



Chapter – 16 : SWOT Analysis



CHAPTER - 16 CITY SWOT ASSESSMENT

16.1 INTRODUCTION

Assessment of the strengths, weaknesses, opportunities and threats to a city forms a basis for the preparation of a relevant city development plan. A city level SWOT analysis has been done in this chapter based on an assessment of the status of various sectors of the city.

The chapter has been divided into four sections each describing the strengths, weaknesses, opportunities and threats respectively.

16.2 STRENGTHS

Delhi is a National Capital and the seat of administrative power; it is the center of economic and political activities. The city has several strengths. These have been outlined in Table 16.1.

Table 16.1: DELHI CITY-STRENGTHS

SECTORS	STRENGTHS
Location & Regional Linkages: Delhi is located strategically and connected with various economic nodes of the country. Due to its strategic importance, the city's influence extends throughout India and as a National Capital throughout the world.	
	<ul style="list-style-type: none"> • Seat of all political and administrative power of Country. • Highest level of urbanisation in the Country. The level of urbanization is 95 per cent. • It is easily accessible from other Mega Cities of the Country and other areas of Northern and Western India through Rail, Road and Air Transport. With Coming up of NHDP project, cities connectivity from Western and Eastern Gateways of the country has increased. • Delhi acts as nodal point for collection and distribution of passenger and cargo traffic in Northern India.
City Economy: The city's economy is enjoying a period of high growth	
	<ul style="list-style-type: none"> • GSDP is growing at a high growth rate of around 15% (CAGR at current prices-2002-03), with the service/tertiary sector contributing more than 76 per cent towards the economy of the state; • High per capita income at Rs 47477 (current prices, 2002-03) • High spending capacity / tendency
Trade and Commerce: There are 8 major types of wholesale and specialized markets of regional importance. Fruit & Vegetable Market, Azadpur and Fish & Meat Market, Gazipur are some of the major distributions centers for commodities in the Northern and North west region of the country.	

SECTORS	STRENGTHS
	<ul style="list-style-type: none"> Walled City and its extensions have 5-6 specialized market of regional and city level importance. These specialized markets are Wholesale grain Market; Bicycle & accessories, cloth market, General merchandise & hosiery, iron steel & junk and building materials. The city is well connected to regional supply chains The city is gaining in importance as a centre of retail trade
Tourism	<ul style="list-style-type: none"> World famous tourist destination Attracts both domestic as well as international tourists. Connectivity to the tourist destination in the northern region such as Jaipur, Ajmer, Agra, Varanasi et.al
Heritage	<ul style="list-style-type: none"> It is famous for its heritage and culture, both built and unbuilt Walled City of Delhi has 1000 heritage structure and 25 historical monuments.
State Reforms: State Government is undertaking various institutional and legislative reforms.	
	<ul style="list-style-type: none"> Pro active government; Presence of a number of development bodies and NGOs; State on a reform path with initiatives such as Bhagidari.

16.3 WEAKNESSES

The major areas of weaknesses for the city include infrastructure; weak urban growth management; lack of environmental management; slums, and overlapping institutional jurisdiction. The details of these have been elaborated in Table 16.2. These weaknesses need to be worked on for the city.

Table 16.2: DELHI CITY-WEAKNESSES

SECTORS	WEAKNESSES
Infrastructure: Weaknesses of the water supply, sewerage, solid waste, drainage and road & Transport systems are discussed below.	
	<ul style="list-style-type: none"> Lack of solid waste management facilities (for treatment and disposal) in the city leading to indiscriminate dumping of garbage and land pollution. Existing dumping sites are saturated and no new ones have been developed Lack of drainage and sewerage network especially in the newly developed areas. The surface drains are used for carriage of 25-30% sewerage, leading to environment hazards Lack of infrastructure facilities like water supply, sewerage, road and drainage in the unauthorized colonies; urban villages and colonies developed by private developers. Pressure on roads in walled city and extension due to encroachment, excessive commercialization and vehicular

SECTORS	WEAKNESSES
	<p>movement.</p> <ul style="list-style-type: none"> • Lack of parking space in the city. • Lack of proper public transport system leading to skewed traffic composition on the road network of the city. • Lack of tourism infrastructure facilities • Inadequate public conveniences. • Disposal of untreated industrial waste in Yamuna River.
Urban Growth and Land Management	
	<ul style="list-style-type: none"> • Haphazard growth of the city due to uncontrolled migration, poor housing and poor provision of infrastructure. The areas which have grown haphazardly are urban villages; resettlement colonies and unauthorized colonies • High population density within the walled city & Extension and East Delhi planning Division. Moreover low density development in RK Puram; Motibagh; Vinay Nagar..etc • Rate of Unauthorized developments and illegal land subdivisions are increasing in urban periphery and village settlements. • Lack of parks and open spaces. • Violation of rules, byelaws by the public and residents of walled city- leading to the loss of heritage in the walled city. • Overcrowding of businesses and people in the walled city. • High rate of population growth and urbanization, leading to slum formation, strain on infrastructure facilities and deterioration of the living environment.
Conservation	
	<ul style="list-style-type: none"> • Lack of integration of heritage concerns with planning process • Lack of proper database management in each sector especially in the Heritage and Infrastructure development. • Absence of clear-cut guidelines and responsibilities of various organizations. • Lack of awareness among in the city people towards heritage conservation. • Ineffective maintenance of heritage sites like Red Fort, Qutab Minar... etc as well as buildings in the walled city and Extension areas.
Urban Environment	
	<ul style="list-style-type: none"> • Degradation of River Yamuna • Loss of traditional water systems. • Extreme Depletion of ground water. • Degraded air quality. • Congestion of major arterial roads and commercial area of the city. • Contamination of piped water with sewerage.

SECTORS	WEAKNESSES
Slums and JJ Clusters	<ul style="list-style-type: none"> • increasing population (& densities) in existing JJ clusters • Lack of mechanism for on-going creation of housing for the urban poor (lack of inclusion of urban poor in city development process) • Poor infrastructure facilities in both JJ clusters and resettlement colonies and relocation sites;
Institutional coordination	<ul style="list-style-type: none"> • Lack of coordination between central and state government • Lack of coordination among various departments like MCD, DDA, PWD, DJB, DUAC etc. • Non implementation of 74th CAA in spirit-MCD does not have financial/taxation powers, budget to be approved from Department of Local Self Government. • DDA entrusts functions to MCD against the spirit of 74th CAA. • Overlapping jurisdictions between DDA, MCD and NDMC; DDA exercise control over major parts of MCD Area. • Overlapping of functions between line departments.

16.4 OPPORTUNITIES

The city has several aspects that are potential opportunities for the city. The main opportunities are in the areas of economic growth, proposed projects, state initiated reforms and heritage. These have been detailed out in Table 16.3.

Table 16.3: DELHI CITY-OPPORTUNITIES

SECTORS	OPPORTUNITIES
Economic competitiveness	<ul style="list-style-type: none"> • With the presence of good connectivity, it can develop as nodal centre linked with other economically vibrant cities. • The city has a highly entrepreneurial population • High literacy rates • High growth areas such as NOIDA and Gurgaon are located in the vicinity • It can attract many tourists because of its rich heritage and culture. • Due to good connectivity, the National Capital city has the potential to attract private developers and FDI in the housing and infrastructure sectors. • Can emerge as an "events capital" particularly after the commonwealth games 2010
Proposed Projects	<ul style="list-style-type: none"> • Commonwealth games-2010 is likely catalyze investment to the tune of Rs 2000 Crore on development of civic infrastructure in the city. • With the anticipated growth rate of around 8% for GDP of India during this FY and an increase in the limit of FII and FDI, Delhi can expect more investments provided the city sells itself well in comparison to other cities • Development of Metro Rail and its extension to other DMA towns will resolve the problem of transportation

SECTORS	OPPORTUNITIES
	system of the city
State urban reforms	<ul style="list-style-type: none"> • City is initiating reforms in urban governance through implementation of various governance models such as Bhagidari Scheme; E-governance; Repeal of ULCR, PPP models for project implementation etc. • Institutional Reforms proposed for MCD by splitting it into several Municipal Corporations • The Government is currently focusing on urban slums and improvement of basic services in JJ clusters
Urban Heritage	<ul style="list-style-type: none"> • Rich heritage can attract the tourists. • The local crafts from across the nation can be showcased for attracting business and shoppers during events such as Trade Fair and other events organized in city.

16.5 THREATS

The threats are primarily the existing weakness, which if not addressed adequately might pose threats for development of the city in the future. These are detailed out in Table 16.4.

Table 16.4: DELHI CITY-THREATS

SECTORS	THREATS
Economic	<ul style="list-style-type: none"> • Wholesale trade is concentrated in core walled city area, which attracts workers and traders to the central location-leading to deterioration of the city environment • Lack of adequate infrastructure to capitalize on economic opportunities (roads, freight handling facilities ... etc)
Infrastructure	<ul style="list-style-type: none"> • High population growth can lead to further pressure on the infrastructure sector in the future. Augmentation of trunk services is crucial. • Lack of sewerage system, solid waste management, poor distribution of water can lead to health problems and unhygienic conditions in the city. • Poor infrastructure in new colonies especially in the urban extensions and urban villages are a threat to quality of life. • Infrastructure provision in the slums is inadequate resulting in very poor living conditions.
Institutional and fiscal reforms	<ul style="list-style-type: none"> • Capacity building of all the government organizations if inadequate would result in non implementation of several reforms. • Fiscal reforms are a key for carrying out projects and provision of infrastructure in a sustainable manner. • Urban Development is the responsibility of Central government and MCD is under both Central and State Government. These overlapping roles of state and central government have led to a non functional executive system of the city.

SECTORS	THREATS
Conservation	<ul style="list-style-type: none"> • Lack of repair and maintenance of heritage buildings can lead to rapid deterioration of built fabric in the walled city. • Continued negligence of heritage areas can also lead to loss in tourism revenues • Walled city and Extension faces threat in the event of disasters both natural as well as man-made.

16.6 CONSOLIDATED ISSUES

SECTOR	ISSUES
City Economic Profile	<ul style="list-style-type: none"> • The comparatively large influx of low quality manpower from neighboring states could skew the skill level available. • The lack of focus on major value-add sectors like Software, BPO, Communications and Biotechnology is likely to lead to a situation where the Value-Add per employee/enterprise would be affected adversely. • The highly skewed gender ratio in the employment sector, with 15% females in the workforce.
City Environment Profile	<ul style="list-style-type: none"> • Ground Water: The abstraction of ground water is more than the estimated availability of ground water. CGWB estimates that 47,945 ha m water is extracted for domestic, industrial and irrigation purposes. • River Yamuna: The river Yamuna stretches for 22 kms along Delhi, but after Rs 55 - 75 Crores spent per kilometer on cleaning it up, the river is more spent than ever. • Forest Cover: The Ridge area of Delhi has degraded tremendously due to by roads, buildings, traffic, garbage dumping, lopping of trees and grazing by livestock. Mining and quarrying activities in the past have degraded the South-Central Ridge causing enormous loss to biodiversity. • Air Environment: The alarming levels of SPM which are way beyond the permissible levels are a serious area of concern. Even the RPM levels were exceeding the permissible limits. • Environmental Health: High occurrence of respiratory infections, heart problems, sickness from water and vector-born diseases and other diseases because of exposure to ambient and indoor pollutants and inappropriate disposal practices of municipal solid waste have become the way of life in the city. • Green House Gases: Delhi is releasing around 16 million tones of CO₂ emissions, mainly contributed by vehicles, power and residential sectors. This quantity if unabated could be a major threat to stabilizing Climate Change.
Land Management & Urban Growth	<ul style="list-style-type: none"> • Increasing gap between demand and supply of housing and infrastructure • Encroachments on agriculture land and urban villages

SECTOR	ISSUES
	<ul style="list-style-type: none"> • Exploitation of land for unauthorized development • Non-conforming land uses-industrial & commercial • Lack of linkage of Physical Planning Strategy with Financial Planning • Over crowding, haphazard development without basic services
Urban Poor and Slum	<ul style="list-style-type: none"> • Diminishing legal security of tenure • Lack of access to suitable mechanisms of finance • Low rate of in-situ up gradation of existing JJ clusters • Poor access to public goods and services at JJ clusters and relocation sites • Variable plots sizes at relocation sites. • Lack of suitability of relocation sites
Conservation & Heritage Management	<ul style="list-style-type: none"> • Piecemeal, uncoordinated approach to the heritage and conservation in Delhi. • Limited positive and meaningful co-operation between the agencies involved. • No overall planning and direction in the sector. • Monuments are in dilapidated stage and being altered heavily (losing their historical value) • Number of heritage buildings occupied by State and Central Government Departments. • No Incentives and technical support given to owners of heritage building for they're up keep and maintenance. • Difficult to apply laws and regulations and at the same time lack of rules/ guidelines for restoration of civil heritage, construction on and demolition of heritage structure. • Lack of political commitment and public awareness on heritage value. • Lack of Public facilities in and around the monuments and area. • Poor Solid Waste Management in old city.
Water Supply	<ul style="list-style-type: none"> • Poor management of supply, leading to high rate of water loss (40%), intermittent supply & wastage • Augmentation of water sources required • No equitability in water supply, need for rationalization of water supply. • High operation and maintenance cost and highly subsidized water supply. • Revenue losses due to less coverage / jurisdiction area (45%). • No centralized database and information management system in place.
City Sewerage System	<ul style="list-style-type: none"> • 530 MGD of untreated sewage is polluting the river Yamuna. • Overflow from sewers into storm water drains (SWDs) indicating urgent there is urgent need to segregate the sewage flow from entering into SWDs. • Trunk sewers are considerably silted, requiring to be desilted & repaired to restore their capacity in a time

SECTOR	ISSUES
	<p>bound manner.</p> <ul style="list-style-type: none"> • STPs and Sewage Pumping Stations are several years old-leading to reduced efficiency. • conveyance system needs to be checked for full capacity utilization of CETPs.
Storm Water Drainage	<ul style="list-style-type: none"> • Carries considerable quantities of raw and untreated effluents • Need for diversion of all waste water (both domestic and industrial) from surface drains. • Lack of integration in designing, planning and construction of roads and drains • Streamlining of agencies responsible for drainage throughout city
Review of Road Network and Transport System	<ul style="list-style-type: none"> • High growth rate of vehicles and heavy vehicular volumes on road causing congestion, delay, safety, pollution • Ineffective utilization of road space- on street parking, encroachments, lack of pedestrian facilities • Inadequate and inefficient public transport system - requirement of integrated multi-modal transport system for Delhi • Lack priority and safety of pedestrians on road • Inadequate parking at major commercial areas and work centers • Lack of coordination in implementing agencies • Intermixing of local and regional passenger and goods traffic
Institutional Arrangement	<ul style="list-style-type: none"> • Lack of clear demarcation of responsibilities and effective reporting mechanisms between the three tiers of government-local, state and centre • MCD & NDMC both report to the central government and not state government • MCD has been trying hard to introduce the new system of Local Area Plans (LAP), through amendments to Unified Building Byelaws of Delhi. As things stand today, LAP violate the Delhi Development Act 1957 as well as Delhi Municipal Corporation Act. • Overruling of the Delhi High Court decisions by the NCT of Delhi and Ministry of Urban Development. • There is a lack of clarity over the departmental responsibilities for land use planning, development, maintenance and enforcement. • Delhi Development Authority (DDA) does not coordinate with the State Government on physical development.