

PHUNTSOLING THROMDE

PERFORMANCE REPORTING

FOR YEAR 2017

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1.0 Introduction:

Background

The Performance Report has been prepared in the backdrop of the Policy Note on Performance Reporting and Design of Performance Reports issued under the BUDP II project. The indicators mentioned in the reports are based on the guidelines described in the performance manual.

Performance Measurement (PM) is a practice that many organizations use with a view to achieve desired level of effectiveness and efficiency in their functions/operations. It can also be served as a tool for strategic decision making and long term planning process. It is a technique for regular monitoring and reporting of the performance of various schemes and programmes, departments, or divisions of the organizations. PM is concerned with not only how much is being done, but also how efficiently, of what quality, and to what effect.

Performance measures in local government gauge the quantity, quality, efficiency, and the impact of the work of a city government. These measures usually focus on the work of crews, programs, or entire departments rather than the work of individual employees.

The performance indicators (PI) have been primarily classified into 4 core services covering 28 indicators and 7 other services covering 26 indicators.

The list of indicators is illustrated in Chapter 3 of this report.

Objective of the Report

The report will enable the Thromde Official to determine how efficiently and effectively the concerned departments or divisions are delivering services. It would provide an assessment of the quality of work the local body is doing and how successful it has been in satisfying beneficiaries' needs and expectations.

It involves indicators that would ensure that goals are consistently being met in an effective and efficient manner. Introduction of Performance Reporting in relation to service delivery at Thimphu Thromde and Phuentsholing Thromde aims to ensure that each Thromde is able to introduce a standard periodic monitoring mechanism to assess if their respective actual performance s in consonance with the vision, mission and objectives/ benchmarks established by each department/division of Thromdes. Its benefits include availability of framework for evaluation of performance of each service; Thromde are mandated to deliver effectively and efficiently.

2.0 Need for Performance Measurement

To usefully serve the various purposes of performance measurement, a set of measures must be multidimensional. It must focus not just on the quantity of services provided by a department or program but also on the quality of services, the efficiency with which services are provided, and the extent to which objectives are being achieved. An especially good set of measures may even assess the overall productivity of a program-often by means of an index that taps both efficiency and effectiveness and the impact that the program or service is having on service recipients or the community as a whole.

Performance measurement provides vital information for management and oversight

Those who manage a program and those who have oversight responsibility for it should know what is being done and how well it is being done.

Performance measurement focuses attention on priorities and results

The identification of key objectives for a department or program and the measurement of progress toward these objectives focus the attention of program officials and employees, and where needed, prompt the development of new strategies to achieve the program's objectives.

Performance measurement identifies successful strategies

Evidence of performance progress will reveal strategies that are working. In contrast, evidence of performance decline or performance gaps will challenge the status quo, leading managers to revise their strategies or test new approaches and, perhaps in especially severe cases, prompt decision makers to consider service delivery alternatives or even program discontinuation.

Performance measurement enhances accountability

Those who pay for public programs deserve an accounting that reassures them that funds are being spent properly, that programs are being managed efficiently, and that expectations for service quantity, quality, and results are being met.

More specific applications include:

Performance reporting, both internal and external to the local government, serves as a method of accountability for performance.

Directing operations, making adjustments where measures indicate areas or patterns of deficiency.

Deciding operations, Performance indicators can measure the contribution of each activity towards achieving the agency's objectives and help in deciding priorities as the available resources are limited against numerous competing demands.

Testing new procedures or equipment, comparing new measures with prior results or comparing pilot projects results to measures elsewhere

Contract monitoring to ensure that promises regarding services quantity and quality are being kept.

Supporting planning and budgeting systems by providing objective information on the condition of programs and services

Program evaluation, which often begins with routinely collected performance measures and proceeds with the compiling of new measures specific to the needs of more detailed analysis

Assigning responsibilities, Performance indicators enable to identify the areas where the performance is not up to the mark, and then assign specific responsibilities to the concerned staff and hold them accountable for improving local operations.

3.0 Performance Indicators

3.1 Development of Performance Indicators

The challenges of the urban sectors are growing rapidly, and government agencies at various levels are taking steps to address the gaps in service delivery. One of the important steps towards this is introduction of appropriate systems for information management, performance monitoring, benchmarking.

Core Services Performance Indicators

There are 28 service level performance indicators identified covering four core or basic urban services, viz, water supply, sewerage management, solid waste management and storm water drainage.

1. Water Supply

As water supply is a basic need, emphasis has been laid on performance related to reach and access to quality service and prevalence and effectiveness of the systems to manage the water supply networks. As financial sustainability is critical for continued effectiveness in service delivery, performance is measured on this aspect too. Indicators selected are illustrated in chapter 3.2 of this report.

2. Waste water management (sewerage and sanitation)

For waste water management, performance related to reach and access of the service, effectiveness of the network and environmental sustainability have been emphasized, apart from financial sustainability of operations. Indicators selected are illustrated in chapter 3.2 of this report.

3. Solid Waste Management

Performance related to reach and access of the service, effectiveness of the network and environmental sustainability has been emphasized, apart from financial sustainability of operations. Indicators selected are illustrated in chapter 3.2 of this report.

4. Storm water drainage

Extent of the network and effectiveness of the network are emphasized to assess storm water drainage system's performance. As this service does not yield any direct revenues, financial sustainability is not considered. Indicators selected are illustrated in chapter 3.2 of this report.

Other Services' Performance Indicators:

There are 26 service level performance indicators identified covering 7 other urban services, viz., Urban Roads, footpaths, parking, open spaces, streetlights, bus stops and fire stations and hydrants.

1. Urban roads

Urban roads could be classified as follows:

Urban express way: Expressways are divided highways for through traffic with full or partial control of access and generally with grade separation at major cross roads

Arterial roads: They are the primary roads for ensuring mobility function. They carry the largest volumes of traffic and longest trips in the city. These roads are characterized by mobility and cater to through traffic with restricted access from carriageway to the side. In such case, special provisions should be introduced to reduce conflict with the through traffic.

Sub arterial roads: This category of road follows all the functions of an arterial urban road and is characterized by mobility, and caters to through traffic with restricted access from carriageway to the side. It carries same traffic volumes as the arterial roads. Due to its overlapping nature, sub arterial roads can act as arterial. This is context specific and is based on the function and the land use development it passed through.

Distributor/Collector roads: As the name suggests, these are connector roads which distributes the traffic from access streets to arterial and sub arterial roads. They are characterized by mobility and access equally. It carries moderate traffic volumes compared to the arterial roads. Due to its overlapping nature, distributor roads can acts as sub arterial and as access streets, depending upon the function and the land use of the surroundings.

Local Street: These are intended for neighbourhood (or local) use on which through traffic is to be discouraged. These roads should be made pedestrian and bicycle friendly by using modern traffic calming designs to keep the speed within limits as per design.

Access Street: These are used for access functions to adjoining properties and areas. A majority of trips in urban areas usually originate or terminate on these streets.

Indicators are illustrated in Chapter 3.2 of this report.

2. Footpaths

Footpaths should normally be designed for a pedestrian level of service, thereby providing wide pedestrian facilities for pleasant and comfortable walking. The width of footpath depends upon the expected pedestrian traffic and may be fixed as per the land use adjacent to roads which significantly influences generation of pedestrian traffic on the footpaths. Indicators are illustrated in chapter 3.2 of this report.

3. Streetlights

To provide an effective safety to the residents of the Thromde especially after sunset/dark and vulnerable places, provision of adequate streetlights is essential which could be used as an indicator to assess the performance of the Thromde or Division concerned. Indicators selected are illustrated in chapter 3.2 of this report.

4. Open Spaces can include the following three broad categories namely:

- a. Organized green
- b. Recreational purpose
- c. Other common open spaces (such as vacant lands/ open spaces including flood plains, forest cover etc.) in plain areas

In hilly areas the protected zones and ecological conservation areas shall be considered to be over and above this open space requirement.

Organize green refer to parks, play field and other open spaces like specified park, amusement park, play ground, a multipurpose open space, botanical garden and zoological parks, traffic parks, etc. It suggest that-

In residential complex there should be 2-3 parks and playgrounds

In a housing cluster, there should be community level park and open space

At zonal level, there should be a district level park and sports centres; and

At a city level, there should be a city level park, sport complex, botanical garden/ zoological garden, exhibition ground, cultural gathering ground etc. depending upon design and space availability.

The community open space shall be reserved for recreational purposes which shall as far as possible be provided in one place.

It is suggested that the open spaces are to be developed with other socio cultural and commercial facilities so that they can serve multi-purposes. The sizes, design etc of open

spaces should be governed as per the rules and regulations in force in this regard. Indicators selected are illustrated in chapter 3.2 of this report.

5. Fire station/Sub fire station/Fire hydrants

It is one of the most important components of disaster management. Ideally fire stations should be located in such a way that fire tenders are able to reach any disaster site within 3-5 minutes. Fire stations should be located on corner plots as far as possible and on main roads with a minimum of two entries. Necessary provision for laying underground/ surface fire fighting measures, water lines, hydrants etc may be kept wherever provision of fire station is not possible. Indicators selected are illustrated in the chapter 3.2 of this report.

6. Parking Facilities

Provision of adequate parking spaces to park various types of vehicles including cars, taxi, two wheelers, truck, buses, emergency vehicles, cycles etc is one of the important functions of a city. Provision of parking areas both surface and multi-level parking facility in any settlement depends on number of factors including topography, settlement typology, land use, population growth, socio economic characteristics of the city or town, traffic congestion level during peak hours and otherwise, number of registered vehicles of different types and average annual growth in them, tourist inflow and such other parameters. Therefore there is a need to have an updated, preferably computerized intelligent vehicle management information system to design, operate and maintain parking system in different locations in a city in an efficient manner. Proper coordination with different line departments such as road transport department, traffic police etc is required to implement and maintain effective parking management system. Indicators selected are illustrated in chapter 3.2 of this report.

7. Bus stops/ Bus stand

The bus stops used for intra city travel by the passengers both by local residents and floating population and tourists. Its function therefore, is different from the bus terminal which are primarily utilized for inter-city travel and require various kind of facilities for the smooth flow of vehicular movement. The bus terminal serves as a point and until where necessary information to user is made available for processing and it broadly need to perform the functions to meet the requirements of the passengers, vehicles, crew and management. Usually every city have one inter-state bus terminal having the facilities of passengers platforms, waiting lounges, maintenance depot, rest house or rooms, baggage storage facilities, utilities and amenities, communication and information system, shelter from different weather conditions, eating facilities etc.

In case of intra-city bus stops, however, the scale and level of facilities are different and depends largely on the passenger's traffic and their location. The basic facilities which every stop should have are: platform to stop buses with electronic display mentioning timing of departure and arrival of different route buses with watch, covered space with all-weather material, proper lighting arrangements for security and safety especially women, children, senior citizens and differently-able person and good quality benches for waiting passengers.

Indicators selected are illustrated in chapter 3.2 of this report.

3.2 list of indicators:

Performance Indicators-Core Services

Water Supply

- 1 Coverage of water supply connections
- 2 Per capita supply of water
- 3 Extent of metering of water connections
- 4 Extent of non-revenue water
- 5 Continuity of water supply by Thromde
- 6 Efficiency of redressal of customer complaints
- 7 Quality of supply supplied
- 8 Cost of recovery in water supply services
- 9 Efficiency in collection of water related charges

Waste Water Management (sewerage and sanitation)

- 1 Coverage of Toilets
- 2 Coverage of waste water network services
- 3 Efficiency in collection of waste water
- 4 Adequacy of capacity for treatment of waste water
- 5 Quality of waste water treatment
- 6 Extent of recycling or reuse of waste water

- 7 Extent of cost recovery in waste water management
- 8 Efficiency in redressal of customer complaints
- 9 Efficiency in collection of sewerage charges

Solid Waste Management

- 1 Household level coverage of SWM services through door to door collection of waste
- 2 Collection efficiency of municipal solid waste
- 3 Extent (%) of solid waste recovered/recycled
- 4 Extent of recovery of waste collected
- 5 Extent of scientific disposal of landfill sites
- 6 Extent of cost recovery in SWM services
- 7 Efficiency in redressal of customer complaints

- 8 Efficiency in collection of SWM charges

Storm Water Drainage

- 1 Coverage of storm water drainage network
- 2 Aggregate number of incidents of water logging reported in a year

Performance Indicators-Other Services

Urban Roads

- 1 Coverage by all types of roads in the municipal jurisdiction
- 2 Road density
- 3 Coverage by surfaced/ all-weather roads
- 4 Length of different types of surface roads per 1000 population (in running kilometres)

- 5 Operational cost per kilometres of road length (operations and maintenance cost per month in Nu)

Footpaths/Walkways

- 1 Coverage of footpaths and walkways
- 2 Footpath density
- 3 Accessibility to footpaths per 1000 population
- 4 Operational cost per kilometre of walkways/footpaths (operation and maintenance cost per month)

Streetlight

- 1 Number of lamp post per km of road length
- 2 Spacing between streetlight/poles on different roads/streets. To be determined keeping in view the types of lights installed and influence area of such lights
- 3 Cost of maintenance per month

Open Spaces

- 1 Number of parks play ground per thousand population
- 2 Area covered under open spaces
- 3 Cost of maintenance per month

Fire Stations/Fire Hydrants

- 1 Number of fire stations per sq.km of area under Thromde area
- 2 Number of fire hydrants per sq.km of Thromde area
- 3 Number of fire hydrants per kilometre of road length

Parking Facilities

- 1 Number of vehicles per parking slot
- 2 Coverage by authorized parking facilities
- 3 Total parking slot per 1000 population
- 4 Number of traffic challens per month for unauthorized parking
- 5 Extent of cost recovery

Bus Stops and Bus Stands

- 1 Number of bus stops per km of road length
- 2 % of bus stops covered and well illuminated
- 3 Number of bus stops per 1000 population

3.3 Approach and Methodology

The report on performance reposting and design of performance reports for Thimphu Thromde and Phuentsholing Thromde has been developed on the basis of available data, literature, documents and reports in the field, followed by the discussions with the heads of the various departments and divisions of both the Thromdes in reference. The indicators are calculated on the basis of the guidelines as mentioned in the Policy Note on Performance Reporting and Design of Performance Reports issued under the BUDP II project.

The data relating to the inputs required for calculation of the indicators are collected from different department/divisions. Subsequently, the indicators are calculated based on the formula given in the guidelines of the Policy Note on Performance Reporting and Design of Performance Reports issued under the BUDP II project.

3.4 Frequency of data collection and measuring performance indicators

The data shall be updated regularly for all the indicators in both core and other services. However, the frequency of data collection and measurement of performance indicators in each city is dependent on a number of factors such as:

- Size of the city (in terms of its population)

- Staff deployment for the services concerned
- Governance/administrative structure of the service delivery agency
- Nature and scale of services provided
- Nature of data management and information system and other aspects

Therefore, reporting officer of the Thromde has to take the decision on the frequency of data collection to work out various indicators for different services/facilities as well as frequency of measurement of different performance indicators. The minimum frequency of measurement of PI in chapter 4 & 5 of this report is only suggestive.

4.0 Performance Reporting, Indicators and Guidelines-core Services

SL.NO	NAME OF THE SERVICES	PERFORMANCE INDICATOR	INPUT DATA	DATA	FORMULA	STATUS	UNIT	REMARKS
1	WATER SUPPLY	1.1 Coverage of Water Supply connections	A. Total number of households with direct water supply connection	1354	$(A/B*100)$	23	%	Number of metered connections/permanent connection
			B.Total number of households in a service area	6000				
		1.2 Per capita supply of water	A.Water supplied to the distribution system	26100000	$((A/C)/B)$	101.11	Million liters	
			B. Population Served	28,680			Number	
			C. Number of days in a quarter	90			Number	
			D. Additional information in respect of areas where water is supplied at a rate less than 70 LPCD	NA				
		1.3 Extent of metering of water connection	A. Total number of direct service connections	1354	$(C+D)/(A+B)*100$	99.92	Number	

	B. Total number of Public stand posts	1			Number	Zangdopelri
	C. Number of metered direct service connection	1354			Number	
	D. Number of metered stand posts	0			Number	
1.4 Extent of non-revenue water	A. Total water produced and put into the transmission and distribution system	293320 CuM	$(A-B)/A * 100$	10.29	million litres per day	
	B. Total water sold (billed)	263132 CuM			million litres per day	
1.5 Continuity of water supply by the Thromde	A. Average hours of pressurized supply per day	8	Water supply timing	8	Hours	average
1.6 Efficiency in redressal of customer complaints	A. Total number of water supply related complaints received per month	28	$(A/B) * 100$	100	%	
	B. Total number of complaints redressed within the month	28				
1.7 Quality of water supplied	A. Total number of water samples in a month	8	$(B/A) * 100$	100	%	
	B. Number of samples that meet the specified	8				

			potable water stands in that month					
		1.8 Cost recovery in water supply services	A. Total Operating expenses	7.86	(B/A)*100	105	%	
			B. Total operating revenue	8.27				
		1.9 Efficiency in collection of water related charges	A. Current Revenue collected	8.27	(A/B)*100	100	%	
			B. Total operating revenue billed	8.27				
2	Waste Water Management (Sewerage and sanitation)	2.1 Total number of gender friendly public toilets	Total number of gender friendly public toilets	6		6	No.	
		2.2 Coverage of waste water network services	A. Total number of properties in the service area	1300	(B/A)*100	100	%	Core area
			B. Total number of properties with direct connection to sewerage network	1300				
		2.3 Adequacy of capacity for treatment of waste water	A. Total water consumed	293320 CuM	C/(A+B)*0.8	0.006	%	Require clear definition for indicator
			B. Estimated water use from other sources	0				
			C. Treatment Plant Capacity	2157 CuM/Day				
D. Capacity utilization	1813 CuM							

2.4 Quality of waste water treatment	A. Total number of waste water samples in a month	4	(B/A)*100	100%	%	
	B. Number of samples that pass the specified secondary treatment standards	4				
2.6 Extent of Recycling or reuse of waste water	A. Waste water received at the treatment plant	1813 CuM	(B/A)*100	0	%	
	B. Waste water recycled or reused	0				
2.7 Extent of cost recovery in waste water management	A. Total Operating expenses	4.78	(B/A)*100	173	%	
	B. Total Operating Revenue	8.27				
2.8 Efficiency in redressal of customer complaints	A. Total number of sewerage related complaints received per month	46	(B/A)*100	100	%	
	B. Total number of complaints redressed within the month	46				
2.9 Efficiency in collection of sewerage charges	A. Current Revenue collected	8.27	(A/B)*100	100		
	B. Total operating revenue billed	8.27				

3	Solid Waste Management	3.1 Household level coverage of solid waste management services	A. Total number of households and the establishment in the service area	6000	(B/A)*100	73	%	
			B. Total number of households and establishments with daily doorstep collection	4360				
		3.2 Collection efficiency of solid waste	A. Total waste that is generated and which needs to be collected	9 MT/Day	(B/A)*100	100	%	
			B. Total quantum of waste of waste that is collected by Thromde or authorized service provider	9 MT/Day				
		3.3 Extent of solid waste recovered/ recycled	A. Quantum of waste that is segregated	0	(A/B)*100	0	%	Scrap pickers
			b. Total quantum of waste that is collected by Thromde or authorized service provider	9 MT/Day				
		3.4 Extent of recovery of waste collected	A. Amount of waste that is processed or recycled	0	(A/B)*100	0		

		b. Total quantum of waste that is collected by Thromde or authorized service provider	9 MT/Day				
3.5 Extent of scientific disposal of waste in landfill	A. Total waste disposed in "complaint" landfill every month	9 MT/Day	(A/B)*100	100	%		
	B. Total waste disposed in all landfills every month	9 MT/Day					
3.6 Extent of cost recovery in SWM services	A. Total Operating expenses	7.8	(B/A)*100		%		
	B. Total Operating Revenue	0					
3.7 Efficiency in redressal of customer complaints	A. Total number of SWM related complaints received per month	17	(B/A)*100	100	%		
	B. Total number of complaints redressed within the month	17					
3.8 Efficiency in collection of SWM charges	A. Current Revenue collected	0	(A/B)*100		%		
	B. Total operating revenue billed	0					

4	Storm Water Drain	4.1 Coverage of storm water drainage network	A. Total length of Road network in the Thromde	57.15	(B/A)*100	100	%	
			B. Total length of Primary, secondary and tertiary drains	57.15				
		4.2 Incidences of flooding within Thromde Area	B. Number of occasions of flooding or water logging in a year	3				
5	Urban Roads	5.1 Coverage by all types of roads in Thromde	A. Length and width of different types of roads in the Thromde (includes both surfaced and unsurfaced roads)	0.514	(A/B)*100	3.04	%	
			B. Total area of Thromde	16.9				
		5.2 Road density	A. Total length of all types of roads	57.15	(A/B)	3.381657	Km/ Sq.Km	
			B. Total Area under the Thromde jurisdiction	16.9				
		5.3 Coverage by surfaced/ all weathered roads	A. Total area of surfaced road		(A/b)*100			
			B. Total area of all types of roads (surfaced and unsurfaced)	57.15				

		5.4 Length of all types of road per 1000 population (in running kilometers)	A. Total length of different types of roads	57.15	(A/B)/(1000)	1.99		
			B. Total population of the Thromde	28680				
		5.5 Operational cost per kilometer of road length	A. Total operational cost of road length		(A/b)*100		Nu/KM	
			B. Total length (Km) of road	57.15				
6	Footpaths/Walkways	6.1 Coverage by footpaths and walkways	A. Total area of footpaths/walk ways under thromde jurisdiction	0.1188	(A/B)*100	0.7	%	
			B. Total Area under the Thromde jurisdiction	16.9				
		6.2 Footpath density	A. Total length of all types of footpaths and walkways under Thromde jurisdiction	9.9	A/B	0.58	Km/ Sq.Km	
			B. Total Area under the Thromde jurisdiction	16.9				
		6.3 Accessibility of footpaths per 1000 population	A. Total length of all types of footpaths in the city	9.9	(A/B)/(1000)	0.35		

			B. Total population of the Thromde	28680				
		6.4 Operational cost per kilometre length of footpaths/walk ways	A. Total operational cost of walkways/footpaths	NA	(A/B)*100			
			B. Total length of walkways and footpaths	9.9				
7	Street light	7.1 Number of lamp post per kilometer road length	A. Total number of lamp post/ street light in the city	775	(A/B)	14		
			B. Total road length within the jurisdiction of Thromde	57.15				
		7.2 Spacing between street lights/poles on different road	A. Spacing between different types of poles with respect to length of the road in running kilometer	37-55 metres				
		7.3 Cost of maintenance per month	Cost of maintenance per month					
8	Open Spaces	8.1 Number of Parks/playgrounds per 1000 population	A. Total number of parks and play grounds in the Thromde	11	(A/B)/1000	0.38		
			B. Total population of the Thromde	28680				No./1000 pop

		8.2 Area covered under open spaces	A. Total area under open spaces	0.05 sq.km	(A/B)*100	0.33	%	
			B. Total Area under the Thromde jurisdiction	16.9				
		8.3 Cost of maintenance per month	A. Cost of maintenance of open spaces					
9	Fire Station/ Fire hydrants	9.1 Number of fire station per square kilometer of Thromde area	A. Total number of fire stations in a Thromde	0	A/B	0		
			B. Total Area under the Thromde jurisdiction	16.9				
		9.2 Number of fire hydrants per square kilometer of Thromde area	A. Total number of fire hydrants covering all fire stations in the city	25	A/B			
			B. Total Area under the Thromde jurisdiction	16.9				
		9.3 Number of fire hydrants per kilometer of road length	A. Total number of fire hydrants covering all fire stations and locations in the city	25	B/A			
			B. Total length of Roads	57.15				
10	Parking Facilities	10.1 Number of vehicles per parking slot	A. Total number of vehicles of different types registered in the	31218	A/B	36.98815	Number	

			city					
			B. Existing number of parking slots to park different types of vehicles	844				
		10.2 Coverage by authorized parking facilities	A. Total authorized parking area in the Thromde	844	(A/B)*100			
			B. Total Area under the Thromde jurisdiction	16.9				
		10.3 Total vehicle parking slots per 1000 population	A. Total vehicle parking slots	844	(A/B)/1000			
			B. Total population of the Thromde	28680				
		10.4 Number of traffic challans per month for unauthorized parking	Average number of challans in a quarter for unathorized parking	NA				
		10.5 Extent of cost recovery	A. Total annual operating expenses	NA	(B/A)*100			
			B. Total annual operating revenues	NA				
11	Bus Stops and bus stands	11.1 Number of bus stops per kilometer of road	A. Total numbers of bus stops in the thromde	3	(A/B)			

	length	B. Total length of roads in the jurisdiction of Thromde	57.15				
	11.2 Percentage of bus stops covered and well illuminated	A. Total Number of bus stops in the city	2	(B/A)*100			
		B. Number of bus stops having pucca sheds, railing and lights in different part of the city	NA				
	11.3 Number of bus stops per 1000 population	A. Total Number of bus stops in the city	4	(A/B)/1000			
		B. Total projected population of the city	28680				

