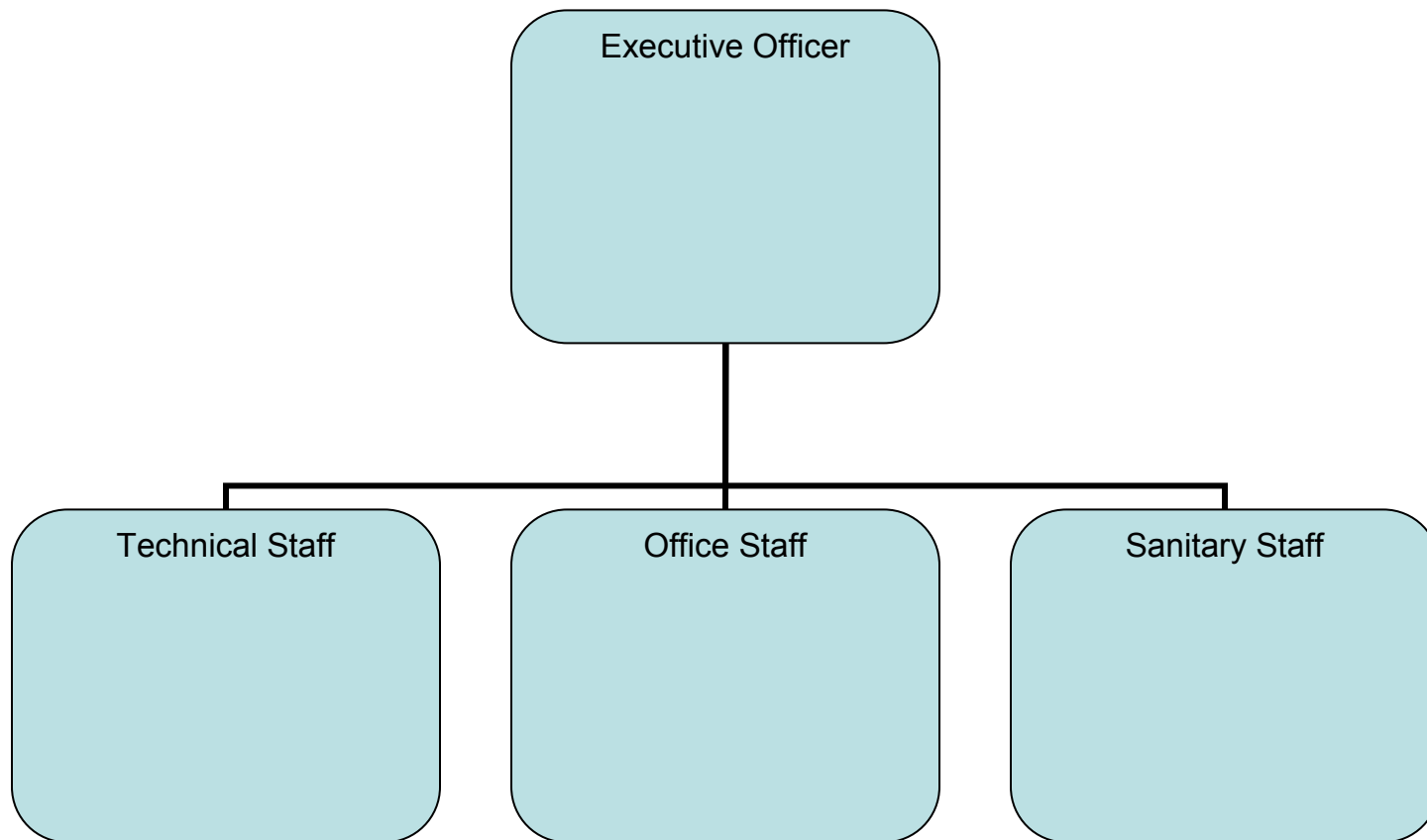


Chart 2.3A Organisation Chart:Chakradharpur

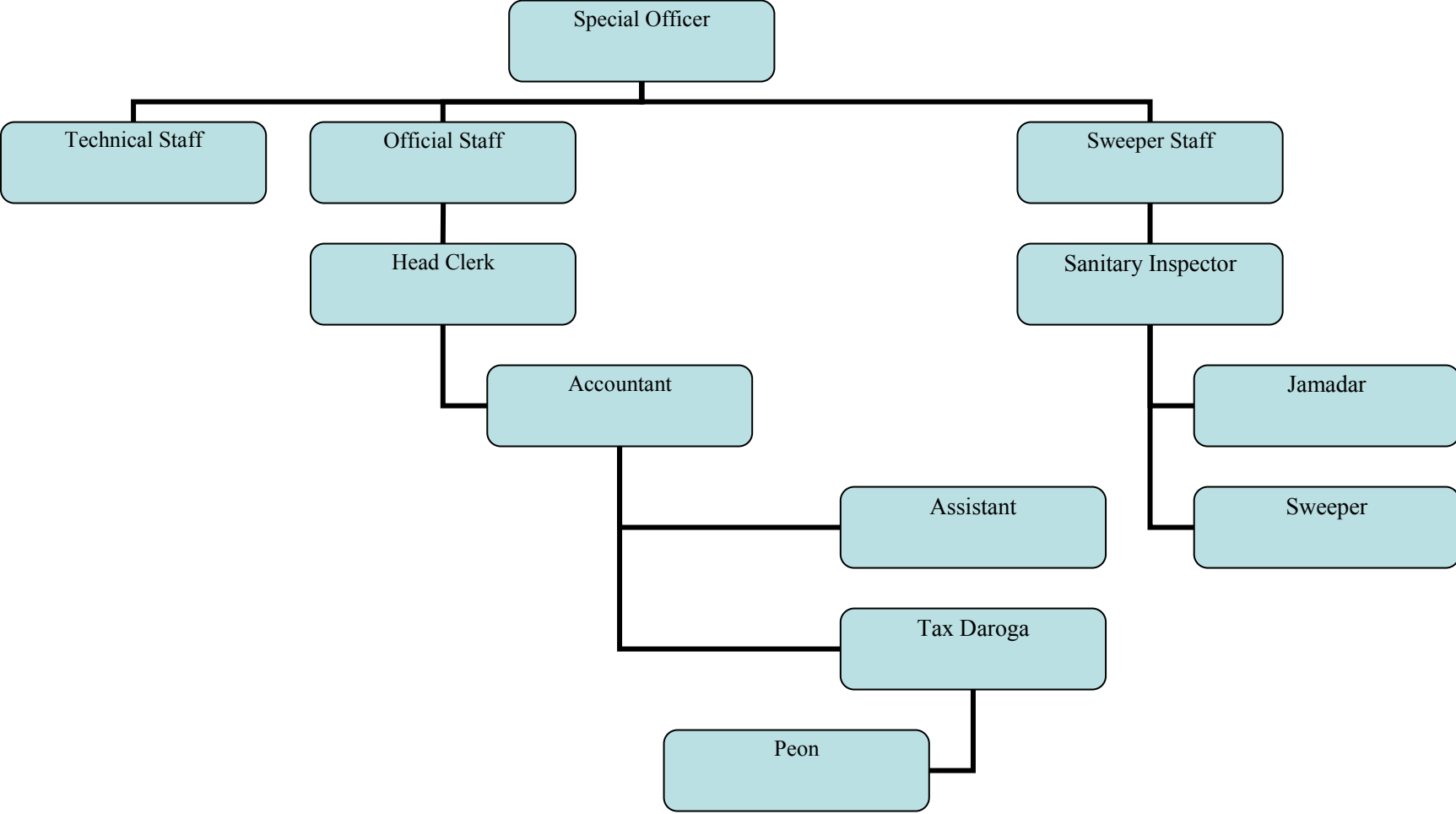


Chart 2.4A Organisation Chart: Godda

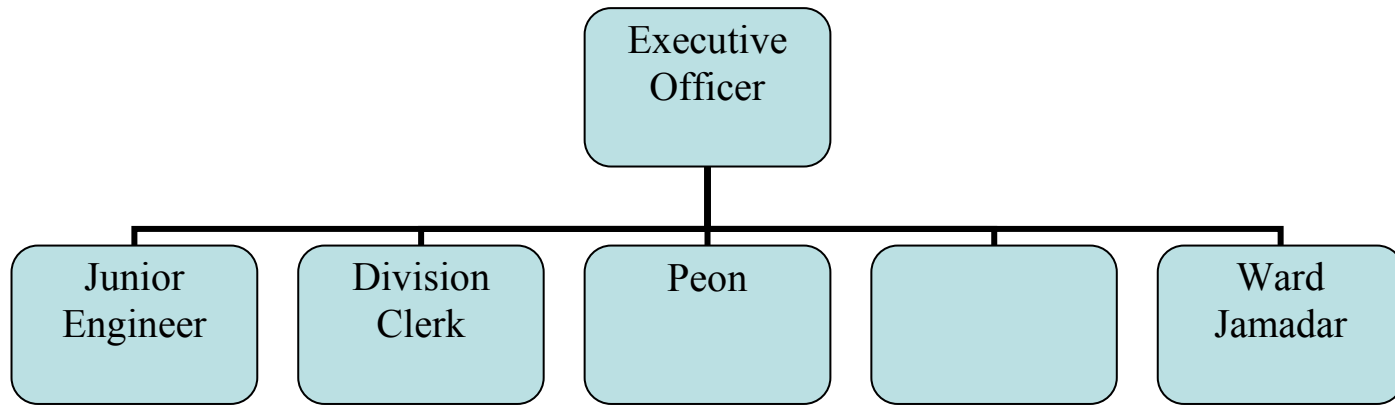


Chart 2.5A. Organisation Chart: Gumla

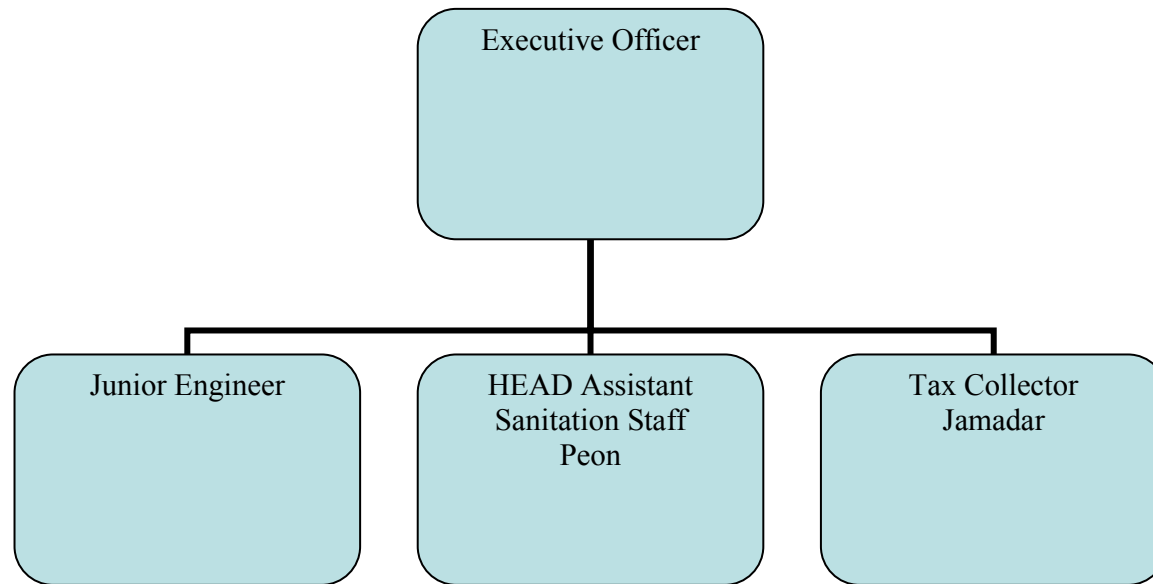


Chart 2.6A. Organisation Chart: Hazaribagh

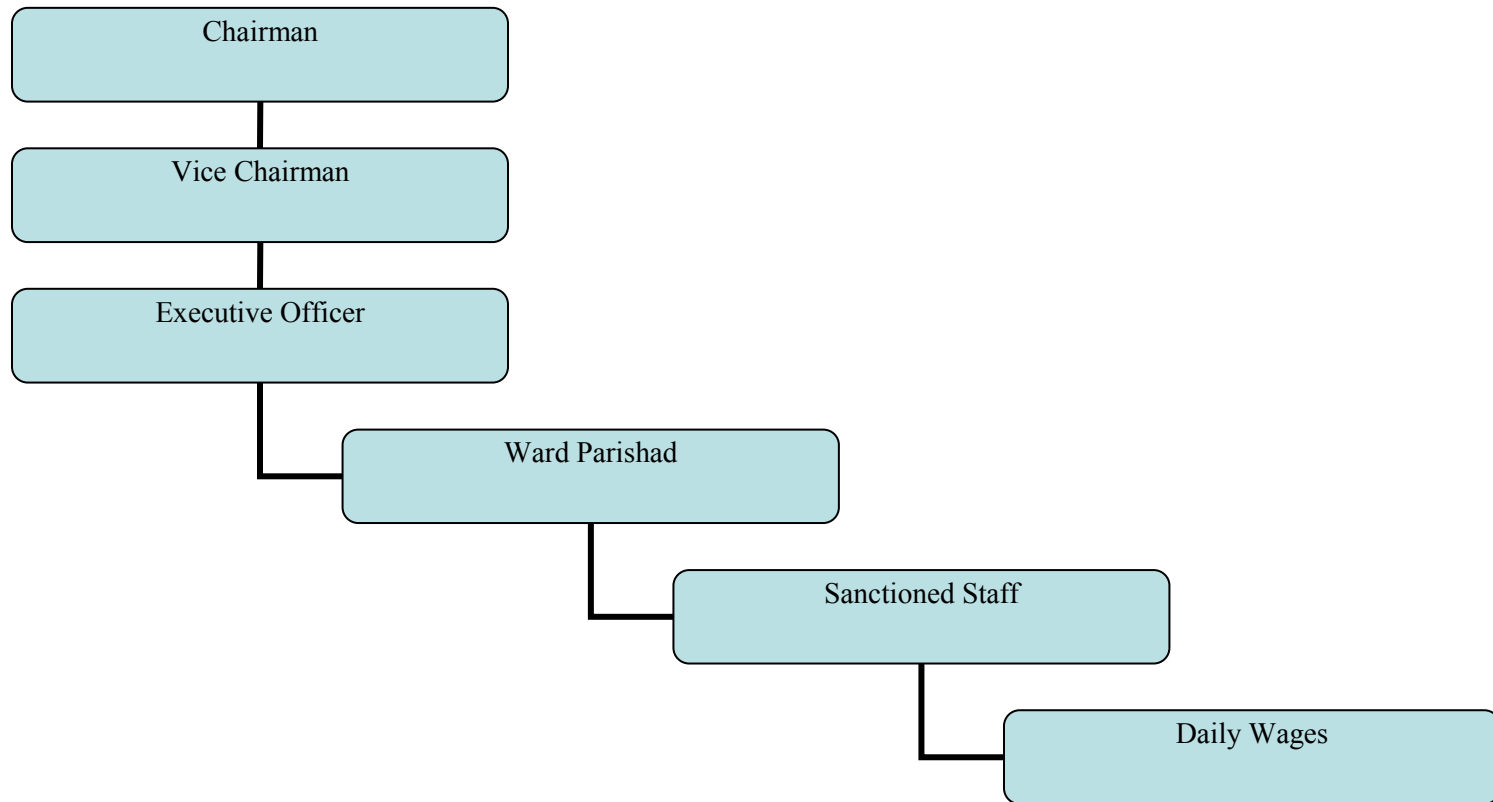


Chart 2.7A. Organisation Chart: Jamtara

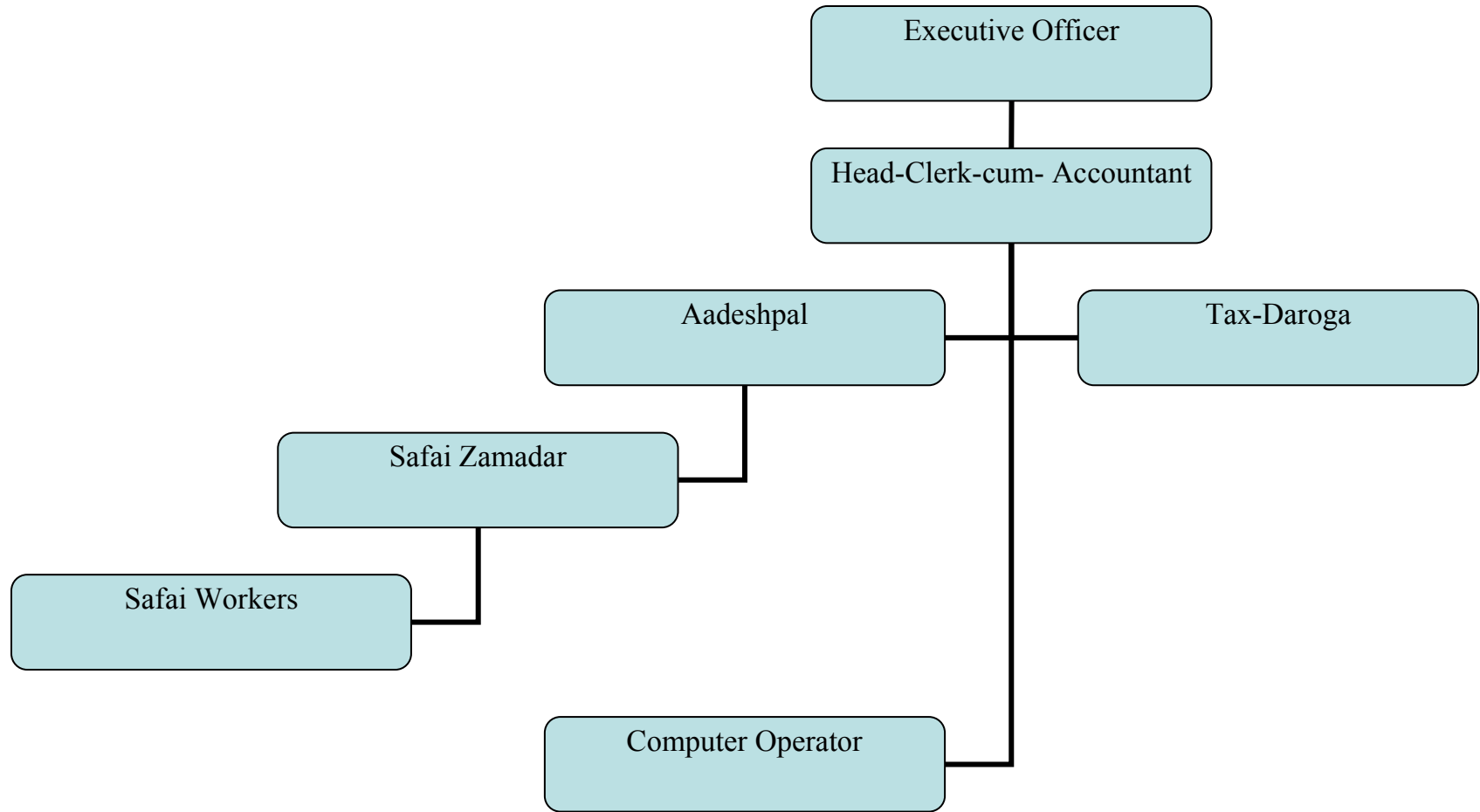


Chart 2.8A. Organisation Chart: Jugsalai

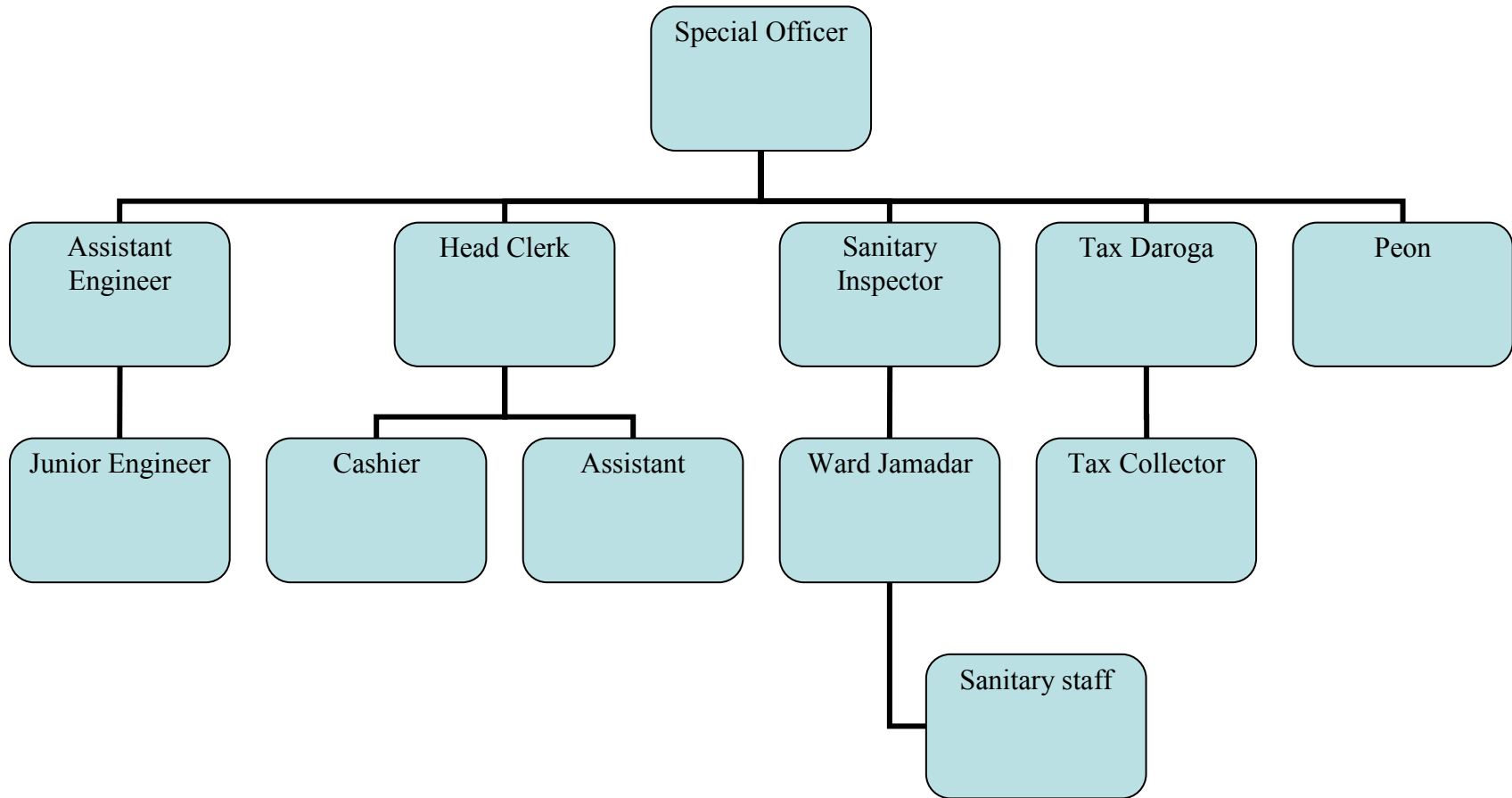




Chart 2.9A. Organisation Chart: Khunti

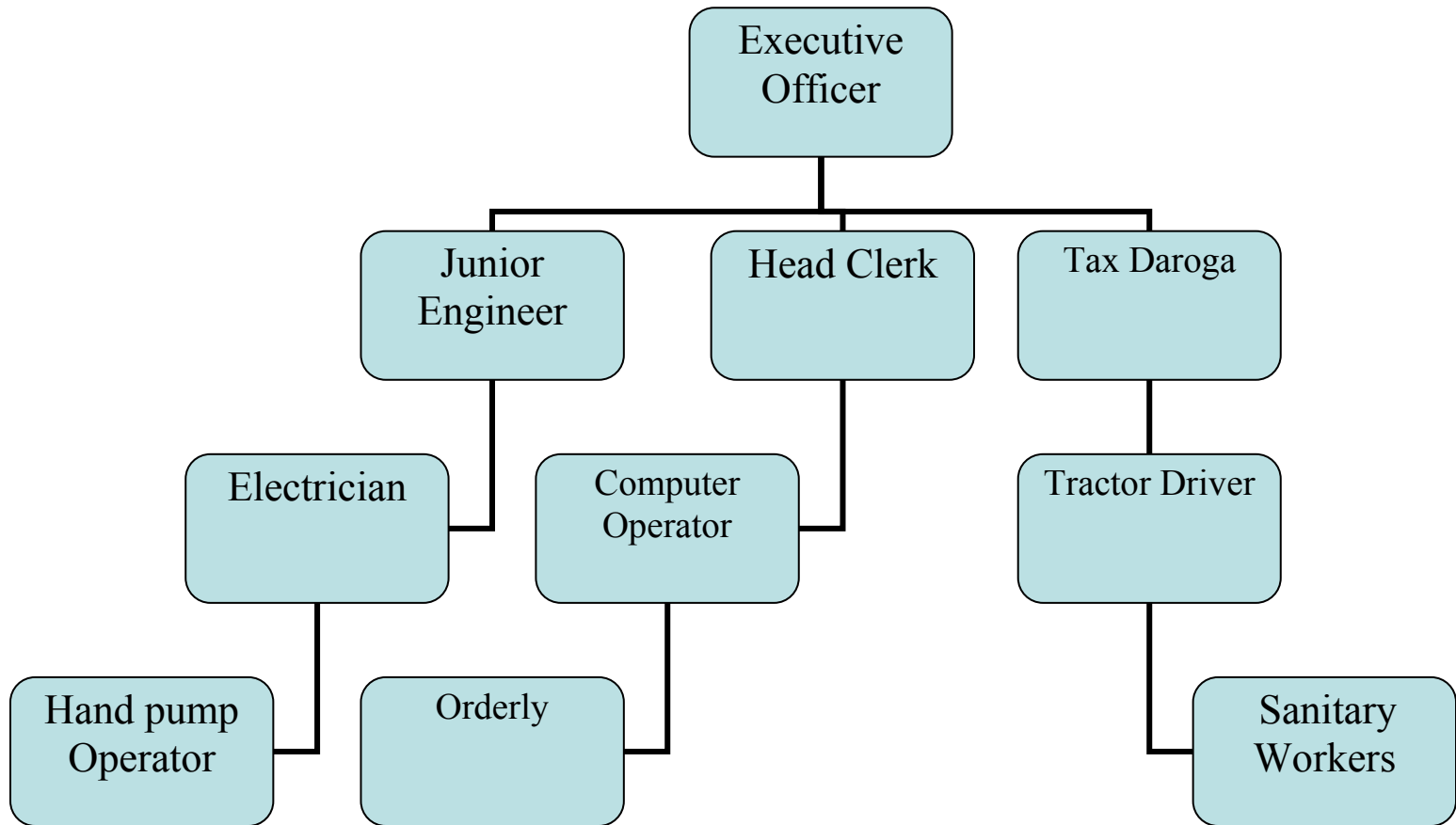


Chart 2.10A Organisation Chart: Rajmahal

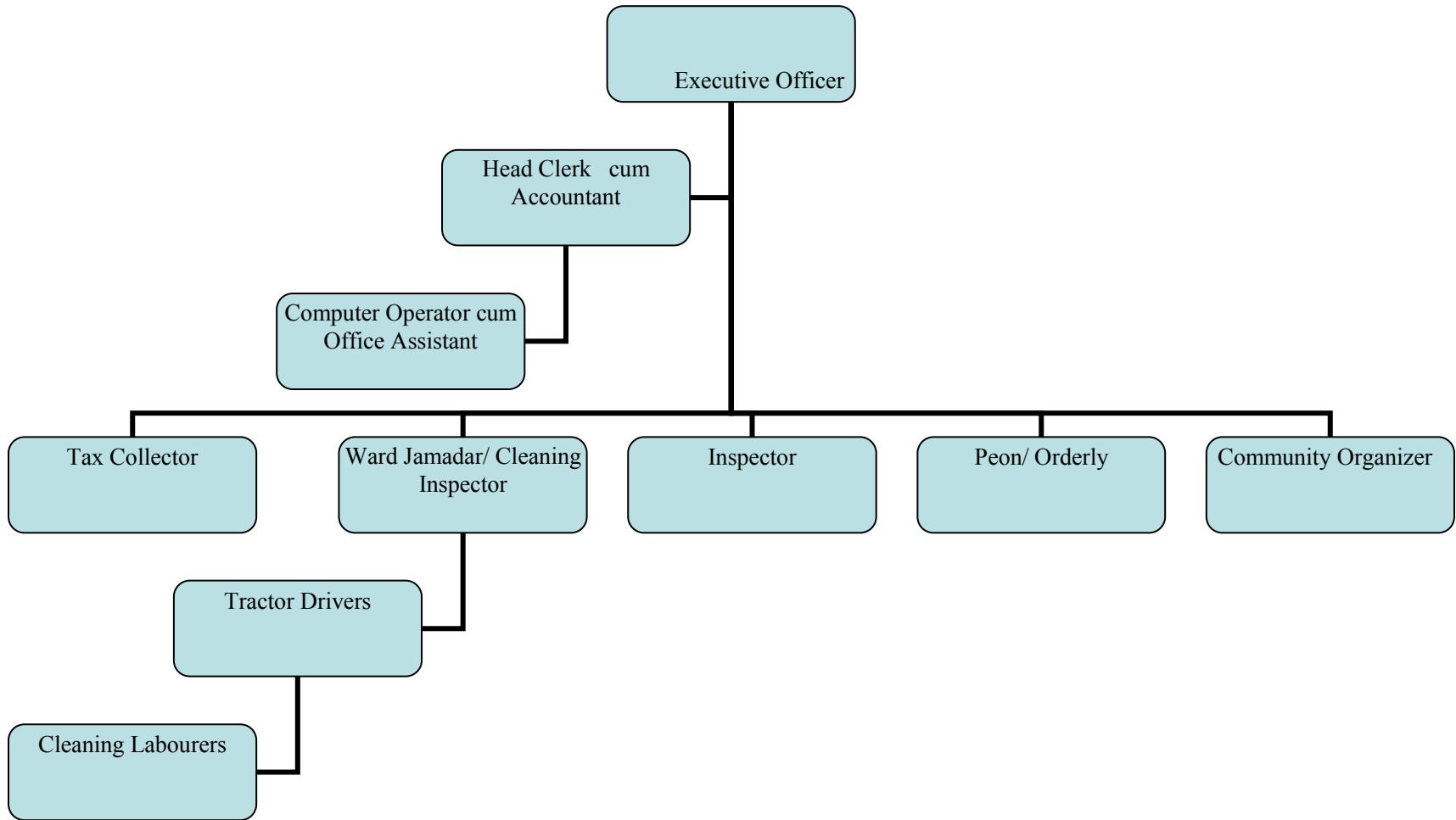


Chart 2.11A Organisation Chart: Sahibgunj

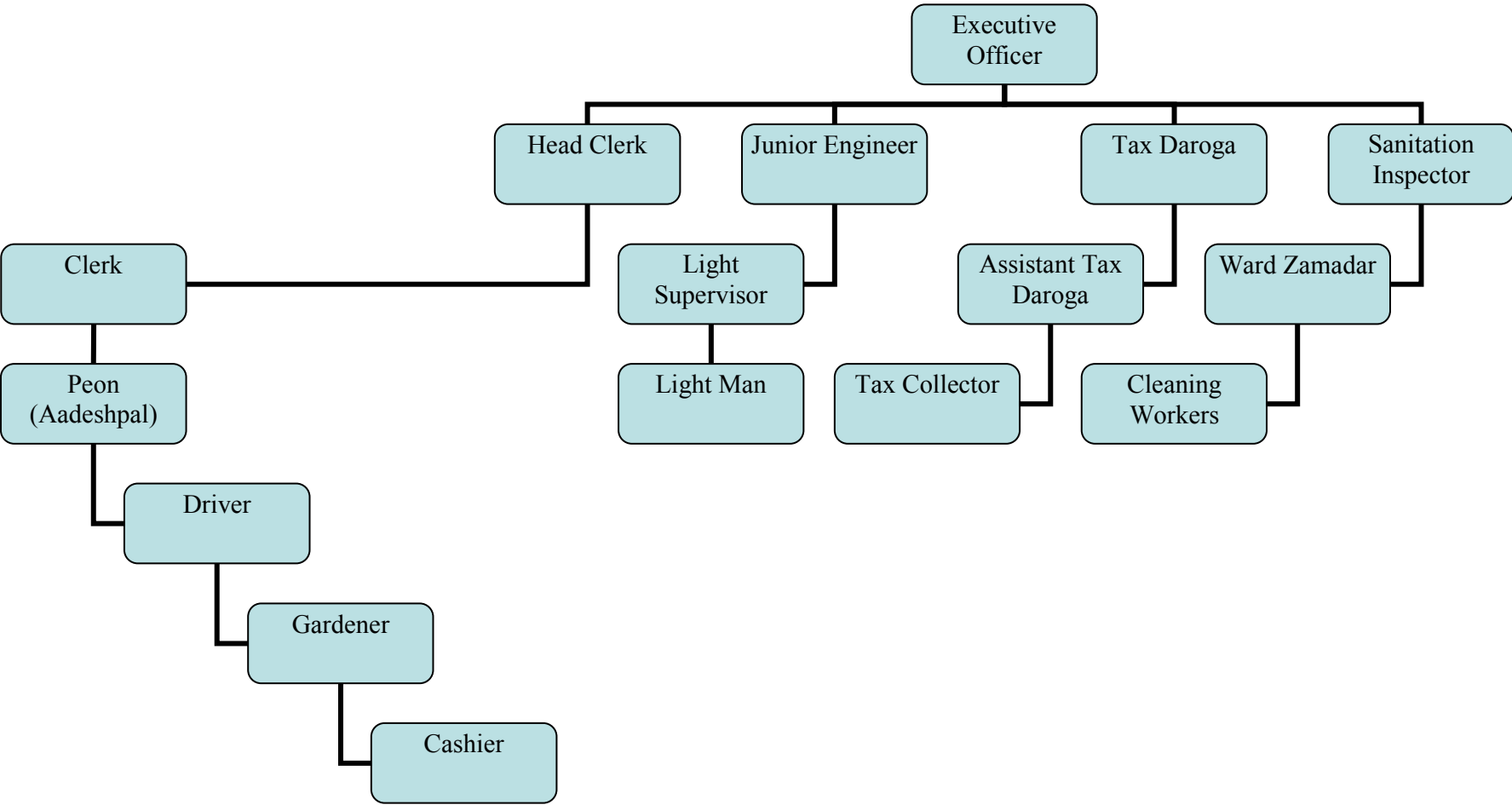


Chart 2.12A Organisation Chart: Simdega

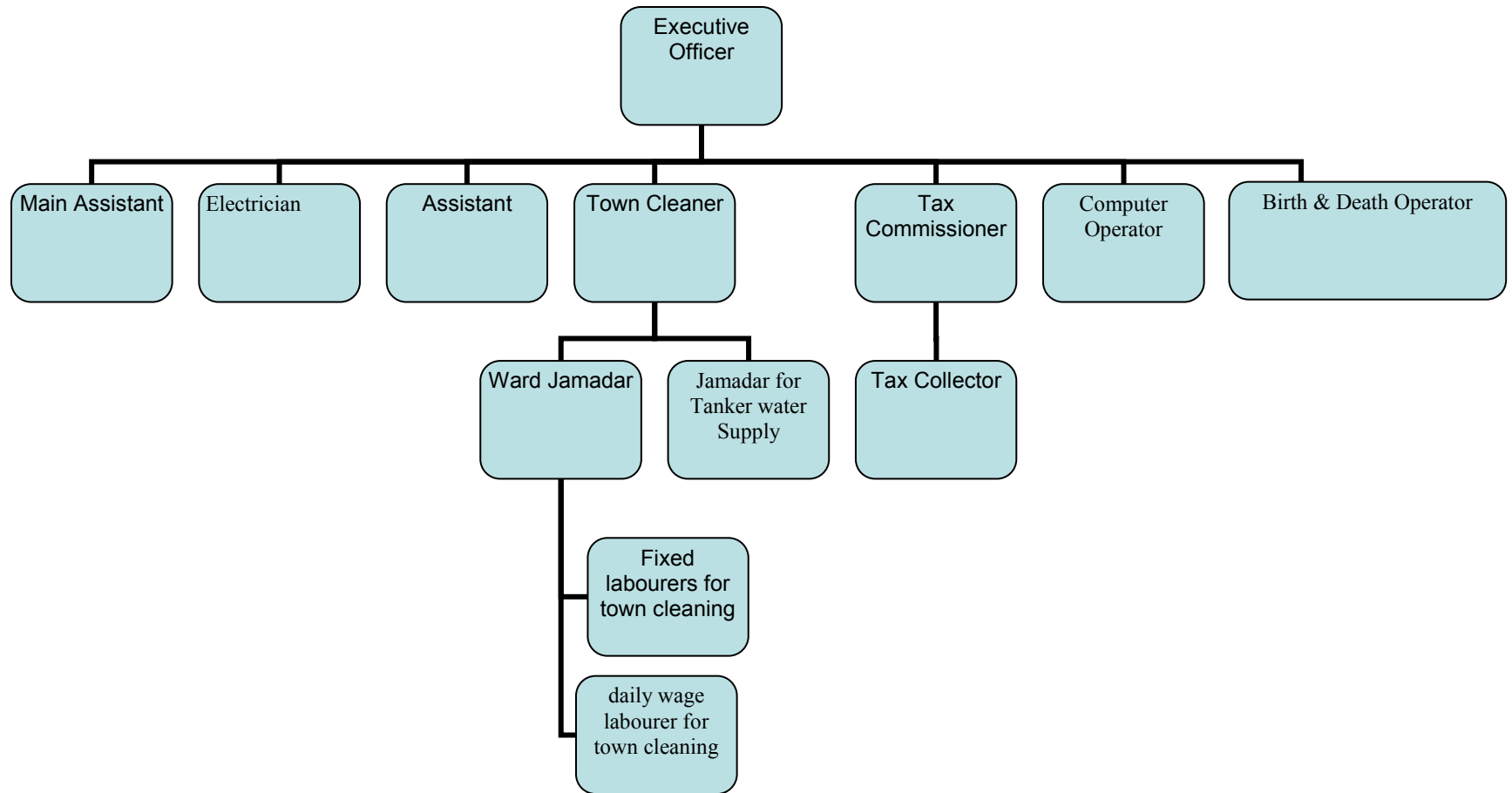


Chart 2.13A Organisation Chart:Medininagar

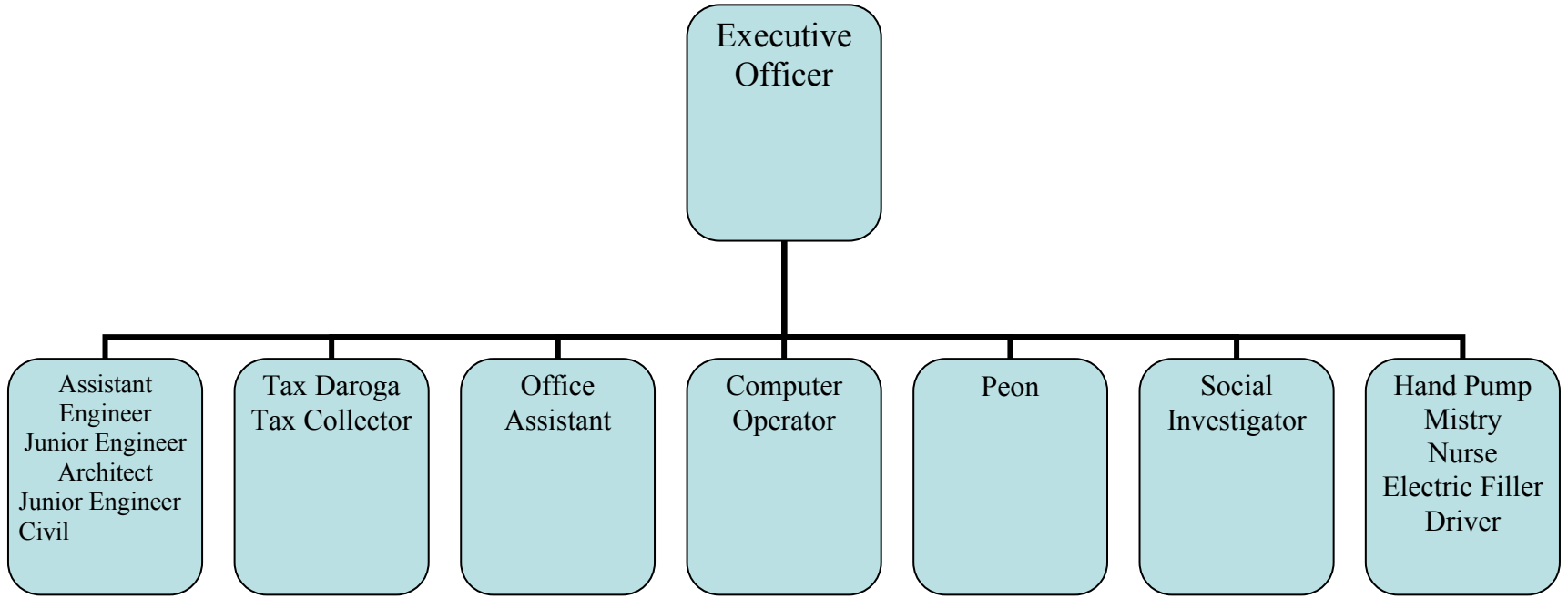


Chart 2.14A Organisation Chart:Kharsawan

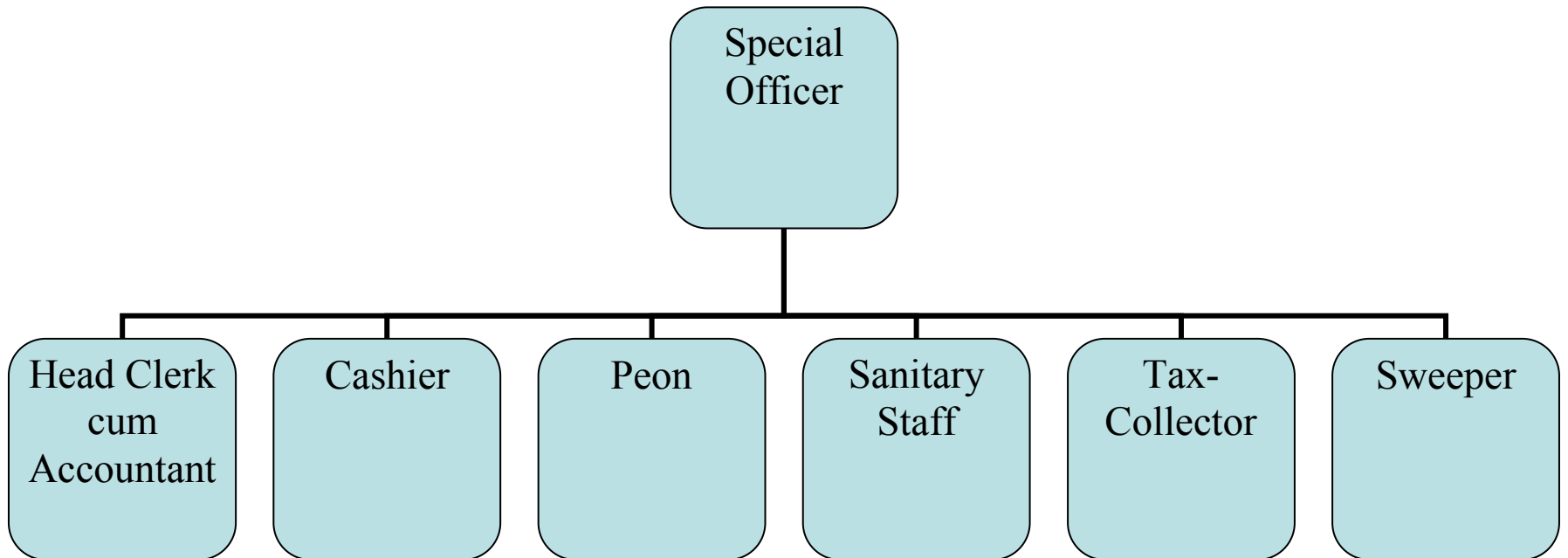


Chart 2.15A Organisation Chart:Basukinath

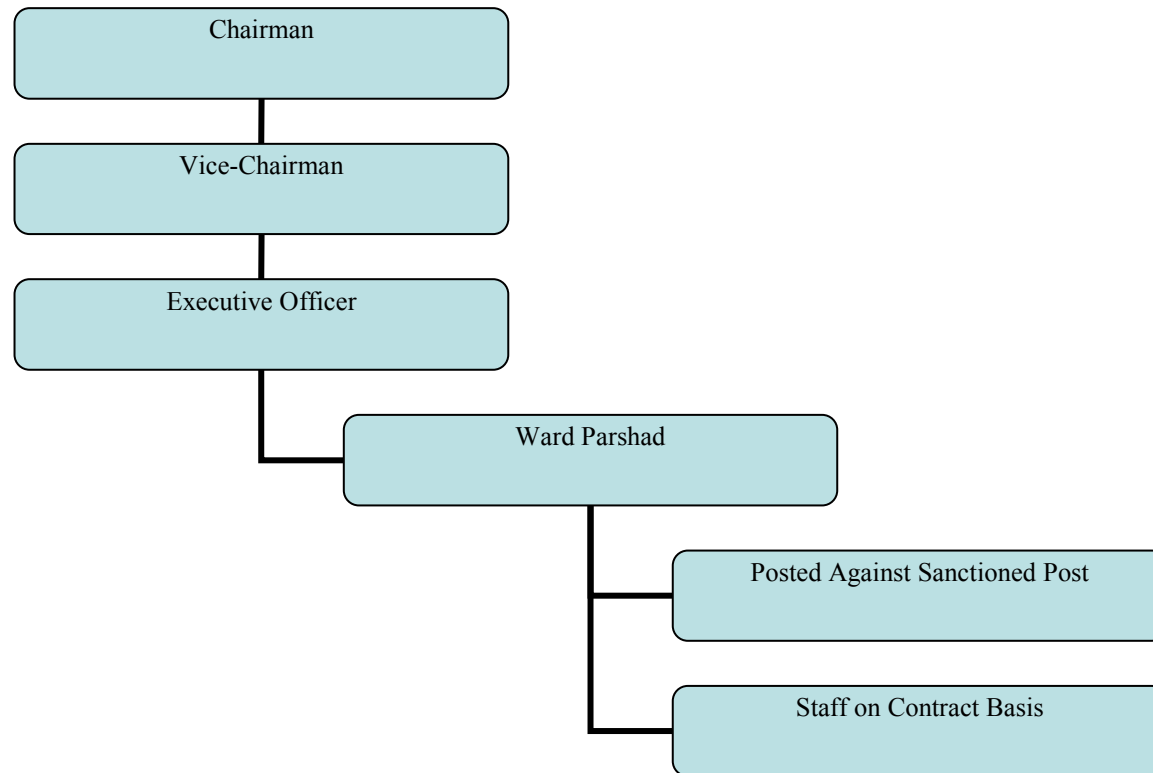


Chart 2.16A Organisation Chart: Mango

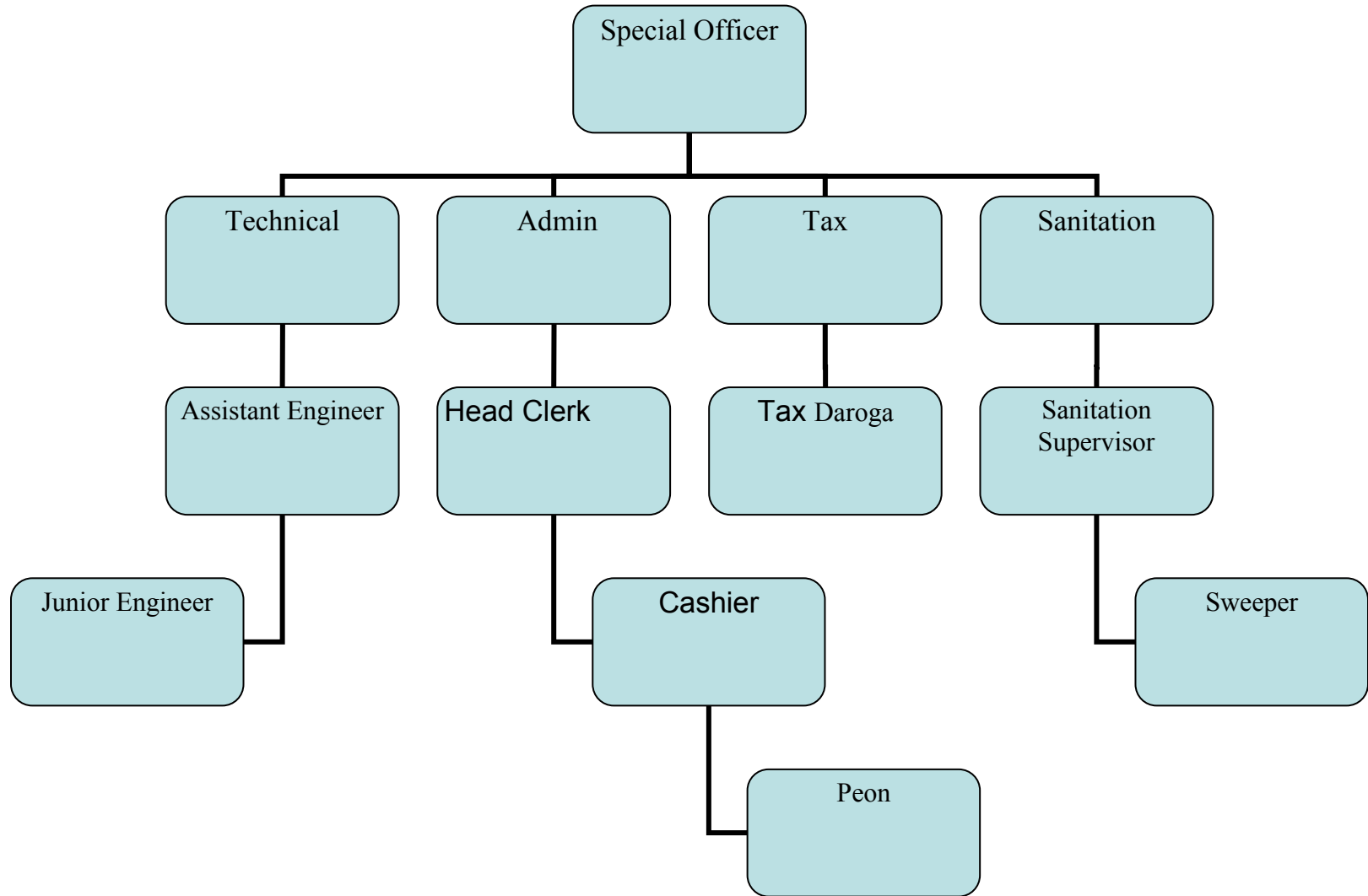




Chart 2.17.A Organisation Chart: Saraikela

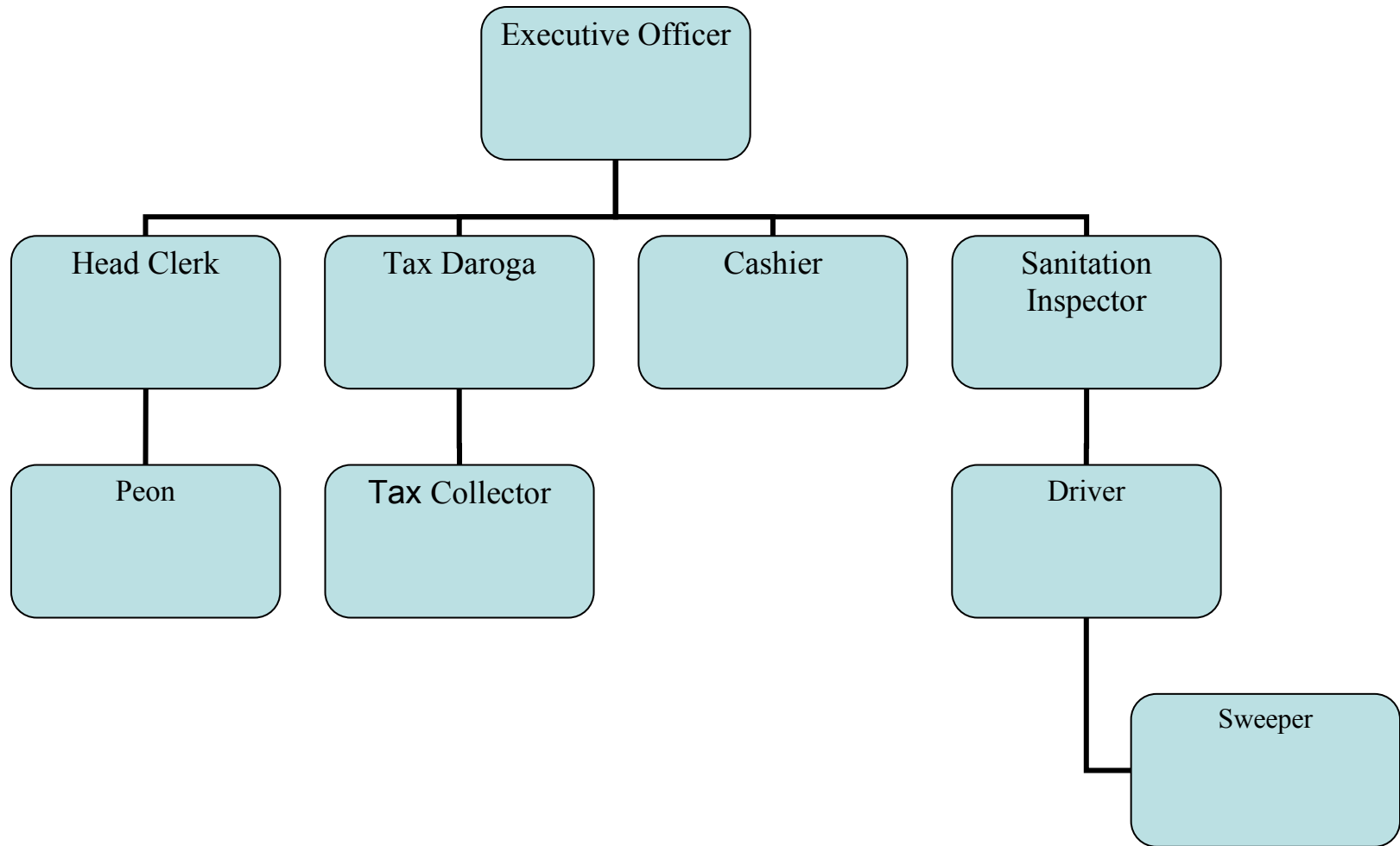


Chart 2.18A Organisation Chart: Pakur

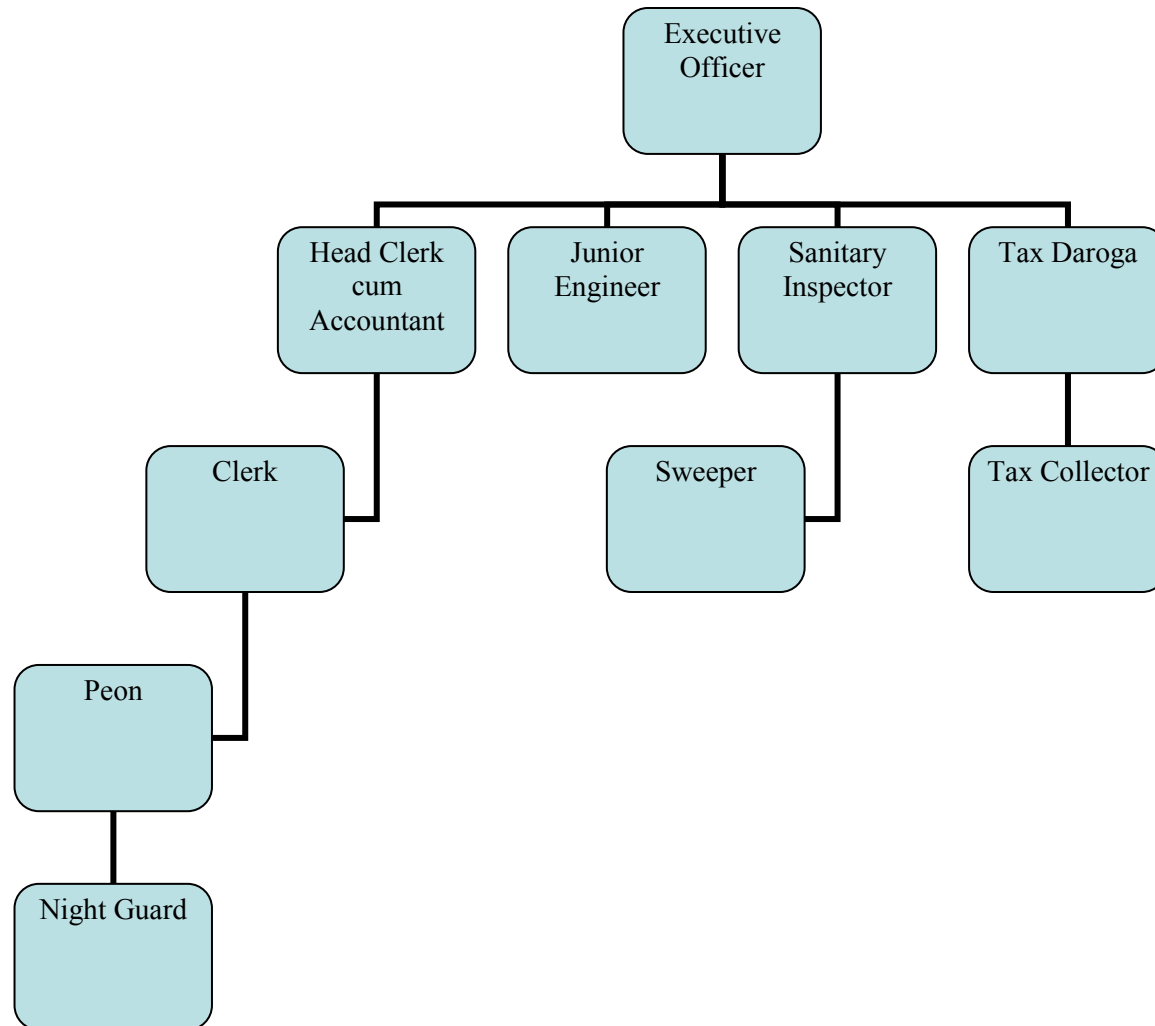


Chart 2.19A Organisation Chart: Aadityapur

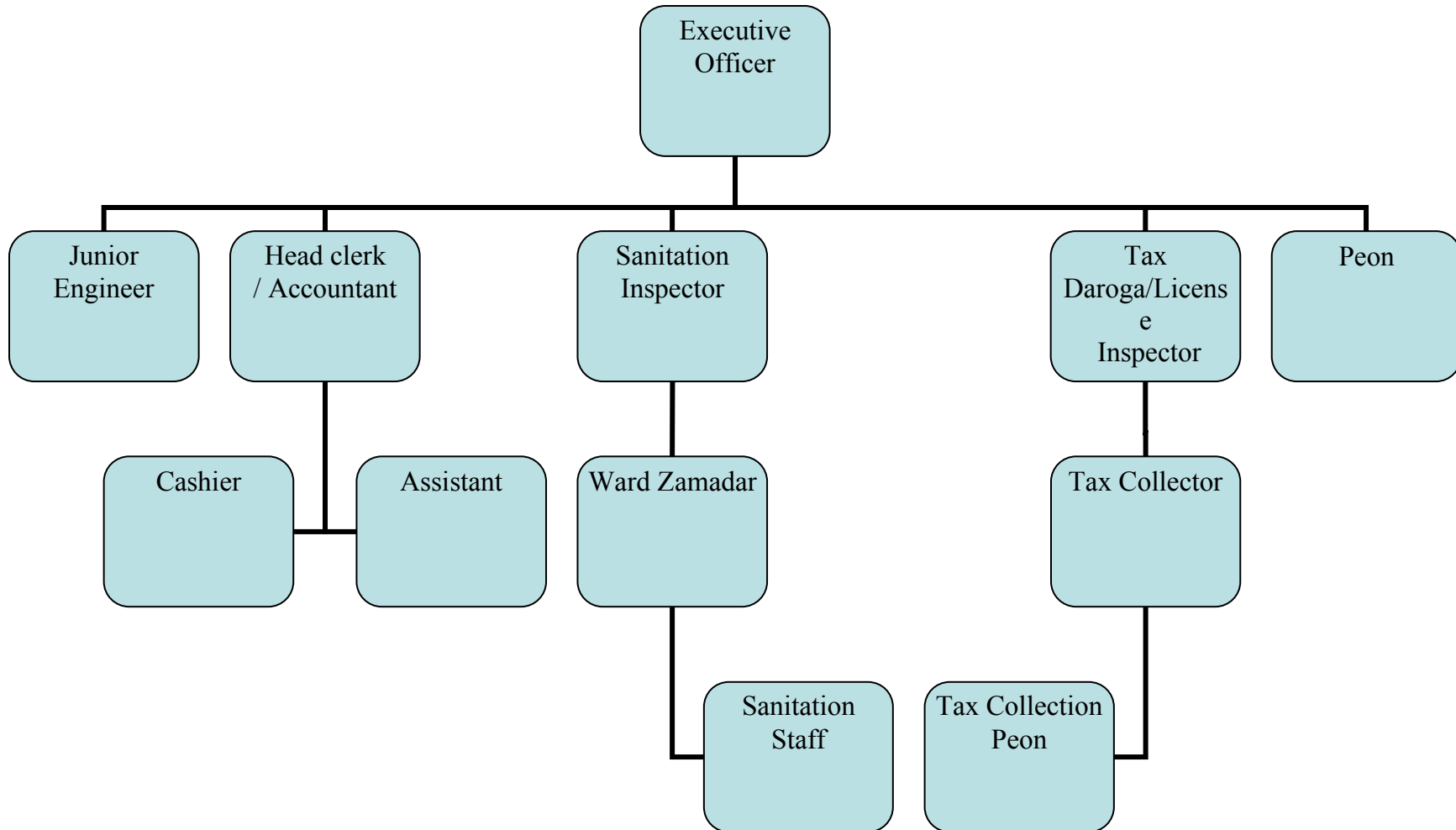


Chart 2.20A Organisation Chart:Chas

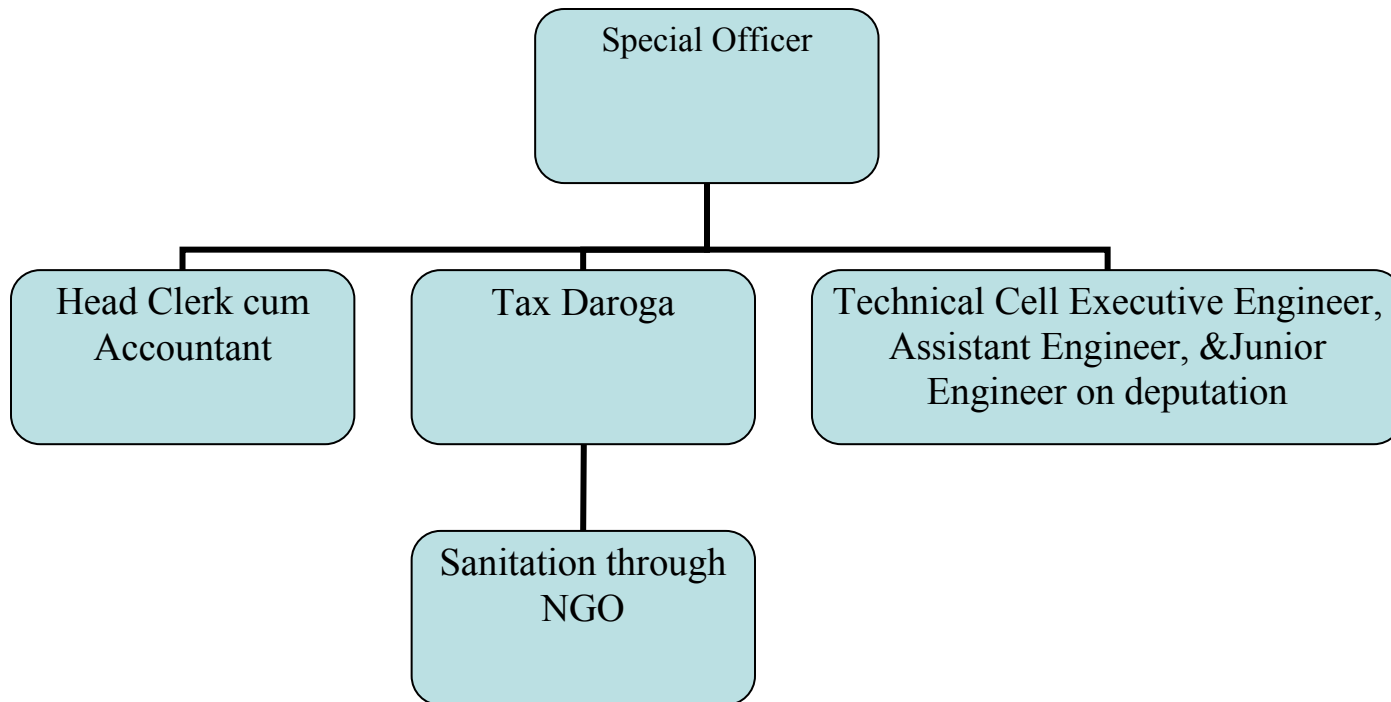


Chart 2.21A Organisation Chart:Lohardaga

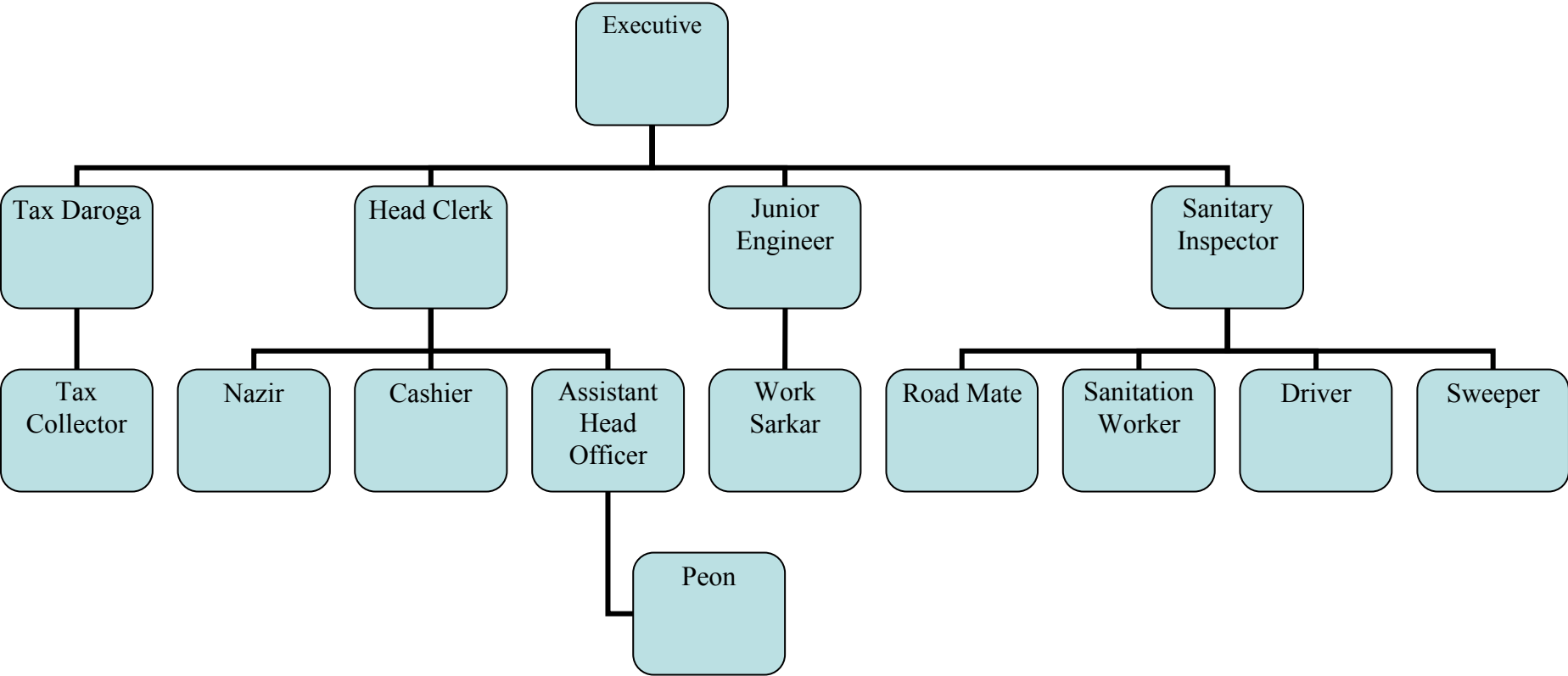
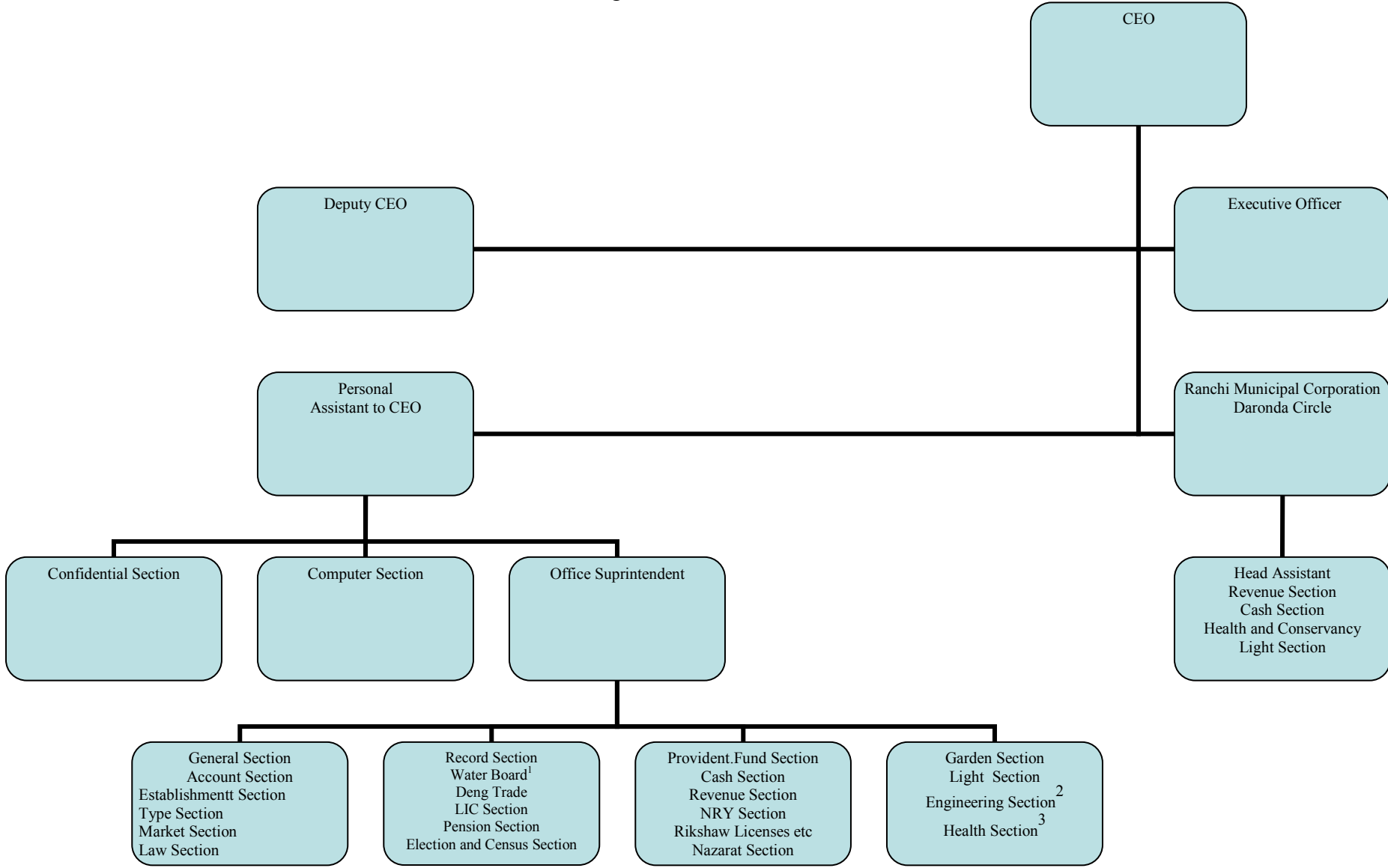


Chart 2.22A. Organisation Chart: Ranchi



1-Water board includes-PLI Meter Reader

2-Engineering Section includes Senior Engineer Executive, Engineer, Assistant Engineer, Junior engineer, Road Colony and Town Planning

3- Health Section includes Death and Birth Registration, Establishment section, Personal Relation Section and Store section

Chart 2.23A. Organisation Chart:Chakulia

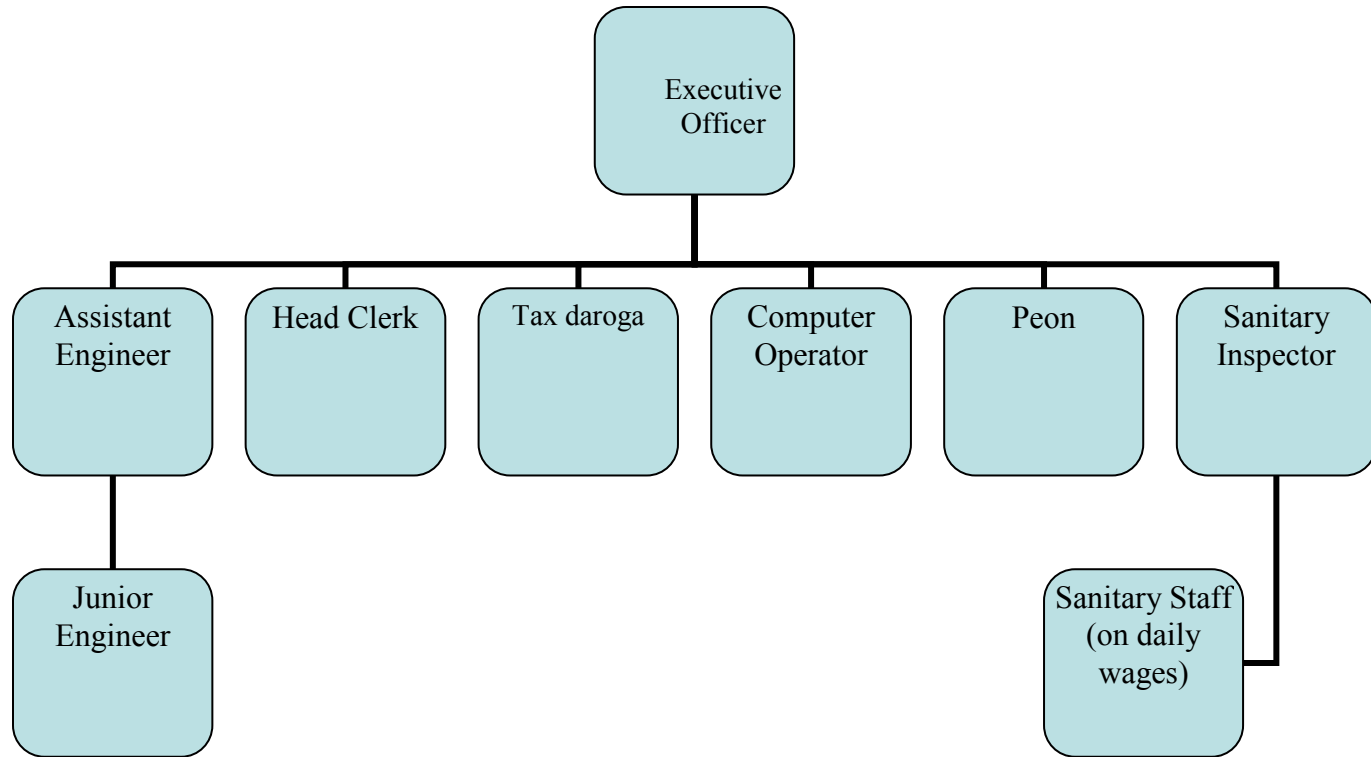


Chart 2.24A. Organisation Chart: Dhanbad

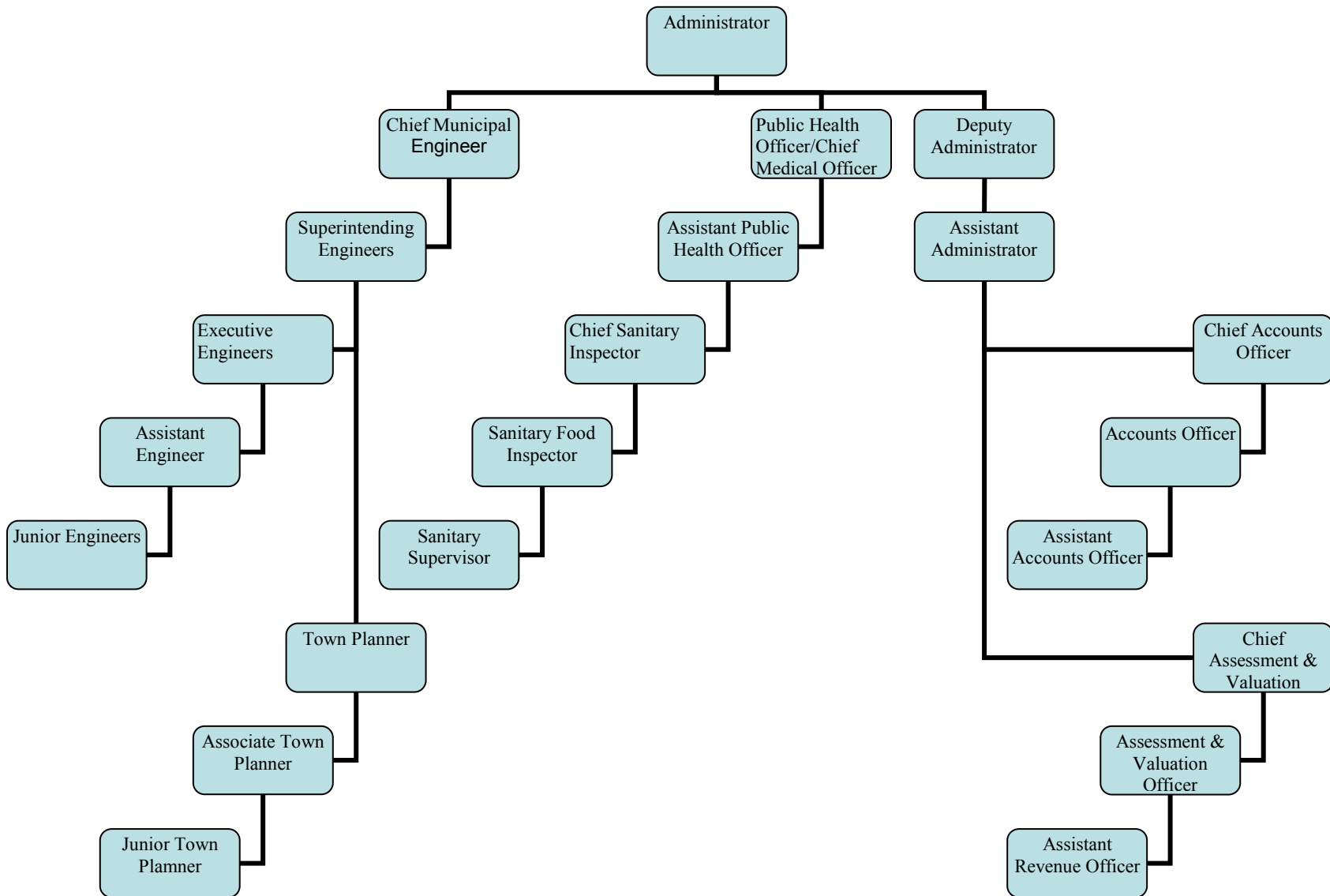
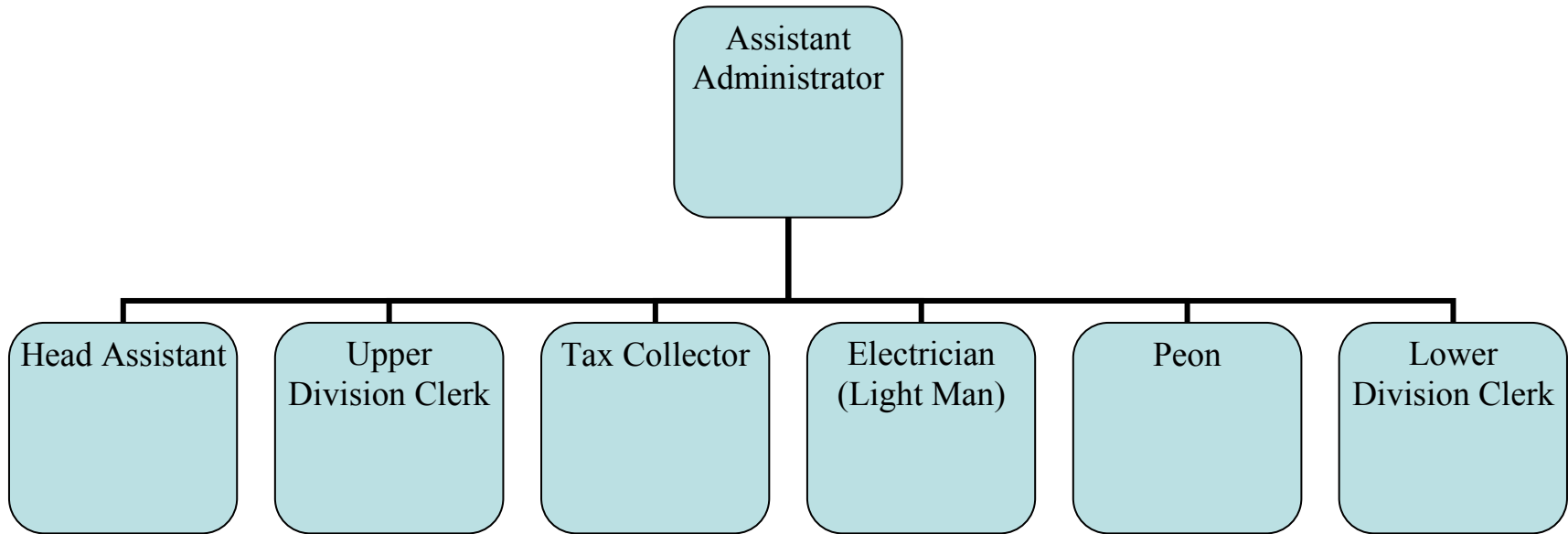




Chart 2.25A Organisation Chart: Jharia Anchal



**Table2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand**

ULBs	Madhupur	Vasukinath	Dumka	PAKUR	Jamtara	Kodarma	Jhumritilaiya	Chatra	Hazaribagh	Latehar
Functions	1	2	3	4	5	6	7	8	9	10
<b>1. Water Supply</b>										
(a) Piped	PHED	PHED	PHED	PHED	PHED	PHED	PHED	PHED	PHED	PHED
(b) Hand pump	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(c) Tanker	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>2.Sewerage/Sanitation</b>										
Cleaning of Streets	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
Public Toilets	ULB	ULB		ULB	ULB	ULB	ULB			
Cleaning of Drains		ULB		Outsource d	ULB	ULB				
Drain Construction	ULB				ULB					
<b>2. Storm Water Drainage</b>										
<b>3. Roads &amp; Bridges</b>										
Operation & Maintenance of Local Roads	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>4. Solid waste Management</b>										
Collection, Transportation and Disposal	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB , Collection outsourced to NGO	ULB
<b>5. Street Lighting</b>										
(a) Plan & Design	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(b) Construction and Development	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(c) Operation & Maintenance: Replacement of BULBs, manually operated Lights	ULB	ULB	ULB (switching on and off- outsource d)	ULB	Outsour ced	ULB	ULB	ULB	ULB	ULB

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

ULBs	Madhupur	Vasukinath	Dumka	PAKUR	Jamtara	Kodarma	Jhumritilaiya	Chatra	Hazaribagh	Latehar
Functions	1	2	3	4	5	6	7	8	9	10
<b>6. Development Plan Preparation</b>				ULB			ULB		ULB	
<b>7. Parks &amp; Play Field</b>					ULB				ULB	
(a) Plan & Design				ULB						
(c) Operation & Maintenance				Outsourced						
<b>8. Fire Services</b>										
<b>9. Slum Development (VAMBAY, ISHDP, NSDP)</b>	ULB		ULB	ULB	ULB	ULB			ULB	ULB
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>10. Poverty Alleviation (SJSRY)</b>	ULB,		ULB	ULB	ULB				ULB	ULB
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>11. Health &amp; Education</b>									ULB(PH)	
<b>12. Urban Transport</b>										
(a) Construction and Development of Bus stands	ULB	ULB		ULB	ULB	ULB	ULB		ULB	
(b) Operation & Maintenance of Bus Stands	ULB	ULB		ULB	ULB	ULB	ULB		ULB	
<b>13. Traffic Management</b>										
<b>14. Environment</b>										
<b>15 Building Plan Approval</b>	ULB		ULB	ULB	ULB	ULB	ULB	ULB	ULB	
<b>16. Public convenience</b>										
(a) Plan & Design	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	
(b) Construction and Development	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	
(c) Operation & Maintenance	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	

Source: NIPFP Field Survey, City Development Plan Reports

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand Contd**

ULBs	Medininagar	Garhwa	Hussainabad	Deoghar	Phusro	Chirkunda	Jamshedpur	Lohardaga	Giridih	Chakradharpur
Functions	11	12	13	14	15	16	17	18	19	20
<b>1. Water Supply</b>										
(a) Piped	PHED	PHED	PHED	PHED	PHED	PHED, MADA	PHED	PHED	PHED	PHED
(b) Hand pump	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(c) Tanker	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>2.Sewerage/Sanitation</b>										
Cleaning of Streets	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
Public Toilets		ULB			ULB		ULB		ULB	ULB
Cleaning of Drains										ULB
Construction of Drainage		ULB	ULB							
Drainage O&M		ULB								
Design Planning of Drainage		ULB								
<b>2. Storm Water Drainage</b>										
<b>3. Roads &amp; Bridges</b>										
Operation & Maintenance of Local Roads	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>4. Solid waste Management</b>		ULB								
Collection, Transportation and Disposal	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	
<b>5. Street Lighting</b>										
(a) Plan & Design	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(b) Construction and Development	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(c) Operation & Maintenance: Replacement of BULBs, manually operated Lights	ULB	ULB	ULB	ULB	Outsource d	ULB	ULB	ULB	ULB	ULB

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

<b>ULBs</b>	Medinin agar	Garhwa	Hussainabad	Deoghar	Phusro	Chirkunda	Jamshedpur	Lohardaga	Giridih	Chakradharpur
<b>Functions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>6. Development Plan Preparation</b>							ULB	ULB	ULB	
<b>7. Parks &amp; Play Field</b>								ULB	ULB	
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>8. Fire Services</b>										
<b>9. Slum Development (VAMBAY, IHS DP, NSDP)</b>	ULB	ULB		ULB	ULB		ULB	ULB	ULB	
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>10. Poverty Alleviation (SJSRY)</b>	ULB	ULB		ULB	BPL survey with UD & ULB		ULB	ULB	ULB	
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>11. Health &amp; Education</b>										
<b>12. Urban Transport</b>										
(a) Construction and Development of Bus stands		ULB	ULB		ULB	ULB	ULB		ULB	
(b) Operation & Maintenance of Bus Stands		ULB	ULB		ULB	ULB	ULB		ULB	
<b>13. Traffic Management</b>										
<b>14. Environment</b>										
<b>15 Building Plan Approval</b>	ULB	ULB	ULB	ULB		ULB	ULB	ULB	ULB	ULB

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

<b>ULBs</b>	Medininagar	Garhwa	Hussainabad	Deoghar	Phusro	Chirkunda	Jamshedpur	Lohardaga	Giridih	Chakradharpur
<b>Functions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>16. Public convenience</b>										
(a) Plan & Design	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	
(b) Construction and Development	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	
(c) Community Building/ Town Hall		ULB								
(d) Chhat Ghats		ULB								
(e) Operation & Maintenance	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	

Source: NIPFP Field Survey, City Development Plan Reports

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contD**

<b>ULBs</b>	Simdega	Jugsalai	Sahibganj	Saraikele	Chaibasa	Kharsawan	Bundru	Jasidih	Khunti	Rajmahal
<b>Functions</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
<b>1. Water Supply</b>										
(a) Piped	PHED	PHED	PHED	PHED	PHED	PHED	PHED	PHED	PHED	PHED
(b) Hand pump	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(c) Tanker	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>2.Sewerage/Sanitation</b>										
Cleaning of Streets		ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
Public Toilets	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
Cleaning of Drains	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>2. Storm Water Drainage</b>										
<b>3. Roads &amp; Bridges</b>										
Operation & Maintenance of Local Roads	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>4. Solid waste Management</b>	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
Collection, Transportation and Disposal										
<b>5. Street Lighting</b>										
(a) Plan & Design	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(b) Construction and Development	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(c) Operation & Maintenance: Replacement of BULBs, manually operated Lights	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>6.Development Plan Preparation</b>										ULB
<b>7. Parks &amp; Play Field</b>	ULB	ULB	ULB						ULB	ULB
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

<b>ULBs</b>	Simdega	Jugsalai	Sahibganj	Saraikela	Chaibasa	Kharsawan	Bundru	Jasidih	Khunti	Rajmahal
<b>Functions</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
<b>8. Fire Services</b>										
<b>9. Slum Development (VAMBAY,IHSDP,NSDP)</b>	ULB	ULB		ULB			ULB	ULB	ULB	ULB
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>10. Poverty Alleviation (SJSRY)</b>	ULB	ULB				ULB	ULB	ULB		ULB
(a) Plan & Design										
(b) Construction and Development										
(c) Operation & Maintenance										
<b>11. Health &amp; Education</b>										
<b>12. Urban Transport</b>										
(a) Construction and Development of Bus stands	ULB		ULB		ULB		ULB	ULB	ULB	
(b) Operation & Maintenance of Bus Stands	ULB		ULB		ULB		ULB	ULB	ULB	
c)taxi Stand				ULB						
<b>13. Traffic Management</b>										
<b>14. Environment</b>										
<b>15 Building Plan Approval</b>		ULB			ULB				ULB	
<b>16. Public convenience</b>	ULB	ULB				ULB	ULB			ULB
(a) Plan & Design										
(b) Construction and Development										
(c)Community Building/ Town Hall			ULB							ULB
(d) Operation & Maintenance										

Source: NIPFP Field Survey, City Development Plan Reports



**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

<b>ULBs</b>	Godda	Mango	Gumla	Mihijam	Aadityapur	Chakulia	Chas	Dhanbad	Ranchi
<b>Functions</b>	31	32	33	34	35	36	37	38	39
<b>1. Water Supply</b>									
(a) Piped	PHED	PHED	PHED		PHED	PHED	PHED	MADA, PHED	DWSD
(b) Hand pump	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
(c) Tanker	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>2.Sewerage/Sanitation</b>									
Cleaning of Streets	ULB	ULB	ULB		ULB		ULB	ULB, MADA	ULB
Public Toilets	ULB	ULB	ULB		ULB	ULB	ULB	ULB,MA DA	ULB
Cleaning of Drains	ULB	ULB	ULB		ULB	ULB	ULB		ULB
Drainage Construction								ULB, MADA	ULB
<b>2. Storm Water Drainage</b>								ULB	
<b>3. Roads &amp; Bridges</b>									
Operation & Maintenance of Local Roads	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB
<b>4. Solid waste Management</b>	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB, MADA	ULB
Collection, Transportation and Disposal									
<b>5. Street Lighting</b>									
(a) Plan & Design	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(b) Construction and Development	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB	JSEB
(c) Operation & Maintenance: Replacement of BULBs, manually operated Lights	ULB	ULB	ULB	ULB	ULB	ULB	ULB	ULB	Outsourced (agencies are permitted to advertise on the poles)

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

<b>ULBs</b>	Godda	Mango	Gumla	Mihijam	Aadityapur	Chakulia	Chas	Dhanbad	Ranchi
<b>Functions</b>	31	32	33	34	35	36	37	38	39
<b>6. Development Plan Preparation</b>									RRDA, RIADA
<b>7. Parks &amp; Play Field</b>	ULB	ULB	ULB						ULB, RRDA, RIADA
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>8. Fire Services</b>									
<b>9. Slum Development (VAMBAY, IHSDP, NSDP)</b>	ULB	ULB	ULB				ULB	ULB	ULB,
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
(d) Housing for sweepers									ULB
<b>10. Poverty Alleviation (SJSRY)</b>	ULB		ULB			ULB		ULB	ULB
(a) Plan & Design									
(b) Construction and Development									
(c) Operation & Maintenance									
<b>11. Health &amp; Education</b>									ULB(Public Health)

**Table 2.1A Matrix of Institutional Set-up and Mechanism of Service Delivery in ULBs of Jharkhand contd**

ULBs	Godda	Mango	Gumla	Mihijam	Aadityapur	Chakulia	Chas	Dhanbad	Ranchi
<b>Functions</b>									
	31	32	33	34	35	36	37	38	39
<b>12. Urban Transport</b>									RRDA, RIADA
(a) Construction and Development of Bus stands		ULB	ULB					ULB	
(c) Operation & Maintenance of Bus Stands		ULB	ULB					ULB	
<b>13. Traffic Management</b>									
<b>14. Environment</b>									
<b>15 Building Plan Approval</b>			ULB					MADA	ULB RRDA, RIADA
<b>16. Public convenience</b>									RRDA, RIADA
(a) Plan & Design									
(b) Construction and Development									
(c)Community Hall	ULB								ULB
(d)Night Shelter									ULB
(e) Operation & Maintenance			ULB					ULB	

Source: NIPFP Field Survey, City Development Plan Reports

**Abbreviations**

- ULB= Urban Local Body
- MADA= Mines Area Development Authority
- RRDA= Ranchi Regional Area Development Authority
- RIADA= Ranchi Industrial Area Development Authority
- JSEB= Jharkhand State Electricity Board
- JUSCO= Jamshedpur Utility Service Consumer Organisation
- IHSDP: Integrated housing Slum Development Program
- PHED= Public Health and Engineering Department
- SJSRY= Swarnjayanti Shahari Rozgar Yojana
- VAMBAY= Valmiki Ambedkar Awas Yonaja
- NSDP= National Sulm Development Programm

### Section-3: Some Best practices as initiated in the ULBs of India

#### **Box 3.1A. Sewage Treatment Plant on BOT basis through Citizens' Participation (Alandur Municipal Corporation, Tamil Nadu)**

**A) Project objective:** To ensure effective disposal of sewage through an exclusive drainage network using BOT arrangement

**B) Pre implementation situation:** Alandur did not have a proper sewerage system. Sewage was collected periodically in tankers. When the sewage overflowed from the household tanks, it was dumped in the open air, which got accumulated as stagnant water and thereby increasing health hazards and affecting ground water sources.

**C) Project planning & implementation:**

i) Project involved a construction of 120 Kms of sewerage network and development of a Build, Operate and Transfer (BOT) Operated Sewage treatment Plant through citizen partnership.

ii) Partners in execution: Alandur Municipality conceptualized the project and communicated the community through meetings and newspaper advertisements. Tamilnadu Urban Development fund managed project structuring and financing, Citizens contributed towards capital cost and IVRCL (A private sector Infrastructure Company) developed sewage treatment Plant on BOT Basis.

iii) Conventional mode of executing such projects through Engineering, Procurement and construction (EPC) had following risks

iv) Financial Risk :

a) Additional costs and time overruns because of execution by parastatal agencies.

b) Burden of repayment of loans on Municipality as collection of user charges was negligible.

c) Construction risk: Splitting of implementation into separate contracts for treatment, pumping stations, branch and main lines posed problems of construction risks.

**D) Implementation:** The project was implemented in two phases. The first phase targeted the completion of 50% of branch sewers, main sewers, pump house and one 12 MLPD capacity STP. The remaining work spilled over to the second phase. Professional Project Management Consultants were appointed to ensure timely implementation. Project was reviewed by the top officials on weekly basis. The project was to attain completion within five years from its date of completion.

**E) Impact on Financial Management:**

i) Investment costs for the municipality was low. The corporation has saved Rs. 6.63 Crores, as a BOT operator has undertaken construction and financial risks ii) Cost of maintenance is being borne by the local body. Households are contributing Rs 180 per month. Further, the costs saved by adopting the newer approach than the conventional approach is substantial

**F) Sustainability:**

i) The most important hurdle was collection of funds for initial capital investment. Once the benefits become visible sustainability may not be a problem at all.

ii) The Operating and maintenance expenditures are met through the monthly contribution by every household.

iii) Transparency in operations will add to the degree of sustainability.

**G) Monitoring & Evaluation:**

i) Sewage generated and treated can be monitored easily.

ii) Evaluation of benefits can be monitored by frequent customer satisfaction surveys. This will enable timely redressal of grievances.

**H) Incidental Impacts:** Environmental and Health related hazards expected to be reduced.

**I) Replication:**

i) Cost burden on ULB is reduced because of Citizens contribution. (Citizens contribution enabled funding from World Bank) The operation costs are borne out of monthly charges collected from households.

ii) Communicating the citizens the need for their contribution was a tough job. Alandur ULB has shown that it is possible if the benefits of scheme on health and environment are properly explained.

iii) Structuring of a project may be differing according to peculiarities of ULB. However with a proper advice from State level Infrastructure advisory services a suitable implementation and financing methods can be devised.

**J) Sustainability:**

i) The most important hurdle was collection of funds for initial capital investment. Once the benefits become visible sustainability may not be a problem at all.

ii) The Operating and maintenance expenditures are met through the monthly contribution by every household.

iii) Transparency in operations will add to the degree of sustainability.

**K) Monitoring & Evaluation:**

i) Sewage generated and treated can be monitored easily.

ii) Evaluation of benefits can be monitored by frequent customer satisfaction surveys. This will enable timely redressal of grievances.

Source: YASHDA (2009)

### **Box: 3.2A. Maintenance of Street Lighting through Private Service Providers ULB: Vijaywada Municipal Corporation, Andhra Pradesh**

**A) Project objective:** *To save energy and costs in street lighting by using private sector participation.*

**B) Pre implementation situation:** *Vijaywada Municipal Corporation (VMC) was incurring an expenditure of Rs. 1 Crore every month towards energy bills for water supply, street lighting, drainage, pumping stations and buildings. Out of this, VMC spent Rs. 60 Lakhs towards street lighting only.*

**C) Project details, planning & implementation:** *In June 2005, a pilot project was undertaken in a small area to understand the feasibility of using energy saving technologies in street lighting. The results were very positive. There was a 35% reduction in power consumption.*

*i) VMC drew expertise from experience of Bangalore for finalizing the private participation. Bids were called for the Operation and Maintenance (O&M) and initial upgradation of control systems. The firm selected by the VMC for the project had put forward the following details:*

*ii) 41.5% savings of energy.*

*iii) Firm offered to take 92.7% as their share of savings towards cost of installations and maintenance of street lighting. Remaining 7.3% would be transferred to the VMC.*

*iv) No extra amount to be paid by the VMC for the maintenance of street lighting.*

*v) The entire street lighting system with labor, maintenance etc was outsourced. The contractor was also required to make his investments on efficient lighting system upfront. Performance based incentives and penalties were included in the contract.*

*vi) Project was implemented in December 2006.*

**D) Impact on Financial Management:**

*i) An annual Savings of Rs 12 lacs in Electricity charges and Rs 53 Lakhs in maintenance ii) VMC to acquire equipments worth Rs 2 Cr. (depreciated value) at end of 5 years i.e. after concession period is over*

**E) Limitations:** *Such initiative may not be feasible in smaller ULBs, however, the Municipal Corporations can certainly replicate the initiative in their cities.*

**F) Replication:**

*i) ULB of say 5 Lakh population can easily deploy this mechanism and generate substantial savings*

*ii) A proper energy audit needs to be carried out to gauge the scope of energy savings and extent of financial attractiveness of PPP*

*iii) Such practice will not displace the existing staff of ULB as the ESCO is supposed to utilize the existing ULB staff relevant to street light service.*

**G) Sustainability:**

*i) This practice is already prevailing in Metro cities like Bangalore and Jaipur and other such as Nasik as well. Hence the contract structure, operating and control mechanisms are quite stabilized.*

*ii) Practice does not require any upfront investment from ULB. The contract periods will have to be decided depending upon the extent of savings and requirement of initial capital investment. A small support from State infrastructure financial advisory services and / or private consultants in structuring the project will suffice.*

**H) Monitoring & Evaluation:** *Practice can easily be monitored with precision. It is also very easy to identify the benefits out of savings in electricity charges and maintenance.*

**I) Citizens support:** *Savings in the service costs are indirectly enjoyed by citizens as the funds so saved are deployed in other areas.*

**J) How far adopted by other ULBs:** *Similar initiatives have been reported from the cities of Nasik, Bangalore and Jaipur.*

**K) Enhancing quality of implementation:** *The practice can further be deployed trying out for savings electricity charges used for water supply pumping stations, Municipal office building electricity etc*

*Source: YASHDA (2009)*

**Box: 3.3A. Automated Parking System through Public Private Partnership  
(Bangalore Municipal Corporation, Karnataka)**

**A) Project objective:** The main objective was to improve parking on brigade road and provide for an orderly flow of traffic in the heart of the main commercial district in city and BMP desire to automate process with increased revenue.

**B) Pre Project situation:** In the earlier system parking was manually handled hence there was no record of number of vehicles and the money collected. Apart from this the customers never had a time limit due to which vehicles were parked for hours together affecting the business of the shopkeepers and created inconvenience to other customers who were looking for parking slots. BMP had to manage a wide range of issues due to parking on Brigade road. They had to combat the daily pressures of modern life and still maintain quality of service to the public. They realized that it requires manpower as well as mechanized support to perform this function efficiently.

**C) Project planning & implementation:** BSEA had undertaken surveillance to determine parking patterns in view of location of offices, cinemas and restaurants to assess the nature of parking users. It also sourced different parking solutions and then presented options for the BMP to examine. BSEA came forward to make investments in getting the parking meters and installing them on Brigade Road with an investment of approximately Rs 38 lakhs. BMP agreed to enter into a MoU with BSEA for the pay and park scheme on brigade road. A standard memorandum of understanding with the BOT partner was drawn up along with the working of an amortization schedule for the period of MoU. This was done after working out rates for parking, hours of parking, O&M costs including salaries for staff engaged for on- street supervision.

**D) Post project impact**

- i) Disciplined parking system
- ii) Statistically data on revenue generation and the number of vehicle parked per day is maintained
- iii) Increase in track occupancy has resulted in revenue generation
- iv) Prevents vandalism
- v) The revenue generated is three times more than before.

**E) Functioning of the Parking System**

- i) Park the car in the bay, punch the vehicle number, insert coins of values depending on the parking duration into the meter, and obtain a parking ticket.
- ii) Punch in the license number, data, starting time and ending time
- iii) Leave the ticket inside the car on the windscreen
- iv) If the ticket is not placed in the car or if the time slot has exceeded, traffic police will tow the vehicle and fine of Rs 500 will be levied
- v) There is no manual access to the money collected. The system works with a canister, which is attached to the machine to draw money. The canister has a security lock, which can only be accessed by an authorized person when the canister is attached to the machine.
- vi) The machine gives a print of the amount withdrawn and the previous withdrawal therefore there is total transparency in the revenue collection.

**F) Financial involvement**

- i) Brigade Road with an investment of approximately Rs 38 lakhs.
- ii) The 50% revenue generated will be given to BMP and rest 50% issued by BSEA for maintenance of parking meters

**G) Sources of information and implementation support**

- i) Provision of eight parking meters by the "Schlumberger Sema" from France
- ii) Installation and maintenance by smart parking international Pvt. Ltd from Malaysia

**H) Sustainability:**

**i) Economic:** The initiative is economically sustainable, even though the capital investment is high. The daily collection, which is done based on the parking rates, has proven to be profitable. For its long term sustainability regular maintenance of at least once in 3 months is required. The flexibility of this machine is that it is solar operated, hence saves electrical energy.

**ii) Technical:** It is technically sustainable as it prevents corruption and vandalism.

It helps in monitoring the whole parking system and also maintains a data on number of vehicles versus the amount collected and the duration of time for which the vehicle was parked.

**I) Replication:** The new parking system has been model project for development of parking systems. This project is readily applicable and can be used for any city/ town where parking is one of the major issues. The flexibility of the project allows customizing the rates for parking depending on the activities and kind of customers who visit the street.

Source: YASHDA (2009)

### **Box 3.4A: Use of Waste Plastic Bags in Road Construction through PPP (Bangalore Municipal Corporation, Karnataka)**

**A) Project objective:** To utilize the waste plastic bags in the bituminous mix of concrete for cost saving and improved performance of Roads through public-private partnership.

#### **Laying of road with bituminous mix blended with waste plastic**

**B) Pre project situation:** Bangalore city generates nearly 15 tones of waste plastic bags every day. The mixing up of these waste plastic bags with other degradable organic waste Materials in the garbage of the urban areas have been the main cause of the problem in handling wastes that are collected in the city.

#### **A portion of J P. Nagar Ring Road withstanding prolong pooling of water**

**C) Project planning and implementation:** Focuses on various fronts are being done to improvise the Properties of mixes. It has been possible to improve the performance of bituminous mixes used in the surfacing of road pavements with the help of various types of additives to bitumen such as polymers, rubber latex, crumb rubber treated with some chemicals. Hence, the Bangalore Municipal Corporation has experimented using a compound made of waste plastic bags in the construction of roads in 2002. So far, 35 kms stretch of road has been laid using this compound. The cost difference for the roads lay with compound as against without is Rs500/CubicMeter. i.e., the capital cost will increase by 7 % compared to the original cost of laying for every cubic meter of road length. For a stretch of 35 kms, nearly 3-4 tones of compound were used. After 2 years, the roads have not developed cracks, and provide smooth riding surface displaying much better durability (now extended to 800 Kms in Bangaluru city).

#### **D) Post project impact**

##### **The same stretch of road unaffected by prolong pooling of water**

i) The cost difference for the roads laid with compound as against without it is Rs.500 / Cubic Meter.

ii) Saving of 8% by weight of bitumen

iii) Increase in compressive strength

iv) Indirect tensile strength values increased by 3 times

v) Provide smooth riding surface displaying much better durability

vi) This initiative demonstrates scalability of the project and a win – win situation for both constructions of roads and handling of waste plastic bags

**E) Limitation:** K.K Plastics has retained the patent of the product.

**F) Lessons learned:** The whole process of collection of plastic can be regularized by integrating it with solid waste management plan of BMP

**G) Replication:** Based on the success of the project at Bangalore, Calcutta and Delhi Governments have entered into a dialogue with K. K. Plastics. BMP has also decided to use the poly blend compound for all its future of road construction projects

**H) Sustainability:** About 40 tones of compound can be generated from 100-120 tones of waste plastic bag. If the entire length of roads in Bangalore city is overlaid with the poly-blend compound it will require about 9022 tones of compound. The maintenance cost of the road will come down, as the road life is increased by 2 to 3 times.

Source: YASHDA (2009)

### **Box 3.5A. Integrated City Transport Management through PPP (Bangalore Municipal Corporation)**

#### **A) Project overview:**

*The Bangalore Municipal Transport Corporation (BMTC) came into existence in 1997 after its separation from the Karnataka State Road Transportation Corporation (KSRTC).*

##### *i) Summary of daily operations of BMTC (November 2008):*

- 5164 buses (largest in India)
- 4990 bus schedules
- Over 69,930 trips
- Over 38.50 lakhs passengers
- 11.54 lakhs service kms
- Rs 2.54 crore earning

##### *ii) Support Infrastructure*

- Bus Depots – 30
- Bus stations – 39
- Man power deployment: 26684
- Bus staff ratio: 5.3 (lowest in India)

#### **B) Project planning and implementation:**

##### *i) Outsourcing of activities with private public partnership:*

- Bus body building (resulted in savings of Rs. 1million per vehicle)
- Hiring privately owned buses for operation on kilometer basis
- Sale of ticket/passes through franchises agencies
- Software, hardware and security personal hired on contract
- Online GPS based vehicle tracking process outsourced
- All the vehicles of BMTC are covered under comprehensive insurance scheme from Dec-2006 at premium of around Rs. 7 Crore per annum with United Insurance Company of India Ltd.

##### *ii) Extensive use of IT*

##### *iii) Utilities from GPS*

##### *iv) Cost cutting measures adopted*

##### *v) Tax-free Bonds and Convertible Debentures*

**C) Efficiency levels:** *A comparison of BMTC with other major urban transport systems indicates Efficiency Levels of BMTC*

**D) Project expansion:** *Construction of Traffic Transit Management centers (TTMCs) under JNNURM and through PPP is in progress as part of Vision Plan for Rs 3000 crore of BMTC. TTMC is a new concept that has been supported by the Department of Urban Development, GOI.*

Source: YASHDA (2009)



### **Box: 3.6A Some Initiatives by ULBs in Jharkhand I**

#### **1. Resource Mobilisation**

##### **(a) Licence fee for Mobile Towers-**

Licence fee for the mobile tower is new source of income for the ULBs. Some of ULBs have initiated as follow:

###### **(i) Madhupur**

There are 4 mobile towers (Airtel-1, Tata-1, Idea-1 and Aircell-1) (Reliance-3 proposed). Licence is given for installation of tower by ULB. It charges Rs 80,000 per tower. The licence is renewed every year and Rs 3000-Rs 4000 is charged as renewal charges.

###### **(ii) Dumka**

There are 7 towers. Rs 1 lakh is charged from each tower for giving license.

###### **(iii) Jhoomri Talaiya Municipality**

There is one tower. Rs 2000/- per meter is charged as installation license fee. For 70 meters tower Rs 1.40 lakhs is charged.

###### **(iv) Daltonganj (Medninagar) Nagar Parshad**

It charges as license fee of Rs 60,000/- per tower of 50 mts

###### **(v) Gadhwah Nagar Panchayat**

Rs 75,000/- is charged for one tower.

###### **(vi) Husainabad Nagar Panchayat**

Rs 60,000/- is charged one time for installation, and then Rs 10,000/- every year for renewal of license.

##### **(b) Rental/Lease Income from Bus Stand/Shops/Town Hall/Marriage Hall etc**

Rental/lease income is one of the important recurring sources of non-tax revenue for the ULBs. Some examples of such income practiced amongst the ULBs are as below.

###### **(i) Pakur**

Town hall- Rs 2000/- rent per day

Marriage hall Rs 8000/- per day

Bus-stand Rs 6 lakh per annum (out sourced)

###### **(ii) Jamtara**

Bus-stand –contracted out for Rs 1.96 lakh for one year

###### **(iii) Kodarma-Notified Area Committee**

Bus stand- Rs 4 lakh p.a. (out sourced every year on tender basis)

###### **(iv) Chatra Nagar Parishad**

Bus stand-Leased out for Rs 3.5 lakh per annum

Town hall -2 (Rs 500-700 charged per day)

Shop- Rs 600 pm is charged as rent

Fishing Tank (2) leased out for Rs 1.30 lakhs p.a for 3 years

###### **(v) Daltonganj (Medninagar) Nagar Parshad**

Town hall Rs 700/- rent per day

###### **(vi) Gadhwah Nagar Panchayat**

Bus stand- auctioned for 2009-10 for Rs 1.72 lakhs-.pa.

###### **(vii) Husainabad Nagar Panchayat**

Market auctioned for Rs 56,000/- per year

Taxi stand auctioned for Rs 96,000/-pa

Marriage place-(4 rooms well furnished with AC)

Rs 1500/- per floor per day (Two floors Rs 3000/- per day)

Source: NIPFP Field Survey

## Box:3.7A Some Initiatives by ULBs in Jharkhand II

### A). *Privatisation and Out sourcing Initiatives*

Two of the ULBs visited during field survey indicated about the out sourcing of revenue collection which enhances income and reduced level of expenditure on revenue collection.

#### (i) **Pakur**

- ULB is surrounded by mines area. It levies an entry fee in NP area, at the rate of Rs 17/- and Rs 10/- for heavy and light vehicle respectively.
- It has out sourced the collection of entry fee at the rate of Rs 16/- per vehicle.

#### (ii) **Latehar**

One young person is engaged for revenue collection on commission basis at the rate of 2per cent of the total collection.

### B) *Income from Advertisement*

Some of the ULBs have also initiated the process of generating revenues from advertisement on poles:

#### (i) **Dumka**

- Advertisement on Electricity Poles-Adjan- an agency is given license for putting hoarding /advertisement on the poles.

#### (ii) **Daltonganj (Medninagar)**

Advertisement on poles and agreement for maintenance, privatized.

### C) *Income from No Dues Certificate/other certificates*

#### **Daltonganj (Medninagar)**

- Income from issuing of various certificates regarding, residence proof, Character, Caste, Birth/Death etc. Certificate is only issued when all the dues regarding Holding tax is paid.
- **Chatra**
- Every member before filing the nomination for any election has to obtain no dues certificate from the ULB after paying all the dues regarding holding tax, water tax and latrine tax etc, of the ULB. This helps in revenue generation of ULB.

### D) *Privatisation of Services*

#### (i) **Pakur**

Drainage cleaning is contracted out for Rs 1 lakh per month

#### (ii) **Hazari Bagh**

- An NGO-Nav Bharat Jagrati-working in suresh colony for solid waste door to door collection. Ward 4, (Nawab ganj, New Area, etc.)
- Rs 30/- is charged from each Household (at the rate of Re.1/- per day)
- The NGO collects door to door garbage and put in to containers, from where the ULB vehicles remove the waste.
- Dumping ground at the distance of 3 kms identified. (new dumping site is at 9 kms distance) 5 Acre land /plot identified.
- NGO has got some grant from Canada govt some time ago for this purpose)
- DPR for solid waste is prepared by this NGO.

### F). *Good Governance*

#### **Latehar**

- Board Meetings are conducted on 27 or 28th day of every month. Issues related to service delivery are discussed amongst the elected body and the officials of the ULBs and it is ensured that necessary action is taken.

Source: NIPFP Field Survey