

Minutes of DFID : Issues Vs Status

Issues	Status
Training manual on STD / HIV / AIDS is being developed.	<ul style="list-style-type: none">• Training manual has already been developed and circulated to ULBs for conduction of training for grass root level functionaries at HAU level.
The repair & refurbishment of Sub-Centre has been completed in 50% of the ULBs.	<ul style="list-style-type: none">• Out of 40 KMA ULBs, AA & FS have been accorded to 36 ULBs for a total amount of Rs. 178.18 lakhs (Proposals are yet to be received from Barasat, Naihati, Titagarh & Bally).• Out of 11 Non-KMA ULBs, AA & FS have been accorded to 6 ULBs for a total amount of Rs. 63.58 lakhs (Proposals are yet to be received from Darjeeling, Alipurduar, Balurghat, Raiganj & English Bazar).
Computer has also been provided in 17 KMA ULBs that have given basic computer training to health staff.	<ul style="list-style-type: none">• Computer has already been provided to 22 KMA ULBs out of 40.
Community Led Health Initiative Pilot underway in five slums in Kalyani.	<ul style="list-style-type: none">• Five slums have declared as open defecation free slums.• This initiative has been extended to other slums of Kalyani.• A workshop had been organized at Kalyani on 26th May, 2006 where lessons learnt from CLTS had been shared with the participants both at workshop and field visit situation.• Exposure visit are yet to be organized.

Provision of Computer to 40 KMA ULBs under Health component of KUSP

7.7.06

Sl. No.	Name of ULBs	Letter issued for Basic Training on	AA & FS accorded for an amount of Rs. for procurement of Computer	AA & FS accorded on
Dist. : North 24 Parganas				
1	Bhatpara		Fig. 10/11/06. shubho.	Letter no. 301/07. Dr. D. M. Choudhury
2	Barrackpore			
3	Bidhannagar			
4	Baranagar	28.12.2005	59000.00	13.01.2006
5	Barasat		59000.00	04.01.2006
6	Dum Dum	16.02.2006	59000.00	10.05.2006
7	Garulia		59000.00	18.01.2006
8	Halisahar		59000.00	21.12.2005
9	Kanchrapara	06.01.2006		
10	Khardah		59000.00	06.02.2006
11	Kamarhati	21.12.2005		
12	Madhyamgram	06.01.2006	59000.00	24.05.2006
13	Naihati	20.02.2006		
14	New Barrackpore		59000.00	21.12.2005
15	North Barrackpore	28.12.2005		
16	North Dum Dum	31.01.2006	59000.00	10.05.2006
17	Panihati		59000.00	21.12.2005
18	Rajarhat Gopalpur			
19	South Dum Dum	23.12.2005	59000.00	12.06.2006
20	Titagarh		59000.00	31.01.2006
Dist. : South 24 Parganas				
1	Baruipur			
2	Budge Budge	21.12.2005	59000.00	20.06.2006
3	Maheshtala	23.12.2005	59000.00	09.01.2006
4	Pujali		59000.00	21.12.2005
5	Rajpur Sonarpur		59000.00	10.05.2006
Dist. : Howrah				
1	Bally		59000.00	20.02.2006
2	Howrah MC		59000.00	02.01.2006
3	Uluberia		59000.00	31.01.2006
Dist. : Nadia				
1	Gayeshpur	21.12.2005		
2	Kalyani		59000.00	21.12.2005
Dist. : Hooghly				
1	Baidyabati	20.01.2006		
2	Bansberia		59000.00	06.01.2006
3	Bhadreswar	06.01.2006 & 31.01.2006		
4	Chandannagar MC	21.12.2005		
5	Champdani			
6	Hooghly Chinsurah	20.02.2006		
7	Konnagar			
8	Rishra	13.01.2006, ULB letter no. 2113/IX/30.01.2006		
9	Serampore	06.02.2006		
10	Uttarpara Kotrung		59000.00	14.12.2005
Total			1298000.00	

7.7.06

Status of AA & FS with regard to refurbishment of Sub-Centres under Health component of KUSP during 2005-06 & 2006-07

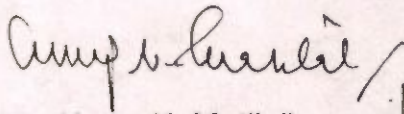
Sl No.	Name of ULBs	No. of Sub-Centres	AA & FS for refurbishment for an amount of Rs.	Sanctioned on
Dist. : North 24 Parganas				
1	Bhatpara	38	927676.00	24.05.06 ✓
2	Barrackpore	17	93881.00	22.12.2005
3	Bidhannagar	6	120779.00	04.05.2006 ✓
4	Baranagar	13	61558.00	02.01.2006
5	Barasat	48	✓	
6	Dum Dum	10	55320.00	23.12.2005
7	Garulia	19	517338.00	27.01.2006 & 05.07.2006 ✓
8	Halisahar	20	296382.00	20.02.2006 & 04.05.2006 ✓
9	Kanchrapara	19	913770.00	31.01.2006
10	Khardah	27	967239.00	24.11.2005
11	Kamarhati	28	591740.00	21.02.2006 & 25.05.06 ✓
12	Madhyamgram	19	367536.00	04.05.2006 ✓
13	Naihati	20	✓	
14	New Barrackpore	15	105870.00	02.01.2006
15	North Barrackpore	24	670000.00	20.01.2006
16	North Dum Dum	19	386409.00	16.01.2006
17	Panihati	40	550821.00	09.12.2005
18	Rajarhat Gopalpur	26	75000.00	24.05.2006 ✓
19	South Dum Dum	41	275557.00	06.02.2006
20	Titagarh	14	✓	
Dist. : South 24 Parganas				
1	Baruipur	5	350000.00	24.12.2005
2	Budge Budge	17	850000.00	23.12.2005
3	Maheshatala	41	1300000.00	19.01.2006
4	Pujali	7	350000.00	24.11.2005
5	Rajpur Sonarpur	34	945708.00	16,25,31.01.2006
Dist. : Howrah				
1	Bally	27	✓	
2	Howrah MC	60	283031.00	24.02.2006
3	Uluberia	20	830000.00	20.01.2006
Dist. : Nadia				
1	Gayeshpur	13	690408.00	10.05.2006 & 21.06.2006 ✓
2	Kalyani	7	217000.00	20.01.2006
Dist. : Hooghly				
1	Baidyabati	17		
2	Bansberia	20	1000000.00	18.01.2006
3	Bhadreswar	23	731789.00	20.12.2005
4	Chandannagar MC	18	365057.00	12.05.2006 ✓
5	Champdani	19	363899.00	23.02.2006 & 10.05.2006 ✓
6	Hooghly Chinsurah	26	225555.00	07.07.2006 ✓
7	Konnagar	13	509040.00	16&18.01.2006
8	Rishra	24	919750.00	13.01.2006
9	Serampore	31	452534.00	12.12.2005
10	Uttarpara Kotrung	26	457490.00	27.01.2006
	Total	911	17818137.00	
Dist. : Darjeeling				
1	Darjeeling	16		
2	Siliguri	61	2666841.00	24.02.2006 & 12.05.06 ✓
Dist. : Jalpaiguri				
1	Jalpaiguri	12	377000.00	16.02.2006
2	Alipurduar	7		
Dist. : Dakshin Dinajpur				
1	Balurghat	12		
Dist. : Uttar Dinajpur				
1	Raiganj	14		
Dist. : Malda				
1	Englishbazar	14		
Dist. : West Medinipur				
1	Kharagpur	30	881945.00	07.02.2006
Dist. : Burdwan				
1	Burdwan	27	620410.00	16.02.2006 & 22.02.2006
2	Durgapur	57	760000.00	16.02.2006
3	Asansol	97	1051835.00	02.01.2006 & 20.02.2006
	Total	347	6358031.00	
	Grand Total	1258	24176168.00	

+computer.
+computer.

Enclosed please find a copy of Aide Memoire : KUSP Annual Review, 15-17 May, 2006.

You are requested to kindly initiate action on the same and suggest if any corrections are required to be made therein.

The matter may be accorded Top Priority.


(Anup K. Matilal) 14.06.2006
Project Manager, CMU, KUSP.

Encl: As stated.

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9. Urban Planner, CMU.
10. Economist, CMU.
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12. Health Expert, CMU.

Aide Memoire: KUSP Annual Review, 15 -17 May, 2006

A DFID team visited Kolkata on 15th and 16th May, for the Annual Review of the KUSP programme.

On the 15th of May, the team held a meeting with the Secretary Municipal Affairs Department, the CMU and other key members of the support agencies. During the meeting, the consultants, CRISIL and ASCI presented their independent assessments of the progress of the accounting reforms and the preparation of the Draft Development Fund, respectively. The Manager of the Challenge Fund also spoke briefly about the activities of the Fund.

In the afternoon, the team visited the municipalities of Bidhannagar and Barrackpur.

On the 29th of May, the team split into three groups, and visited the ULBs of Bally, Howrah, Maheshtala, Pujali, Kalyani and Kachrapara. The groups visited slums and had detailed discussions with the officials and the elected members of the ULBs.

In the evening of the 29th, a wrap-up meeting was held with the Secretary Municipal Affairs Department and the officers of the Change Management Unit.

On the 7th of June, the team briefed the Minister in charge of Municipal Affairs and Urban Development, about the key issues that emerged out of the review. The DFID team consisted of Chris Chalmers (West Bengal Programme Manager), Debashree Mukherjee (KUSP Task Team Co-ordinator and Urban Adviser), Andrew Kenningham (Economic Adviser), Shouvik Datta (Deputy Programme Manager), Sandhya Kanneganti (Social Development Adviser), and Srinivasan Iyer (Livelihoods Adviser). Chris Murgatroyd (Senior Governance Adviser), Deborah McGurk (Senior Economic Adviser) and Stephen Young (Senior Infrastructure and Urban Development Adviser), also participated in the review. The team was joined by Mr. S.K. Sarkar, representative of DEA and Mr. Santosh Jha, representative of MUEPA. The team would like to thank Arnab Roy, (PD, CMU), and the CMU team for their hospitality, enthusiasm, and hard work during the review.

This aide memoire has the following sections:

1. Discussion with secretary MAD and Minister, Urban Development
2. Strengthening the ULBs/ 'Governance issues'
3. Poverty Issues, including health, sanitation and livelihoods
4. Infrastructure Issues
5. Economic and Accounting Issues
6. Update on Expenditure

Reports of field visits of the different teams are appended to the aide memoire.

Part 1: Discussions with Secretary Municipal Affairs Department

During the 'wrap up' meeting with the Secretary Municipal Affairs Department, Mr. Debashish Som, the following issues were discussed.

- a) Creation of a cadre of Executive Officers for ULBs: The DFID team emphasized the value of creating a separate cadre of in-service officers to function as EOs in the ULBs. While there has been progress since last time, in so far as EOs have been appointed in most of the ULBs, there is a substantial difference in quality between the in-service EOs and the officers re-employed as EOs after retirement. The Secretary agreed that the Government would consider the creation of a separate cadre.
- b) Focus on Service Delivery: The Public Affairs Foundation has started the process of preparation of the citizens' score cards, which will benchmark the service delivery parameters of the individual ULBs. A system has to be devised in order to continuously assess service delivery standards of the ULBs, as well as assess their performance against commitments made in the Citizens' Charters.
- c) Additional Support for DDP Preparation: The independent assessment conducted by ASCI pointed out the need for additional support to the ULBs to integrate vision with clearly articulated service delivery goals and corresponding investment plans. It was agreed that the CMU would work out a proposal to provide additional, outsourced support to the ULBs for DDP preparation. The support organization will concurrently evaluate the plans, before they are submitted to KMPC.
- d) Tenure Issues and services to slums located on service land or private land: DFID will support the preparation of a policy paper on urban land tenure. CMU will examine the issue of providing services to slums on private and service land, and clearly articulate the position in this regard.
- e) Urban Sanitation Strategy: Mr. Som agreed to lead on the preparation of an Urban Sanitation strategy to improve sanitation in the cities of West Bengal. This will be supported by DFID.
- f) Strengthening SUDA: CMU has submitted proposals for SJSRY and scaling up livelihood pilots. It is important to strengthen SUDA as well as the UPE cells in the ULB so that the ULBs have enough capacity and support to effectively plan for livelihoods for the poor. DFID agrees, in principle, to support the strengthening of SUDA, as well as the UPE cells at the ULB level in the KMA ULBs. However, the MAD will need to obtain Government approval for continuation of the posts beyond KUSP.
- g) Resource Mobilisation: The Secretary said that 'own resource mobilisation' for the ULBs was a priority for the current year. The CMU will draw up a strategy for promotion of resource mobilisation, including policy changes, capacity building, incentives for ULBs and enhanced monitoring by MAD. The CMU/ MAD plan to begin

preparations for a move to the Unit Area based system of assessment of property tax, independently of KMC, within a time frame of 18 months.

- h) Municipal Development Fund: MAD will approach IFC to help design the Municipal Development Fund. It was emphasized that DFID will need to be a part of the design process in order to ensure that the design is compatible with the KUSP programme memorandum and with DFID's budget situation. Project Director, CMU asked whether the funds reserved for intra-municipal infrastructure under KUSP could be transferred to the ULBs, or made available to the Fund as seed money, and said that seed capital needs to be paid up-front, and not as reimbursement of expenditure incurred. DFID agreed to look at these issues over the coming weeks.
- i) Solid Waste Management: Project Director CMU asked for support for a comprehensive solid waste management initiative in all the KMA ULBs. DFID agreed to support the communication effort and the training, but suggested that the collection could be done through SHGs funded by SJSRY, and the CMU could explore PPP options for transfer stations, transport, and disposal.
- j) Water Supply: During the slum visits, it was noticed that there is very little monitoring of water quality being done. This is a real health risk. A schedule of monitoring needs to be prepared and mandated by CMU. The Secretary raised the issue of water pipes passing through drains within slums, and asked whether, in view of the health risk this poses, replacement of such pipes could be taken up under slum infrastructure works of KUSP. DFID will consider this.
- k) Special Focus on Howrah: It was agreed, that in view of the population of Howrah, and the complexity of the issues facing the city, there should be, within KUSP, a special programme of support to Howrah.
- l) Procurement: The procurement consultants appointed by DFID had submitted a report on the existing procurement systems and procedures. As the consultancy has ended, CMU agreed to incorporate some suggestions in the report and take forward the recommendations. CMU should share the reform plan with DFID along with the proposed timelines for implementation.

Discussions with Minister in charge of Urban Development

The DFID team briefed the Minister about the review, with particular focus on:

- The need for the creation of a cadre of Municipal Executive Officers
- Formulation of an incentive based Urban sanitation Strategy for West Bengal
- Strategy to enhance the resource mobilisation of the ULBs
- Need for special focus on Howrah
- The ongoing assessment of the levels of service delivery and citizens' satisfaction by the Public Affairs Foundation

The Secretary, Municipal Affairs Department also briefed the Minister about the plans to strengthen the poverty monitoring units at the ULBs. It is expected that this will lead to better mobilisation of poor communities, not only for livelihood related activities, but also for planning and maintaining infrastructure, and improving their capabilities to influence decision making at the ULB level.

The Minister agreed, in principle, to the creation of a cadre of Municipal Executive Officers, and said that there were ongoing discussions within Government about the cadre and the mode of recruitment. He was also in agreement on the need for special focus on Howrah, (particularly by reviewing and strengthening the quality of the personnel in the ULB), and the incentive based Urban Sanitation Strategy for West Bengal.

Part 2: Strengthening the ULBs- Governance Issues

Progress so far

1) Strengthening of support organisations(SOs)

At a previous meeting of CMU-DFID in the month of April, Secretary, MAD expressed his preference for a limited capacity building of SOs, as they are, and of District Urban Development Authorities, through a training consultancy. The original Verulam report, however, approached this with a view to restructuring the set up.

2) DDP/ADP preparation

Orientation and sensitization workshops completed in 37 ULBs and these ULBs have now started the consultative process for problem identification and prioritisation of issues. A DDP Help Desk has been established in CMU. So far, 15 guidelines have been printed. Another panel for urban planners has been established to counter the problem of attrition.

3) Standing Committees

These have been established and are functioning in 33 ULBs. CMU/DLB strategy to strengthen Standing Committees, and Accounts Committees, in particular is a focus area for the next two quarters.

4) Staffing norms in ULBs

The review team observed that the knowledge of any standardised staffing norms for ULBs varied widely across the ULBs visited by them. CMU initiative on a work load analysis in ULBs was not evident in the ULBs visited.

5) E-Governance

The selection of the agency for implementation will be completed by end May and engagement of external consultant (national productivity council)

to conduct work study has been finalised and work will commence by end of May.

Recommendations

1. MAD should formulate a clear position on the reform plan for the SOs/DUDAs over the next six months.
2. The review team observed that CMU support to ULBs in many areas including DDP preparation was weak. CMU role requires strengthening.
3. The Benchmarking Report of Verulam consultants should be reviewed by the DLB and taken forward by the CMU.

Creation of cadre of Executive Officers

Progress so far

No progress in identifying additional in-service personnel to the 19 KUSP trained already appointed as EOs in the ULBs; the rest are local/retired officials. Advertisement for HR/OD specialist to monitor the OD agenda was placed in newspapers, but due to poor response it would be re-advertised.

Recommendations

1. There is need for early creation of a cadre of EOs and identification of in-service personnel to the remaining 21 positions of EOs. GoWB should consider options such as hiring from the market on contract basis.
2. Quality of ULB level elected leadership was found to be equally critical for KUSP reforms to succeed. Training of Chairpersons should be a key component of this year's action plan.

Training and capacity building in ULBs

Progress so far

CMU has submitted a draft training plan prepared by ILGUS to meet the immediate training (ad-hoc) needs. The thrust areas for immediate training interventions are accrual based double entry accounting system, DDPs, mobilisation of resources by the ULBs as part of system strengthening, community participation in planning, implementation and monitoring, community contracting of activities including participation of different community structures and others. The ToR for a long-term training needs assessment for ULBs has been finalised. Meanwhile, SUDA and CMU finalized a basic training programme for community organisations covering all issues like health, Education and Community Mobilization, as well as finalising the training requirements for UPE cell. Basic Computer training for staff has been completed in almost all ULBs.

Observations During our visits to the 8 ULBs, we observed that focused capacity building is necessary for all members in the 3 DDP Technical Groups. Some of these members informed the team that though they had the local knowledge, there is need for more than the orientation and sensitization workshops to translate the learning into policy documents using modern tools.

Recommendations: Since CMU's resources have been stretched to the limit, it is essential to appoint a training consultant to assist them in taking forward the DDP process. Designing training modules and organising training for capacity building of the Accounts Committees in ULBs should be taken up by CMU/ILGUS on priority.

Citizens Charters

Progress so far

This had been taken forward in many ULBs as a printed/ painted set of signs on the **standard time** certain obligatory services provided by ULBs should take (eg changing registration details); there were less examples of the **quality of on-the-ground services** (like how frequently rubbish would be collected, drains cleared, etc). The review team did not find any ULBs they visited that were monitoring the achievement of the promises in the charter.

Recommendation

As the ULBs have taken on the idea of the charter, it should be capitalised on by putting in place monitoring mechanisms for checking its being met; and reviewing the charters to improve their relevance to poor peoples' experience of service provision. While Grievance Boxes were introduced in many ULBs, a robust complaint monitoring system requires to be put in place.

Ward level decentralization of functions

Progress so far

All the 85 ward offices sanctioned in 17 ULBs during the first phase have been physically completed and they have started functioning. A study on the review of the statutory framework and the actual use of these ward offices has been entrusted to the Director of Local bodies.

Recommendation

The review of the functioning of ward committees with reference to their mandate is a long pending issue and should be completed in this quarter.

Howrah Development Rejuvenation Plan

Progress so far

The conceptualisation workshop on HDRP was held on 16 – 17 January. The participants included Zilla Parishads, Government Departments, Chambers of Commerce and NGO and also international and national experts. Following the workshop, the technical working group for formulation of the HDRP has been formed in March 2006.

Recommendation

The HDRP consultancy for the preparation of a plan for Howrah rejuvenation should be completed by this year.

Part 3: Poverty Issues, including health, sanitation and livelihoods

Progress so far

Since the last review there has been much progress on poverty related issues. The poverty strategy & action plan is emerging clearly. The Poverty expert has joined CMU, and 5 out of 8 poverty consultants have joined. Each of them is covering a cluster of ULBs. The cluster level poverty consultants have been able to obtain a lot of data/insight into the missing links and feed into the development of the poverty strategy & action plan. CMU has greater understanding of the institutional and programmatic gaps at the ULB and SUDA levels and is in the process of initiating specific interventions – manual for strengthening CDS & UPE Cell, capacity building for RCVs, etc. Areas for strengthening SUDA have also been identified.

Preparation of Draft Development Plans

The ASCI study indicates that QSS methodology is by and large accepted, though non KUSP funds may not be spent by this formula. Capacity building of the CDS' should be through greater process oriented support and not just training. Outsourcing to NGOs for providing and scaling this support needs to be explored. LED & livelihoods strategy needs to be linked to wider strategy as ULBS have limited ability to involve private industry and businesses. PPA study findings need to be integrated into the DDP preparation processes; need strong institutional framework for convergence with line department functionaries at the ULB level; adequate fiscal allocations to address poverty issues in the ULBs.

Recommendation

Outsourced support will need to be provided to ULBs in order to enable them to integrate the various components of the DDP, on the basis of the consultation done so far. The MAD will also need to estimate the non- KUSP resources that will flow to the individual ULBs over the next 5 years, and communicate this to the ULBs. Both of these activities should be taken up immediately. Once the full report is received from ASCI, CMU & MAD will need to take a view on other specific recommendations.

Poverty Reduction Strategy & Action Plan

A very detailed Poverty Reduction Strategy was shared with DFID. It discusses the critical institutional and programmatic gaps at the State and ULB level in the urban poverty reduction interventions in KMA, areas for convergence for effective service delivery in slum settlements and proposes specific action plan.

Recommendation

The strategy and action plan should be further refined and action initiated on specific issues.

Poverty Surveys

The 9 PPAs are completed and workshops for dissemination of the findings are scheduled. The reports and findings have been disseminated to all the 40 ULBs. Reportedly the urban census data has been received for 3 districts. ToRs for QSS validation study have been agreed to.

Recommendation

CMU should obtain urban census data from Planning Dept for all the KUSP ULBs and support development of ULB level databases. The PPA findings should feed into the current stage of DDP preparation. After the QSS validation study- which is expected to identify gaps in the data and advise on improved methodology- MAD may take a view on using the same method for categorising slums in non KMA areas. This could also pave the way for utilisation of the QSS formula for allotment of non KUSP funds to ULBs.

Strengthening SUDA

Director SUDA gave a detailed presentation on the role and functions of SUDA, implementation of SJSRY, areas for support through KUSP etc.

Recommendation:

DFID in principle agrees to support the strengthening of SUDA. The areas identified in the presentation during the Review Mission and those already sent in an earlier proposal should be re-examined and a comprehensive view taken. Clearance from Finance will be required for long term sustainability of the support being planned for SUDA and UPE cells at the ULBs.

NGO partnerships, CDS & BWMC Strengthening

The CDS structures need strengthening. In most of the ULBs the Bustee Works Management Committees (BWMCs) are yet to be formed. It was agreed that SUDA and CMU would develop a strategy and action plan for the same.

Recommendation

A manual for strengthening CDS is under preparation. Partnerships with NGOs and capacity building agencies should be explored. CMU may identify ULB wise NGOs for building partnerships covering specific areas - CDS and BWMC strengthening, livelihoods interventions, delivery of services in slum settlements, sanitation & solid waste management, health awareness building, community mobilisation for local initiatives, enrolment of child labour & out of school children in schools etc and action initiated for facilitating MoUs between NGOs and the ULBs.

Strengthening of UPE Cell:

The UPE Cell is the critical institutional gap at ULB level for ensuring appropriate and adequate focus on poverty reduction. This has come out clearly in the field visits, the TARU study as well as the ASCI Social Impact study. It is learnt that most of the TPO positions are either vacant or filled on additional charge basis. The Poverty consultants, while bringing in the much

needed focus on poverty related issues, will not be able to provide close support to each UPE Cell as they cover 5-7 ULBs each.

Recommendation

CMU to work with SUDA in developing a strategy for strengthening the UPE Cell – filling positions, training and capacity building, redefining its role & functions etc. The issue of providing a Poverty Coordinator (for supporting training, health & education related service delivery, capacity building for CDS and coordinating the work of UPE cell etc) in each ULB was discussed. A detailed proposal should be shared with DFID including plans for sustaining such support beyond KUSP,

Livelihoods interventions:

ULBs are appreciative of KUSP support for LED and enhancing livelihoods of the poor and seek more support (one poverty expert for each ULB, more training, orientation of councillors, external support). KUSP provides support for the livelihoods of the poor through several strategies. The Challenge Fund is being utilised by CSOs to initiate projects which have strong potential, though it is too early to comment on results; two ULBs have taken pilot interventions forward, with mixed results; several ULBs have take up 'short-run interventions', in anticipation of DDP approval.

Recommendation

1) To enhance the quality of DDP livelihood component competent technical support must be provided to ULBs, more than what exists at present. Specifically, livelihood interventions must be chosen after analysing economic opportunities and market conditions within and across ULBs; Quality check of DDP components pertaining to livelihoods need to be put in place in the appraisal phase. The DDP must contain specific interventions and fund allocation. The interventions must be feasible, well targeted and provide substantial improvement in income/stability

2) Need to ensure cross learning to improve upon pilots that have not been successful: Tracking of outcomes of pilots, challenge fund and short run interventions is necessary. Workshops wherein poorly performing ULBs learn from the better ones may be organised

c) Convergence with SJSRY: KUSP, with its flexibility can be used to complement SJSRY. KUSP can arrange to provide training, business development services, market linkages, innovations in design and technology. In turn, SJSRY's targeting and relevance can be improved

Health and Sanitation

Progress so far

A number of training programmes have been initiated. These include training of Health Officers, Asstt Health Officers in Public Health Management, in Food and Nutrition and Growth Monitoring, and for HHWs and others. Training of trainers on RCH & Family Planning, on STDs/HIV/AIDS was conducted through the State AIDS Cell and a training manual on STD/HIV/AIDS is being developed. The streamlining and redesigning of HMIS

formats and Family schedule has been completed. The repair and refurbishment of sub-centres has been completed in 50% of the ULBs. Supply of Growth Monitoring Cards and child weighing machines to ULBs was completed in December 2005. Computers have also been provided in 17 KMA ULBs that have given basic computer training to health staff.

The Community led Health Initiative Pilot underway in 5 slum settlements in Kalyani is generating a lot of interest. Its lessons are proposed to be disseminated through a workshop and exposure visits. It is proposed to develop a comprehensive Urban Sanitation Strategy for West Bengal.

Recommendation

A draft ToR should be agreed upon at the earliest for development of an Urban Sanitation Strategy, linking it with health outcomes.

Tenure Issues & informal settlements

It was agreed that this is an important, though complex issue. A policy paper on urban land tenure will be developed and MAD will take a view on all the related issues.

Part 4. Infrastructure

Progress so far

There has been significant progress on slum infrastructure. The quality of infrastructure created in the slums is generally good, and there is a certain degree of community ownership of the infrastructure. However, the degree of community involvement is uneven across slums and across Urban Local Bodies. There are also gaps in technical supervision, and not much evidence of local innovation in infrastructure creation. The third party quality assurance mechanism has begun operating, and has found acceptance at the ULB level. The revised infrastructure guidelines and Operation and Maintenance guidelines for KUSP infrastructure have been agreed and issued.

Quality Assurance

The third party quality assurance agencies have been working in the field for almost four months now. There is a reasonable amount of acceptance of third party quality assurance at the ULB level. However, this is being done only for the slum infrastructure works funded under KUSP. If the third party quality assurance is strengthened, it will address, to a large extent, the problems of supervision.

Recommendations

It is recommended that third party quality assurance be extended to all infrastructure work of the ULBs. MAD/CMU could, as in the case of AFCs and Urban Planners, empanel quality assurers, and allow the ULBs to enter into contracts with them. At the same time, the CMU/DLB should pick up certain specific cases of problems in quality reported by the quality assurers, and set up accountability mechanisms.

Operation and Maintenance

The O&M guidelines for slum infrastructure have been issued. The Bustee works Management Committees, responsible for O&M in the respective slums, will be constituted over the next three months. It is important, in the current year, to get the BWMCs functioning effectively. There is also a need to focus on general O&M processes followed by ULBs.

Recommendations

In order to ensure that the slum infrastructure is owned and maintained by the community, it is critical that the BWMCs are constituted properly and begin functioning. The functioning of the BWMCs should be assessed during the year, and, if necessary, additional support should be provided through identification of suitable NGOs/ other agencies.

Key maintenance activities of the ULBs should be identified during the year. Maintenance of roads and pavements, water supply and drainage systems, streetlights, could be the starting points. The CMU should support the preparation of preventive maintenance manuals and corresponding budget provision on a pilot basis in one or two ULBs, so that it can be scaled to the rest later.

Part 5. Economic and Accounting Issues **Resource Mobilisation**

Progress so Far

Resource mobilisation has not so far been a focus of KUSP. Nevertheless, there are some examples of very good practice in particular ULBs. These good practices include i) more rigorous and systematic collection of the existing taxes (particularly property tax); ii) improved performance management and incentives for property tax collection; iii) introduction of new fees, eg advertisement tax, car parking fees, user charges for water and SWM, etc; iv) updating of the list of properties liable for tax, etc.

Issue: The good practices mentioned above are somewhat isolated cases, driven by the leaders of individual ULBs. The challenge is for CMU to promote good practices throughout the KUSP area.

Recommendations

The CMU has decided to draw up a strategy to promote increased resource mobilisation, drawing on experience of successful ULBs. This will cover capacity building and policy issues. The latter may include the move to area-based PT, reforms to WBVB, indexation of property tax, and improved monitoring of ULB resource mobilisation by MAD. DFID will assist as necessary. An exposure visit to AP (or another leading state) will be arranged. Although CMU felt that they could do this work without external (consultancy) support, the DFID team suggest they keep this option open, given constraints on the CMU's time.

Accountancy Reforms

Progress so Far

The report by CRISIL on accountancy reforms noted the impressive progress in this complex area. The Accountancy Manual has been prepared; software selected; draft amendment to the Act prepared and pending with the Assembly; training has been conducted; 37 out of 40 opening balances prepared.

Issue

Although impressive progress has been made, the timetable has slipped at least 12 months. Only one ULB (Barrackpore) is keeping double entry accounts in "real time". No internal audit system has been established. Accountancy reform is now going to be rolled out in all ULBs in West Bengal.

Recommendation

Change Management Unit could monitor more closely the progress of ULBs in adopting the double entry system. More broad-based training is required so that the Chairmen, Executive Officers and others understand the reforms. A strategy for internal audit needs to be worked out. For the roll-out of accountancy reform CMU / DLB need to manage a largely outsourced process rather than delivering the training themselves. This will be a new, challenging role for the CMU, but should be more efficient use of CMU time. As noted in the CRISIL report, it will be important to set clear timelines.

West Bengal Municipal Development Fund

Progress so far

As envisaged in the programme design, this component is only now being taken up. Principal Secretary MAD said GoWB planned to begin design, involving the IFC.

Issue

The Programme Memorandum envisaged £ 12 million for the WBMDF and nearly £ 14 million for "intra-municipal infrastructure" (this is separate from the £ 27.7 million for slum level infrastructure). Principal Secretary MAD asked about arrangements to disburse this money.

Recommendation

GoWB should proceed with design of the MDF, using IFC advice. However, it is critical to fully involve and inform DFID. DFID will not wish to get involved in the technical design issues, for which professional advice from IFC will be sought. However, implementation will only be possible if DFID is content with the overall framework and depends on arrangements for DFID funding (both amount and timing).

Part 6: Update on Expenditure

CMU Expenditure

Expenditure under KUSP has shown gradual increase in the second year. A summary of spend from April 2005 to March 2006 is given below (in million pounds):

- (i) FA Fund Released: £6,009,422
- (ii) TA Fund Released: £ 380,092
- (iii) Total released Expenditure: £6,389,514

Over 90 percent of the expenditure from FA was incurred by ULBs on slum level infrastructure works, DDP/ADP preparation, capacity building, support to health sector and incentive fund. There was a target for 5% of KUSP expenditure to go on training, but this has currently not been measured.

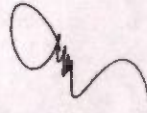
N O T I C E

6th July, 2006.

Enclosed please find a copy of Aide Memoire : KUSP Annual Review, 15-17 May, 2006.

A meeting has been convened on Tuesday, the 11th July at 10.30 A.M. to decide on the action to be taken on the above subject.

You are requested to kindly attend the aforesaid meeting.



(Anup K. Matilal)
Project Manager, CMU, KUSP.

Encl: As stated.

Distribution :

1. Municipal Financial Expert, CMU.
2. Financial Adviser, CMU.
3. Shri T.K. Mitra, Consultant, CMU,
4. Engineering Expert- I, CMU.
5. Engineering Expert-II, CMU.
6. O.D. Expert, CMU.
7. Poverty Monitoring Expert, CMU.
8. Urban Planner, CMU.
10. Economist, CMU.
11. Accounts Officer, CMU.
- ✓ 12. Health Expert, CMU.
13. I.T. Expert, CMU.
14. Procurement Expert, CMU.

Aide Memoire: KUSP Annual Review, 15-16 May, 2006

A DFID team visited Kolkata on 15th and 16th May, for the Annual Review of the KUSP programme.

On the 15th of May, the team held a meeting with the Secretary Municipal Affairs Department, the CMU and other key members of the support agencies. During the meeting, the consultants, CRISIL and ASCI presented their independent assessments of the progress of the accounting reforms and the preparation of the Draft Development Fund, respectively. The Manager of the Challenge Fund also spoke briefly about the activities of the Fund. In the afternoon, the team visited the municipalities of Bidhannagar and Barrackpur.

On the 16th of May, the team split into three groups, and visited the ULBs of Bally, Howrah, Maheshtala, Pujali, Kalyani and Kachrapara. The groups visited slums and had detailed discussions with the officials and the elected members of the ULBs.

In the evening of the 16th, a wrap-up meeting was held with the Secretary Municipal Affairs Department and the officers of the Change Management Unit.

On the 7th of June, the team briefed the Minister in charge of Municipal Affairs and Urban Development, about the key issues that emerged out of the review. The DFID team consisted of Chris Chalmers (West Bengal Programme Manager), Debashree Mukherjee (KUSP Task Team Co-ordinator and Urban Adviser), Andrew Kenningham (Economic Adviser), Shouvik Datta (Deputy Programme Manager), Sandhya Kanneganti (Social Development Adviser), and Srinivasan Iyer (Livelihoods Adviser). Chris Murgatroyd (Senior Governance Adviser), Deborah McGurk (Senior Economic Adviser) and Stephen Young (Senior Infrastructure and Urban Development Adviser), also participated in the review. The Government of West Bengal was represented by Mr. Sajal Bhowmick and Mr. K.C. Mondal, both Joint Secretaries in the Municipal Affairs Department. The team was joined by Mr. S.K. Sarkar, representative of DEA and Dr. Santosh Kumar, representative of MUEPA. The team would like to thank Arnab Roy, (PD, CMU), and the CMU team for their hospitality, enthusiasm, and hard work during the review.

This aide memoire has the following sections:

1. Discussion with Secretary Municipal Affairs Department and Minister, Urban Development
2. Strengthening the ULBs/ 'Governance issues'
3. Poverty Issues, including health, sanitation and livelihoods
4. Infrastructure Issues
5. Economic and Accounting Issues
6. Update on Expenditure

Reports of field visits of the different teams are appended to the aide memoire.

Part 1: Discussions with Secretary Municipal Affairs Department

During the 'wrap up' meeting with the Secretary Municipal Affairs Department, Mr. Debashish Som, the following issues were discussed.

- a) Creation of a cadre of Executive Officers for ULBs: The DFID team emphasized the value of creating a separate cadre of in-service officers to function as EOs in the ULBs. While there has been progress since last time, in so far as EOs have been appointed in most of the ULBs, there is a substantial difference in quality between the in-service EOs and the officers re-employed as EOs after retirement. The Secretary agreed that the Government would consider the creation of a separate cadre.
- b) Focus on Service Delivery: The Public Affairs Foundation has started the process of preparation of the citizens' score cards, which will benchmark the service delivery parameters of the individual ULBs. A system has to be devised in order to continuously assess service delivery standards of the ULBs, as well as assess their performance against commitments made in the Citizens' Charters.
- c) Additional Support for DDP Preparation: The independent assessment conducted by ASCI pointed out the need for additional support to the ULBs to integrate vision with clearly articulated service delivery goals and corresponding investment plans. It was agreed that the CMU would work out a proposal to provide additional, outsourced support to the ULBs for DDP preparation. The support organization will concurrently evaluate the plans, before they are submitted to KMPC.
- d) Tenure Issues and services to slums located on service land or private land: DFID will support the preparation of a policy paper on urban land tenure. CMU will examine the issue of providing services to slums on private and service land, and clearly articulate the position in this regard.
- e) Urban Sanitation Strategy: Mr. Som agreed to lead on the preparation of an Urban Sanitation strategy to improve sanitation in the cities of West Bengal. This will be supported by DFID.
- f) Strengthening SUDA: CMU has submitted proposals for SJSRY and scaling up livelihood pilots. It is important to strengthen SUDA as well as the UPE cells in the ULB so that the ULBs have enough capacity and support to effectively plan for livelihoods for the poor. DFID agrees, in principle, to support the strengthening of SUDA, as well as the UPE cells at the ULB level in the KMA ULBs. However, the MAD will need to obtain Government approval for continuation of the posts beyond KUSP.
- g) Resource Mobilisation: The Secretary said that 'own resource mobilisation' for the ULBs was a priority for the current year. The

CMU will draw up a strategy for promotion of resource mobilisation, including policy changes, capacity building, incentives for ULBs and enhanced monitoring by Municipal affairs Department. The CMU/ Municipal Affairs Department plan to begin preparations for a move to the Unit Area based system of assessment of property tax, independently of KMC, within a time frame of 18 months.

- h) Municipal Development Fund: Municipal Affairs Department will approach IFC to help design the Municipal Development Fund. It was emphasized that DFID will need to be a part of the design process in order to ensure that the design is compatible with the KUSP programme memorandum and with DFID's budget situation. Project Director, CMU asked whether the funds reserved for trans-municipal infrastructure under KUSP could be used for funding trans-municipal projects on a reimbursable basis, or made available to the Fund as seed money, and said that seed capital needs to be paid up-front, and not as reimbursement of expenditure incurred. DFID agreed to look at these issues over the coming weeks.
- i) Solid Waste Management: Project Director CMU asked for support for a comprehensive solid waste management initiative in all the KMA ULBs. DFID agreed to support the communication effort and the training, but suggested that the collection could be done through SHGs funded by SJSRY, and the CMU could explore PPP options for transfer stations, transport, and disposal.
- j) Water Supply: During the slum visits, it was noticed that there is very little monitoring of water quality being done. This is a real health risk. A schedule of monitoring needs to be prepared and mandated by CMU. The Secretary raised the issue of water pipes passing through drains within slums, and asked whether, in view of the health risk this poses, replacement of such pipes could be taken up under slum infrastructure works of KUSP. DFID will consider this.
- k) Special Focus on Howrah: It was agreed, that in view of the population of Howrah, and the complexity of the issues facing the city, there should be, within KUSP, a special programme of support to Howrah.
- l) Procurement: The procurement consultants appointed by DFID had submitted a report on the existing procurement systems and procedures. As the consultancy has ended, CMU agreed to incorporate some suggestions in the report and take forward the recommendations. CMU should share the reform plan with DFID along with the proposed timelines for implementation.

Discussions with Minister in charge of Urban Development

The DFID team briefed the Minister about the review, with particular focus on:

- The need for the creation of a cadre of Municipal Executive Officers
- Formulation of an incentive based Urban sanitation Strategy for West Bengal
- Strategy to enhance the resource mobilisation of the ULBs
- Need for special focus on Howrah
- The ongoing assessment of the levels of service delivery and citizens' satisfaction by the Public Affairs Foundation

The Secretary, Municipal Affairs Department also briefed the Minister about the plans to strengthen the poverty monitoring units at the ULBs. It is expected that this will lead to better mobilisation of poor communities, not only for livelihood related activities, but also for planning and maintaining infrastructure, and improving their capabilities to influence decision making at the ULB level.

The Minister agreed, in principle, to the creation of a cadre of Municipal Executive Officers, and said that there were ongoing discussions within Government about the cadre and the mode of recruitment. He was also in agreement on the need for special focus on Howrah, (particularly by reviewing and strengthening the quality of the personnel in the ULB), and the incentive based Urban Sanitation Strategy for West Bengal.

Part 2: Strengthening the ULBs- Governance Issues

Progress so far

1) Strengthening of support organisations(SOs)

At a previous meeting of CMU-DFID in the month of April, Secretary, Municipal Affairs Department expressed his preference for a limited capacity building of SOs, as they are, and of District Urban Development Authorities, through a training consultancy. The original Verulam report, however, approached this with a view to restructuring the set up.

2) DDP/ADP preparation

Orientation and sensitization workshops completed in 37 ULBs and these ULBs have now started the consultative process for problem identification and prioritisation of issues. A DDP Help Desk has been established in CMU. So far, 15 guidelines have been printed. Another panel for urban planners has been established to counter the problem of attrition.

3) Standing Committees

These have been established and are functioning in 33 ULBs. CMU/DLB strategy to strengthen Standing Committees, and Accounts Committees, in particular is a focus area for the next two quarters.

4) Staffing norms in ULBs

The review team observed that the knowledge of any standardised staffing norms for ULBs varied widely across the ULBs visited by them. CMU

initiative on a work load analysis in ULBs was not evident in the ULBs visited.

5) E-Governance

The selection of the agency for implementation will be completed by end May and engagement of external consultant (national productivity council) to conduct work study has been finalised and work will commence by end of May.

Recommendations

1. Municipal Affairs Department should formulate a clear position on the reform plan for the SOs/DUDAs over the next six months.
2. The review team observed that CMU support to ULBs in many areas including DDP preparation was weak. CMU role requires strengthening.
3. The Benchmarking Report of Verulam consultants should be reviewed by the DLB and taken forward by the CMU.

Creation of cadre of Executive Officers

Progress so far

No progress in identifying additional in-service personnel to the 19 KUSP trained already appointed as EOs in the ULBs; the rest are local/retired officials. Advertisement for HR/OD specialist to monitor the OD agenda was placed in newspapers, but due to poor response it would be re-advertised.

Recommendations

1. There is need for early creation of a cadre of EOs and identification of in-service personnel to the remaining 21 positions of EOs. GoWB should consider options such as hiring from the market on contract basis.
2. Quality of ULB level elected leadership was found to be equally critical for KUSP reforms to succeed. Training of Chairpersons should be a key component of this year's action plan.

Training and capacity building in ULBs

Progress so far

CMU has submitted a draft training plan prepared by ILGUS to meet the immediate training (ad-hoc) needs. The thrust areas for immediate training interventions are accrual based double entry accounting system, DDPs, mobilisation of resources by the ULBs as part of system strengthening, community participation in planning, implementation and monitoring, community contracting of activities including participation of different community structures and others. The ToR for a long-term training needs assessment for ULBs has been finalised. Meanwhile, SUDA and CMU finalized a basic training programme for community organisations covering all issues like health, Education and Community Mobilization, as well as finalising the training requirements for UPE cell. Basic Computer training for staff has been completed in almost all ULBs.

Observations During our visits to the 8 ULBs, we observed that focused capacity building is necessary for all members in the 3 DDP Technical

Groups. Some of these members informed the team that though they had the local knowledge, there is need for more than the orientation and sensitization workshops to translate the learning into policy documents using modern tools.

Recommendations: Since CMU's resources have been stretched to the limit, it is essential to appoint a training consultant to assist them in taking forward the DDP process. Designing training modules and organising training for capacity building of the Accounts Committees in ULBs should be taken up by CMU/ILGUS on priority.

Citizens Charters

Progress so far

This had been taken forward in many ULBs as a printed/ painted set of signs on the **standard time** certain obligatory services provided by ULBs should take (eg changing registration details); there were less examples of the **quality of on-the-ground services** (like how frequently rubbish would be collected, drains cleared, etc). The review team did not find any ULBs they visited that were monitoring the achievement of the promises in the charter.

Recommendation

As the ULBs have taken on the idea of the charter, it should be capitalised on by putting in place monitoring mechanisms for checking its being met; and reviewing the charters to improve their relevance to poor peoples' experience of service provision. While Grievance Boxes were introduced in many ULBs, a robust complaint monitoring system requires to be put in place.

Ward level decentralization of functions

Progress so far

All the 85 ward offices sanctioned in 17 ULBs during the first phase have been physically completed and they have started functioning. A study on the review of the statutory framework and the actual use of these ward offices has been entrusted to the Director of Local bodies.

Recommendation

The review of the functioning of ward committees with reference to their mandate is a long pending issue and should be completed in this quarter.

Howrah Development Rejuvenation Plan

Progress so far

The conceptualisation workshop on HDRP was held on 16 – 17 January. The participants included Zilla Parishads, Government Departments, Chambers of Commerce and NGO and also international and national experts. Following the workshop, the technical working group for formulation of the HDRP has been formed in March 2006.

Recommendation

The HDRP consultancy for the preparation of a plan for Howrah rejuvenation should be completed by this year.

Part 3: Poverty Issues, including health, sanitation and livelihoods

Progress so far

Since the last review there has been much progress on poverty related issues. The poverty strategy & action plan is emerging clearly. The Poverty expert has joined CMU, and 5 out of 8 poverty consultants have joined. Each of them is covering a cluster of ULBs. The cluster level poverty consultants have been able to obtain a lot of data/insight into the missing links and feed into the development of the poverty strategy & action plan. CMU has greater understanding of the institutional and programmatic gaps at the ULB and SUDA levels and is in the process of initiating specific interventions – manual for strengthening CDS & UPE Cell, capacity building for RCVs, etc. Areas for strengthening SUDA have also been identified.

Preparation of Draft Development Plans

The ASCI study indicates that QSS methodology is by and large accepted, though non KUSP funds may not be spent by this formula. Capacity building of the CDS' should be through greater process oriented support and not just training. Outsourcing to NGOs for providing and scaling this support needs to be explored. LED & livelihoods strategy needs to be linked to wider strategy as ULBs have limited ability to involve private industry and businesses. PPA study findings need to be integrated into the DDP preparation processes; need strong institutional framework for convergence with line department functionaries at the ULB level; adequate fiscal allocations to address poverty issues in the ULBs

Recommendation

Outsourced support will need to be provided to ULBs in order to enable them to integrate the various components of the DDP, on the basis of the consultation done so far. The Municipal Affairs Department will also need to estimate the non- KUSP resources that will flow to the individual ULBs over the next 5 years, and communicate this to the ULBs. Both of these activities should be taken up immediately. Once the full report is received from ASCI, CMU & Municipal Affairs Department will need to take a view on other specific recommendations.

Poverty Reduction Strategy & Action Plan

A very detailed Poverty Reduction Strategy was shared with DFID. It discusses the critical institutional and programmatic gaps at the State and ULB level in the urban poverty reduction interventions in KMA, areas for convergence for effective service delivery in slum settlements and proposes specific action plan.

Recommendation

The strategy and action plan should be further refined and action initiated on specific issues.

Poverty Surveys

The 9 PPAs are completed and workshops for dissemination of the findings are scheduled. The reports and findings have been disseminated to all the 40 ULBs. Reportedly the urban census data has been received for 3 districts. ToRs for QSS validation study have been agreed to.

Recommendation

CMU should obtain urban census data from Planning Dept for all the KUSP ULBs and support development of ULB level databases. The PPA findings should feed into the current stage of DDP preparation. After the QSS validation study- which is expected to identify gaps in the data and advise on improved methodology- Municipal Affairs Department may take a view on using the same method for categorising slums in non KMA areas. This could also pave the way for utilisation of the QSS formula for allotment of non KUSP funds to ULBs.

Strengthening SUDA

Director SUDA gave a detailed presentation on the role and functions of SUDA, implementation of SJSRY, areas for support through KUSP etc.

Recommendation:

DFID in principle agrees to support the strengthening of SUDA. The areas identified in the presentation during the Review Mission and those already sent in an earlier proposal should be re-examined and a comprehensive view taken. Clearance from Finance will be required for long term sustainability of the support being planned for SUDA and UPE cells at the ULBs.

NGO partnerships, CDS & BWMC Strengthening

The CDS structures need strengthening. In most of the ULBs the Bustee Works Management Committees (BWMCs) are yet to be formed. It was agreed that SUDA and CMU would develop a strategy and action plan for the same.

Recommendation

A manual for strengthening CDS is under preparation. Partnerships with NGOs and capacity building agencies should be explored. CMU may identify ULB wise NGOs for building partnerships covering specific areas - CDS and BWMC strengthening, livelihoods interventions, delivery of services in slum settlements, sanitation & solid waste management, health awareness building, community mobilisation for local initiatives, enrolment of child labour & out of school children in schools etc and action initiated for facilitating MoUs between NGOs and the ULBs.

Strengthening of UPE Cell:

The UPE Cell is the critical institutional gap at ULB level for ensuring appropriate and adequate focus on poverty reduction. This has come out clearly in the field visits, the TARU study as well as the ASCI Social Impact study. It is learnt that most of the TPO positions are either vacant or filled on additional charge basis. The Poverty consultants, while bringing in the much needed focus on poverty related issues, will not be able to provide close support to each UPE Cell as they cover 5-7 ULBs each.

Recommendation

CMU to work with SUDA in developing a strategy for strengthening the UPE Cell – filling positions, training and capacity building, redefining its role & functions etc. The issue of providing a Poverty Coordinator (for supporting training, health & education related service delivery, capacity building for CDS and coordinating the work of UPE cell etc) in each ULB was discussed. A detailed proposal should be shared with DFID including plans for sustaining such support beyond KUSP,

Livelihoods interventions:

ULBs are appreciative of KUSP support for LED and enhancing livelihoods of the poor and seek more support (one poverty expert for each ULB, more training, orientation of councillors, external support). KUSP provides support for the livelihoods of the poor through several strategies. The Challenge Fund is being utilised by CSOs to initiate projects which have strong potential, though it is too early to comment on results; two ULBs have taken pilot interventions forward, with mixed results; several ULBs have taken up 'short-run interventions', in anticipation of DDP approval.

Recommendation

- 1) To enhance the quality of DDP livelihood component competent technical support must be provided to ULBs, more than what exists at present. Specifically, livelihood interventions must be chosen after analysing economic opportunities and market conditions within and across ULBs; Quality check of DDP components pertaining to livelihoods need to be put in place in the appraisal phase. The DDP must contain specific interventions and fund allocation. The interventions must be feasible, well targeted and provide substantial improvement in income/stability
- 2) Need to ensure cross learning to improve upon pilots that have not been successful: Tracking of outcomes of pilots, challenge fund and short run interventions is necessary. Workshops wherein poorly performing ULBs learn from the better ones may be organised
- c) Convergence with SJSRY: KUSP, with its flexibility can be used to complement SJSRY. KUSP can arrange to provide training, business development services, market linkages, innovations in design and technology. In turn, SJSRY's targeting and relevance can be improved

Health and Sanitation

Progress so far

A number of training programmes have been initiated. These include training of Health Officers, Asstt Health Officers in Public Health Management, in Food and Nutrition and Growth Monitoring, and for HHWs and others. Training of trainers on RCH & Family Planning, on STDs/HIV/AIDS was conducted through the State AIDS Cell and a training manual on STD/HIV/AIDS is being developed. The streamlining and redesigning of HMIS formats and Family schedule has been completed. The repair and refurbishment of sub-centres has been completed in 50% of the ULBs. Supply of Growth Monitoring Cards and child weighing machines to ULBs was completed in December 2005. Computers have also been provided in 17 KMA ULBs that have given basic computer training to health staff. The Community led Health Initiative Pilot underway in 5 slum settlements in Kalyani is generating a lot of interest. Its lessons are proposed to be disseminated through a workshop and exposure visits. It is proposed to develop a comprehensive Urban Sanitation Strategy for West Bengal.

Recommendation

A draft ToR should be agreed upon at the earliest for development of an Urban Sanitation Strategy, linking it with health outcomes.

Tenure Issues & informal settlements

It was agreed that this is an important, though complex issue. A policy paper on urban land tenure will be developed and Municipal Affairs Department will take a view on all the related issues.

Part 4. Infrastructure

Progress so far

There has been significant progress on slum infrastructure. The quality of infrastructure created in the slums is generally good, and there is a certain degree of community ownership of the infrastructure. However, the degree of community involvement is uneven across slums and across Urban Local Bodies. There are also gaps in technical supervision, and not much evidence of local innovation in infrastructure creation. The third party quality assurance mechanism has begun operating, and has found acceptance at the ULB level. The revised infrastructure guidelines and Operation and Maintenance guidelines for KUSP infrastructure have been agreed and issued.

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Issue: The good practices mentioned above are somewhat isolated cases, driven by the leaders of individual ULBs. The challenge is for CMU to promote good practices throughout the KUSP area.

Recommendations

The CMU has decided to draw up a strategy to promote increased resource mobilisation, drawing on experience of successful ULBs. This will cover capacity building and policy issues. The latter may include the move to area-based PT, reforms to WBVB, indexation of property tax, and improved monitoring of ULB resource mobilisation by MAD. DFID will assist as

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Progress so Far

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Issue

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Recommendation

Change Management Unit could monitor more closely the progress of ULBs in adopting the double entry system. More broad-based training is required so that the Chairmen, Executive Officers and others understand the reforms. A strategy for internal audit needs to be worked out. For the roll-out of accountancy reform CMU / DLB need to manage a largely outsourced process rather than delivering the training themselves. This will be a new, challenging role for the CMU, but should be more efficient use of CMU time. As noted in the CRISIL report, it will be important to set clear timelines.

West Bengal Municipal Development Fund

Progress so far

As envisaged in the programme design, this component is only now being taken up. Principal Secretary Municipal Affairs Department said GoWB planned to begin design, involving the IFC.

Issue

The Programme Memorandum envisaged £ 12 million for the WBMDF and nearly £ 14 million for "intra-municipal infrastructure" (this is separate from the £ 27.7 million for slum level infrastructure). Secretary Municipal Affairs Department asked about arrangements to disburse this money.

Recommendation

GoWB should proceed with design of the MDF, using IFC advice. However, it is critical to fully involve and inform DFID. DFID will not wish to get involved in the technical design issues, for which professional advice from IFC will be sought. However, implementation will be only be possible if DFID is content with the overall framework and depends on arrangements for DFID funding (both amount and timing).

Part 6: Update on Expenditure

CMU Expenditure

Expenditure under KUSP has shown gradual increase in the second year. A summary of spend from April 2005 to March 2006 is given below (in million pounds):

- (i) FA Fund Released: £6,009,422
- (ii) TA Fund Released: £ 380,092
- (iii) Total released Expenditure: £6,389,514

Over 90 percent of the expenditure from FA was incurred by ULBs on slum level infrastructure works, DDP/ADP preparation, capacity building, support to health sector and incentive fund. There was a target for 5% of KUSP expenditure to go on training, and last year, the expenditure on training was 3.01% of total spend.



Memo No. CMU- 164/2004(Pt-III)/ 209(5)

Date: 8th May, 2006.

To:

- 1) The Mayor,
Howrah Municipal Corporation.
- 2) The Chairman,
Kanchrapara Municipality.
- 3) The Chairman,
Pujali Municipality.

Sub: Annual Review of KUSP Programme – visit
by DFID Review Team to your Municipality.

Sir,

Annual Review of KUSP Programme will be held jointly by DFID and Govt. of West Bengal between 15th and 17th May, 2006. The Review Team will be visiting 8 Municipalities as per the following programme :

15.05.2006 : From 2.30 P.M. to 6.00 P.M. - Team-1 will visit Barrackpore Municipality
Team-2 will visit Bidhannagar Municipality.

16.05.2006: (1) 10.00 A.M. to 2.00 P.M - Team-1 will visit Maheshtala Municipality
Team-2 will visit Bally Municipality
Team-3 – will visit Kalyani Municipality.

(2) 3.00 P.M. to 6.00 P.M. - Team-1 will visit Pujali Municipality
Team-2 will visit Howrah Municipal Corpn.
Team-3 will visit Kanchrapara Municipality

The teams will visit the slums where slum level infrastructure work has been taken up in 2005-06. The Review Team will also interact with the representatives and officials of your ULB on DDP preparation, Financial Management, Social Sector Interventions, O.D. Reforms, Service Delivery and eGovernance Initiatives.

A preparatory meeting for the Review of KUSP Programme and visits to the ULBs by the Review team will be held on 10.05.2006 at 12.00 Noon at the SUDA Conference Hall, ILGUS Bhavan, HC Block, Sector-III, Salt Lake, Kolkata – 700 106.

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Ltr 164/PD/VAKM




-2-

You are requested to attend the meeting along with one or two officials who you will be entrusted with making arrangements for the visit of the Review Team.

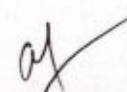
Thanking you,

Yours faithfully,


(Arnab Roy)
Project Director, CMU, KUSP.

Copy to :

1. The Chief Engineer, MED- with the request to attend the meeting on 10.05.2006 along with the concerned officers.
2. Project Manager, CMU.
3. Shri Atanusasan Mukherjee, MFE, CMU.
4. Shri G.C. Sarkar, Engineering Expert, CMU.
5. Shri J.K. Chakrabarty, OD Expert, CMU.
6. Shri S. Thakurata, Urban Planner, CMU.
7. Shri R. Chowdhury, Engg. Expert- 2, CMU.
8. Shri S.Sengupta, Economist, CMU.
9. Dr. S.Goswami, Health Expert, CMU.


Project Director, CMU, KUSP.

Work Plan for FY 2006 - 2007 for HHW Programme under Health Component - KUSP

Sl. No.	Work Details	Brief description of objective	Process for implementation	Time Plan	Total Cost (Amount in lakhs)
1.	Re-structuring of blocks at ULBs			May-Dec., 06	
2.	Training				
i)	Training on STDs / HIV / AIDS ✓	<ul style="list-style-type: none"> Decentralizing STD / HIV / AIDS control programme to field level. Integration with National Programmes. Preventing socially weaker groups for becoming vulnerable to HIV infection. Promoting better understanding of HIV infection among people. 	<ul style="list-style-type: none"> Training of grass root level functionaries will be imparted by HO / AHO at HAU level for one day. Monitoring & supervision of training by CMU. 	<ul style="list-style-type: none"> June-Aug., 06 = 40 KMA ULBs. July-Sept., 06 = 11 Non-KMA ULBs. 	7.24
ii)	Training on HMIS & Family Schedule ✓	Strengthening capacity of health functionaries in respect of systematic data collection, entry, compilation and preparation of fortnightly and monthly report.	<ul style="list-style-type: none"> Training of trainers (Medical Professionals) by CMU - in two batches, one day for each batch. 	May - June, 06	0.20
			<ul style="list-style-type: none"> Training of grass root level functionaries will be imparted by trainers (HO / AHO) at HAU level for three days. Monitoring & supervision of training by CMU. 	<ul style="list-style-type: none"> May-June, 06 = 40 KMA ULBs. June-July, 06 = 11 Non-KMA ULBs. 	15.67

Submitted to PM for
 its preparation in the
 report to be prepared
 by 15.05.2006
 15.05.2006

Sl. No.	Work Details	Brief description of objective	Process for implementation	Time Plan	Total Cost (Amount in lakhs)
iii)	On National Health Programmes	<ul style="list-style-type: none"> Updating knowledge on National Health Programmes. Strengthening capacity for implementation of National Health Programmes at grass root level. data compilation and reporting. 	<ul style="list-style-type: none"> Trainers training for 1 day by CMU 3 days training at each HAU level by CMU and LLB. 	<ul style="list-style-type: none"> Sept.-Dec..06 - 40 KMA ULBs Oct.-Jan.. 07 - 11 Non-KMA ULBs 	0.15 15.67
iv)	Orientation on Urban Health	First hand knowledge on urban health matters, roles & responsibilities.	<ul style="list-style-type: none"> Orientation for elected representatives, Ward Committee members, CDS Members, Sanitary Inspectors & others by AIIH & PH. Module on urban health matter be developed by AIIH & PH. 	July - Aug.. 06 - 40 KMA ULBs	20.00
v)	Training on Adolescent care.	Capacity building of health functionaries for providing support to adolescents in respect of knowledge on physiological, emotional changes, reproductive health hygiene and sanitation - Piloting at 10 ULBs.	<ul style="list-style-type: none"> Training of Medical Professionals of 10 ULBs by AIIH & PH. Training of grass root level functionaries by trainers concerned and CMU, supervised by AIIH & PH. 	May - Oct.. 06	11.63
vi)	Training on vector control measures	Prevention of vector borne communicable diseases	Module be developed and training be imparted by AIIH & PH	July-Dec.. 06	20.00

Sl. No.	Work Details	Brief description of objective	Process for implementation	Time Plan	Total Cost (Amount in lakhs)
vii)	Training on Community led health initiative	<ul style="list-style-type: none"> Capacity building of health functionaries, slum based natural leaders, community organizer, members of CDS / NHC / NHG in communication skills towards community mobilization. Enhancing capacity in respect of social mapping, resources mapping, identification of potentials and recognition, group formation and activation, self esteem arousal, participatory planning and implementation by community - Piloting at 5 slums. 	<ul style="list-style-type: none"> Training for health functionaries, slum based natural leaders, members of CDS & others functionaries. 	Contd. upto June, 06	15.00
viii)	Re-orientation for PTMOs & Urban Health Improvement Organisers (UHIOs)	<ul style="list-style-type: none"> Re-orientation in KUSP objectives, health components, community based primary health care. 	<ul style="list-style-type: none"> 1 day training in 5 batches by CMU. 	<ul style="list-style-type: none"> Aug.-Sept.,06 - 3 batches of KMA ULBs 	0.12
3.	I.E.C.				
i)	Group discussion at block level with female and male members of the community.	<ul style="list-style-type: none"> Enhancing awareness on different health issues, availability and accessibility of primary health care services. Community participation. 	<ul style="list-style-type: none"> Group discussion will be organised at block level by the HHW concerned bi-monthly. Will be facilitated by FTS and supervision & monitoring by HO / AHO. No. of participants per group not exceeding 30. Total blocks 4750 - KMA ULBs and 1476 - Non-KMA ULBs. 	April - March.	56.04
ii)	Baby Show	<ul style="list-style-type: none"> Making every child count. Healthy and fully immunized baby. Sensitising mother / family towards better rearing of child. 	<ul style="list-style-type: none"> One show per ULB per year - be organised by the ULB. 	Nov. - Jan. for both 153 KMA HAUs and 48 Non-KMA HAUs.	20.10
iii)	Awareness through deployment of folk media.	<ul style="list-style-type: none"> Promoting awareness of community on preventive health care, safe behaviour, attitude and practice. 	<ul style="list-style-type: none"> 2 programmes per HAU per year be organised by ULB. 	June - Jan. both KMA & Non-KMA HAUs.	6.46

Sl. No.	Work Details	Brief description of objective	Process for implementation	Time Plan	Total Cost (Amount in lakhs)
iv)	Development of I.E.C materials i.e. leaflet, pictorial calendar, transit box, exhibition set etc	<ul style="list-style-type: none"> Enhancing awareness on health, gender, HIV / AIDS issues. 	By CMU.	July - Jan.	50.00
4.	Procurement				
i)	Printing of training manual	<ul style="list-style-type: none"> Same as above. Enhancing capacity building of grass root level health functionaries. 	By CMU.	July - Sept.	2.20
ii)	Refurbishment of Sub-Centre (SC) for 13 KVMA & 5 Non-KVMA ULBs	<ul style="list-style-type: none"> Providing better services. Strengthening of primary health care services. 	By ULB.	Apr - Sept.	144.50
iii)	Procurement of Computer	<ul style="list-style-type: none"> To computerise health data received from the grass root level health functionaries compilation & preparation of monthly reports. 	By ULB.	By Aug.. 06	23.60
iv)	Hiring charges for professional for CNT	<ul style="list-style-type: none"> For monitoring and supervision of activities under health component of KUSP 	By CMU	June -Mar	15.30
	Grand Total				423.88

Status on Health component of KUSP during the FY 2005 - 06

The component of Health activities under KUSP in 40 KMA ULBs has also been extended to 22 Non-KMA ULBs.

The status on health activities is as under :

Activities	Tentative Schedule	Present Status
Training :		
Training for Health Officer & Asstt. Health Officer in Public Health & Management	April-July, 05	Completed
Trainers Training on Food & Nutrition and Growth Monitoring	April-May, 05	Completed
Training for Honorary Health Worker (HHW), First Tier Supervisor (FTS) & Second Tier Supervisor (STS) on Food & Nutrition and Growth Monitoring	April-July, 05	Completed
Training for trainers and grass root level functionaries on RCH & Family Planning	Nov., 05 – Jan., 06	Completed
Trainers training on STDs / HIV / AIDS	May - Aug., 05	Conducted by State AIDS Cell and Completed in January, 2006.
Training of the grass root level health functionaries on STDs / HIV / AIDS	March, 06	Training manual under preparation.
Piloting adolescent care programme	July – Oct., 05	<ul style="list-style-type: none"> • All India Institute of Hygiene & Public Health (AIHH & PH) has been approached, as desired by DFID. • Proposal sent by AIHH & PH to DFID had been approved in December, 2005 and also been approved by the Dept. of Municipal Affairs recently.
Piloting community mobilization for health initiative	Aug. - Dec., 05	<ul style="list-style-type: none"> • Piloting has been initiated in five slums of Kalyani Municipality in phases with effect from January, 2006. • Community led total sanitation has been taken as entry point activity. Collective community action in the form of constructing latrine at their own has been ignited by using participatory tools and techniques. Community empowerment is the key ward leading towards 'sense of owning'. • Already three slums have been made totally free from open defecation by the slum communities.

Submitted to PM for incorporation Contd. to P-2.
 in the report to be prepared for
 DFID service mission during 14-17 May '06

Activities	Tentative Schedule	Present Status
Streamlining & re-designing of HMIS formats & Family Schedule	July - Oct., 05	Completed in January, 06.
Training of health functionaries on Family Schedule & HMIS	Mar. - Apr., 06	Will be initiated in May, 2006.
Training for grass root level functionaries on National Health Programmes	Oct. - Jan., 06	Discussion session has already been started with Dept. of Health & FW.
I.E.C.		
Awareness programme i.e. Group discussion at block level, deployment of folk media, preparation of message board etc.	Apr. - Mar. 06	Completed
Procurement		
Printing of Growth Monitoring Card ✓	Apr.-June, 05	Supply has been completed at ULB level in December, 2005.
Provision of Child Weighing Machine with Jacket ✓	Apr.-June, 05	- Do -
Printing of Family Schedule & HMIS format	Aug.-Sept., 05	Procurement process started in January, 2006. Supply to the ULBs has already been started and will be completed by 1 st week of May, 2006.
Refurbishment of Sub-Centre (SC)	Aug.-Nov., 05	Out of 40 KMA & 11 Non-KMA ULBs, AA & FS has been granted for 27 & 6 ULBs respectively. Others are in progress.
Provision of computer for the health sector of the ULBs	Jan. - Mar., 06	<ul style="list-style-type: none"> Completed by 17 KMA ULBs. For the rest ULBs, the same will be provided after completion of training of principal health functionaries on basic computer.

Provision of Computer to 40 KMA ULBs under Health component of KUSP

Sl. No.	Name of ULBs	Letter issued for Basic Training on	AA & FS accorded for an amount of Rs. for procurement of Computer	AA & FS accorded on
Dist. : North 24 Parganas				
1	Bhatpara			
2	Barrackpore			
3	Bidhannagar			
4	Baranagar	28.12.2005	59000.00	13.01.2006
5	Barasat		59000.00	04.01.2006
6	Dum Dum	16.02.2006	59000.00	10.05.2006
7	Garulia		59000.00	18.01.2006
8	Halisahar		59000.00	21.12.2005
9	Kanchrapara	06.01.2006		
10	Khardah		59000.00	06.02.2006
11	Kamarhati	21.12.2005		
12	Madhyamgram	06.01.2006		
13	Naihati	20.02.2006		
14	New Barrackpore		59000.00	21.12.2005
15	North Barrackpore	28.12.2005		
16	North Dum Dum	31.01.2006	59000.00	10.05.2006
17	Panihati		59000.00	21.12.2005
18	Rajarhat Gopalpur			
19	South Dum Dum	23.12.2005		
20	Titagarh		59000.00	31.01.2006
Dist. : South 24 Parganas				
1	Baruipur			
2	Budge Budge	21.12.2005		
3	Maheshtala	23.12.2005	59000.00	09.01.2006
4	Pujali		59000.00	21.12.2005
5	Rajpur Sonarpur		59000.00	10.05.2006
Dist. : Howrah				
1	Bally		59000.00	20.02.2006
2	Howrah MC		59000.00	02.01.2006
3	Uluberia		59000.00	31.01.2006
Dist. : Nadia				
1	Gayeshpur	21.12.2005		
2	Kalyani		59000.00	21.12.2005
Dist. : Hooghly				
1	Baidyabati	20.01.2006		
2	Bansberia		59000.00	06.01.2006
3	Bhadreswar	06.01.2006 & 31.01.2006		
4	Chandannagar MC	21.12.2005		
5	Champdani			
6	Hooghly Chinsurah	20.02.2006		
7	Konnagar			
8	Rishra	13.01.2006, ULB letter no. 2113/IX/30.01.2006		
9	Serampore	06.02.2006		
10	Uttarpara Kotrung		59000.00	14.12.2005
	Total		1121000.00	
Dist. : Darjeeling				
1	Darjeeling			
2	Siliguri			
Dist. : Jalpaiguri				
1	Jalpaiguri			
2	Alipurduar			
Dist. : Dakshin Dinajpur				
1	Balurghat			
Dist. : Uttar Dinajpur				
1	Raiganj			
Dist. : Malda				
1	Englishbazar			
Dist. : West Medinipur				
1	Kharagpur			
Dist. : Burdwan				
1	Burdwan			
2	Durgapur			
3	Asansol			
			0.00	
	Grand Total		1121000.00	

21/12/05
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ULB
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AA-24-5

Status of AA & FS with regard to refurbishment of Sub-Centres under Health component of KUSP

Sl. No.	Name of ULBs	No. of Sub-Centres	AA & FS for refurbishment for an amount of Rs.	Sanctioned on
Dist. : North 24 Parganas				
1	Bhatpara	38		
2	Barrackpore	17	93881.00	22.12.2005
3	Bidhannagar	6	120779.00	04.05.2006
4	Baranagar	13	61558.00	02.01.2006
5	Barasat	48		
6	Dum Dum	10	55320.00	23.12.2005
7	Garulia	19	178248.00	27.01.2006
8	Halisahar	20	296382.00	20.02.2006 & 04.05.2006
9	Kanchrapara	19	913770.00	31.01.2006
10	Khardah	27	967239.00	24.11.2005
11	Kamarhati	28	510700.00	21.02.2006
12	Madhyamgram	19	367536.00	04.05.2006
13	Naihati	20		
14	New Barrackpore	15	105870.00	02.01.2006
15	North Barrackpore	24	670000.00	20.01.2006
16	North Dum Dum	19	386409.00	16.01.2006
17	Panihati	40	550821.00	09.12.2005
18	Rajarhat Gopalpur	26		
19	South Dum Dum	41	275557.00	06.02.2006
20	Titagarh	14		
Dist. : South 24 Parganas				
1	Baruipur	5	350000.00	24.12.2005
2	Budge Budge	17	850000.00	23.12.2005
3	Maheshtala	41	1300000.00	19.01.2006
4	Pujali	7	350000.00	24.11.2005
5	Rajpur Sonarpur	34	945708.00	16,25,31.01.2006
Dist. : Howrah				
1	Bally	27		
2	Howrah MC	60	283031.00	24.02.2006
3	Uluberia	20	830000.00	20.01.2006
Dist. : Nadia				
1	Gayeshpur	13	211200.00	10.05.2006
2	Kalyani	7	217000.00	20.01.2006
Dist. : Hooghly				
1	Baidyabati	17		
2	Bansberia	20	1000000.00	18.01.2006
3	Bhadreswar	23	731789.00	20.12.2005
4	Chandannagar MC	18	365657.00	12.05.2006
5	Champdani	19	363899.00	23.02.2006 & 10.05.2006
6	Hooghly Chinsurah	26		
7	Konnagar	13	509040.00	16&18.01.2006
8	Rishra	24	919750.00	13.01.2006
9	Serampore	31	452534.00	12.12.2005
10	Uttarpara Kotrung	26	457490.00	27.01.2006
	Total	911	15690568.00	
Dist. : Darjeeling				
1	Darjeeling	16		
2	Siliguri	61	2666841.00	24.02.2006 & 12.05.06
Dist. : Jalpaiguri				
1	Jalpaiguri	12	377000.00	16.02.2006
2	Alipurduar	7		
Dist. : Dakshin Dinajpur				
1	Balurghat	12		
Dist. : Uttar Dinajpur				
1	Raiganj	14		
Dist. : Malda				
1	Englishbazar	14		
Dist. : West Medinipur				
1	Kharagpur	30	881945.00	07.02.2006
Dist. : Burdwan				
1	Burdwan	27	620410.00	16.02.2006 & 22.02.2006
2	Durgapur	57	760000.00	16.02.2006
3	Asansol	97	1051835.00	02.01.2006 & 20.02.2006
	Total	347	6358031.00	
	Grand Total	1258	22048599.00	

5 KM A
ULB's
yet to
submit
proposal

5 NM-KM A
ULB's yet
to submit



Memo No. CMU- 164/2004(Pt-III)/181(5)

Date: 3rd May, 2006.

To
The Chairman,
1) Bally Municipality
2) Bidhannagar Municipality
3) Kalyani Municipality
4) Barrackpore Municipality
5) Maheshtala Municipality.

Sub: Annual Review of KUSP Programme – visit by DFID
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Sir,

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Team-2 will visit Barrackpore Municipality

Team-3 – will visit Kalyani Municipality.

The teams will visit the slums where slum level infrastructure work has been taken up in 2005-06. The Review Team will also interact with the representatives and officials of your ULB on DDP preparation, Financial Management, Social Sector Interventions, O.D. Reforms, Service Delivery and eGovernance Initiatives.

A preparatory meeting for the Review of KUSP Programme and visits to the ULBs by the Review team will be held on 10.05.2006 at 2.00 P.M. at the SUDA Conference Hall, ILGUS Bhavan, HC Block, Sector-III, Salt Lake, Kolkata – 700 106.

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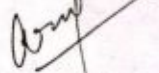


-2-

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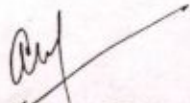
Thanking you,

Yours faithfully,


(Arnab Roy)
Project Director, CMU, KUSP.

Copy to :

1. The Chief Engineer, MED- with the request to attend the meeting on 10.05.2006 along with the concerned officers.
2. Project Manager, CMU.
3. Shri Atanusasan Mukherjee, MFE, CMU.
4. Shri G.C. Sarkar, Engineering Expert, CMU.
5. Shri J.K. Chakrabarty, OD Expert, CMU.
6. Shri S. Thakurata, Urban Planner, CMU.
7. Shri R. Chowdhury, Engg. Expert- 2, CMU.
8. Shri S.Sengupta, Economist, CMU.
- ✓ 9. Dr. S.Goswami, Health Expert, CMU.


Project Director, CMU, KUSP.



Programme of Visit of DFID Review Team (15th to 17th May, 2006)

Sub. : Annual Review of KUSP Programme			
Date & Time	DFID Team	Name of Officers accompanying the team & Meeting Point	
		CMU Officers	MED Officers
15.05.2006 (From 02.30 pm to 06.00 pm)	Team – 1 Barrackpore Municipality (slum & office)	R. K. Choudhury Jayanta Chakraborty at CMU Office	Kalyan Choudhury at BKP Municipal Office
	Team – 2 Bidhannagar Municipality (slum & office)	A. K. Matilal, G. C. Sarker at CMU Office	Niranjan Banerjee at CMU Office
16.05.2006 (From 10.00 am to 06.00 pm)	Team – 1 Maheshtala Municipality (slum & office) (10.00 am to 2.30 pm), working lunch at Maheshtala Municipal office	Arnab Roy, Project Director, Saibal Thakurata, Dr. Sujoy Mitra at Hotel	Niranjan Banerjee at Hotel
	Pujali Municipality (3.00 pm onwards)	Arnab Roy, Project Director, Saibal Thakurata, Dr. Sujoy Mitra	Niranjan Banerjee
	Team – 2 Bally Municipality (slum & office) (10.00 am to 2.30 pm), working lunch at Bally Municipal office	A. K. Matilal, A. S. Mukhopadhyay, G. C. Sarker at Hotel	Somnath Chatterjee at B.O.A.C. slum, Bally
	Howrah Municipal Corporation (slum & office) (3.00 pm onwards)	A. K. Matilal, A. S. Mukhopadhyay, G. C. Sarker	Somnath Chatterjee
	Team – 3 Kalyani Municipality (slum & office) (10.00 am to 2.30 pm), working lunch at Kalyani Municipal office.	R. K. Choudhury, Jayanta Chakraborty, Dr. S. Goswami, S. Sengupta at Hotel	Chandan Bose at Kalyani Municipal Office
	Kanchrapara Municipality (slum & office) (3.00 pm onwards)	R. K. Choudhury, Jayanta Chakraborty, Dr. S. Goswami, S. Sengupta	Kalyan Choudhury at Kanchrapara Municipal Office



Memo No. CMU-164/2004(Pt. III)/241

Date : 11.05.06

Copy forwarded for kind information to Project Director, CMU.

Anup K. Matilal
Anup Kr. Matilal
Project Manager, CMU

Memo No. CMU-164/2004(Pt. III)/241/1(8)

Date : 11.05.06

Copy forwarded for information and necessary action to :

Reference : This office memo no. CMU-164/2004(Pt. III)/229 dated 11.05.06.

- 1) A. S. Mukhopadhyay, M.F.E, CMU
- 2) Jayanta Chakraborty, ODE, CMU
- 3) Saibal Thakurata, U.P., CMU
- 4) Saikat Sengupta, Economist, CMU
- ✓ 5) Dr. S. Goswami, H.E., CMU
- 6) G.C. Sarker, E.E. - 1, CMU
- 7) R. K. Choudhury, E.E. - 2, CMU
- 8) Dr. Sujoy Mitra, Poverty Expert, CMU

Anup K. Matilal
Anup Kr. Matilal
Project Manager, CMU



Memo No. CMU- 161/2004 (Pt-III)/229

May 11, 2006

To:

- 1) Shri T K Mitra, CMU
- 2) Shri G C Sarker, CMU
- 3) Shri Saikat Sengupta, CMU
- 4) Shri Jayanta Kr Chakrabarti, CMU
- 5) Shri Atanusasan Mukhopadhyay, CMU
- 6) Shri Saibal Thakurata, CMU
- 7) Shri Ratan Chowdhury, CMU
- 8) Shri D K Dutta, CMU
- 9) Shri Sujay Mitra, CMU
- 10) Shri Subir Bhattacharyya, CMU
- ✓ 11) Dr S Goswami, CMU

Sub: Annual Review of DFID India

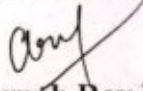
Sir/Madam,

As you are aware, annual review of KUSP by DFID will be held between 15-17 May 2006. The final programme is attached.

You are requested to remain present on all the days of the review. For the field visits, we will be dividing ourselves into groups to accompany the review team. Project Manager, Shri Anup Kr. Matilal, will be informing you regarding which team you will accompany for the field visits.

We shall be holding a dinner for the review team on 15th May 2006 at Taj Bengal so that discussions can also take place in a more informal setting. You are also requested to attend the dinner on 15th May 2006.


Yours faithfully,


(Arnab Roy)
Project Director, CMU, KUSP

Encl: As stated above.

Copy for information to:

- 1) Project Manager, CMU, KUSP


Project Director, CMU, KUSP

Timetable of Review

Day 1 : Monday 15 May (Forenoon)

- 10.00 hrs. Presentation by CMU: Progress since November 2005 and action plan for the Next six months. Presentation on Challenge Fund
- 11.00 hrs. Presentation by consultants on DDP preparation, Roll out of accounting Reforms and SD initiatives.
- 11.40 hrs.-13.30 hrs. Discussion
- 13.30 hrs. -14.00 hrs. Lunch Break

(Afternoon)

Team will split into three groups. Team-1 will visit the slum in Bally Municipality Team-2 will visit slum in Bidhannagar Municipality where Slum Level Infrastructure Work has been taken up in 2005-06. Both the teams will also interact with the representatives and officials of the respective ULBs on DDP preparation, Financial Management, Social Sector Interventions, OD Reforms, Service Delivery and eGovernance initiatives.

- 14.00 hrs. Team-1 to proceed for Barrackpore Municipality
Team-2 to proceed for Bidhannagar Municipality
- 14.00 hrs. - 17.15 hrs Team-3 to stay back in CMU The team will split up and hold discussion on the following :
- (1) Interaction with CMU Poverty Expert & the 6 Poverty & Livelihood Consultants positioned at cluster level, 3 TPOs of Barrackpore, Kamarhati & Panihati Municipalities and 2 Community Organisers of Gayeshpur & Panihati Municipalities to get an idea about their initial experience & activities, DDP process involving DTG 2, their insight into the working of the CDS & UPE Cell and how to strengthen them; QSS data usage, emerging poverty agenda in the ULBs, support they require from CMU/MAD.
 - (2) Interaction regarding improvement of revenue by the ULBs with DLB officers and CMU representatives.

Day 1 : Monday 15th May (Forenoon) (Contd.)

- (3) Meeting with SUDA team. Director, SUDA will make a presentation on their work, monitoring and evaluation, gap findings of implementations of SJSRY and other poverty alleviation programme. Discussion on the support for SJSRY proposal CMU have sent to DFID and support in other areas SUDA require from KUSP.
- (4) A presentation on the achievement issues relating to training in the last year by ILGUS (subject to availability of DFID Governance Adviser).
- (5) Presentation by the DLB team on the Performance Management Initiative (subject to availability of DFID Governance Adviser)

Day 2 : Tuesday 16th May

Field Visits- visits to ULBs

Team will split into three groups and visit one ULB each

- | | | |
|------------|--------|---|
| 09.00 hrs. | Team-1 | to proceed for Maheshtala Municipality & Pujali Municipality (2nd half) |
| | Team-2 | to proceed for ^{Bally} Barrackpore Municipality and Howrah Municipal Corporation (2nd half) |
| | Team-3 | to proceed for Kalyani Municipality and Kanchrapara Municipality (2nd half) |

The entire day will be spent in the ULBs

All the teams will visit the slums where Slum Level Infrastructure Work has been taken up in 2005-06. The teams will also interact with the representatives and officials of the respective ULBs on DDP preparation, Financial Management, Social Sector Interventions, OD Reforms, Service Delivery and eGovernance initiatives. Working Lunch will be served in the ULBs during 13.30 – 14.30 hrs. at the Municipality to be visited first.

Day 3 : Wednesday 17th May. (Morning only)

Wrap up meeting

10.00 hrs.

Discussion with Secretary, MAD, DLB & CMU on :

- Feedback and impressions from field visits
- Support organizations- restructuring and sustainability
- Audit systems of ULBS
- Introduction of unit area based property tax
- Creation of a cadre of Municipal Executive Officers
- Integration of the DDP process with the requirements of the JNNURM Agreed plan for widening specific components of KUSP to the non-KMA ULBs



Memo No. CMU- 164/2004(Pt-III)/153

Date: 28.04.2006.

NOTICE

Please find enclosed the Terms of Reference for Annual Review by DFID which will be held from 15th to 17th May, 2006. You are requested to submit Reports on Action Taken with reference to the last review and also draw up Action Plan for the next six months on different components of KUSP Programme. The reports and action plans should be submitted to the Project Manager, CMU within 3rd May, 2006. Project Manager is requested to compile the report within 5th May, 2006.

(Arnab Roy)

Project Director, CMU, KUSP.

Encl: As stated.

Distribution:

1. Project Manager, CMU.
2. Financial Adviser, CMU.
3. MFE, CMU.
4. Shri T.K. Mitra, Consultant, CMU.
5. Shri D.K. Dutta, Adviser (Training), CMU.
6. O.D. Expert, CMU.
7. Engineering Expert-1, CMU.
8. Engineering Expert-2, CMU.
9. Health Expert, CMU.
10. Urban Planner, CMU.
11. Economist, CMU.
12. A.O., CMU.
13. Poverty Monitoring Expert, CMU.

Kolkata Urban Services for the Poor (KUSP)
Terms of Reference for Annual Review, 15-17 May, 2006
Draft

Purpose

The purpose of the review is to take stock of progress since the first annual review and the half yearly review in November 2005. It is proposed to review the programme against the agreed Log Frame OVIs and agree future actions for the priority areas.

While the review will cover all the major areas of KUSP, it will focus particularly on the following issues.

1. The progress of the DDP process; to assess ULBs at different stages of DDP preparation, with respect to capacities, support requirements, and depth of consultative process
2. The roll out of accounting reforms; to update CMU and KUSP team with progress so far, and identify mid-course corrections/ additional support requirements
3. Social Development Initiatives; Reach, impact, and demonstration value

In addition, the review will assess the progress in implementation of infrastructure and O&M guidelines, particularly with reference to quality and community involvement and actions taken to strengthen the support organizations, DLB and the ULBs.

Background

DFIDI and GoWB have undertaken joint reviews of KUSP in July and December 2004 and May and November 2005.

The following recommendations were agreed at the last review:

1. DDP preparation:

The appraisal guidelines for a good DDP should include criteria to assess the balance of the three identified components. It was agreed that the CMU would consider indicating a minimum ceiling of outlay for components 2 and 3 in the DDP plan to ensure a balanced planning process. b. Contracting in training expertise in planning should be considered— preferably a small number of large contracts, to avoid excessive transaction costs in the contracting out process. c. A small core team of staff well versed in the DDP process and the guidance material should be set up at the CMU on an urgent basis. d. ULB wise capacity to assist and support ward level consultations may be evaluated and additional external support provided.

2. Appointments to ULBs::

Early identification of in-service personnel to man the remaining positions of EOs. Other key positions in the ULBs should also be filled urgently. GoWB should consider options such as hiring from the market on contract basis.

3. Training and Capacity Building in ULBs

A training needs assessment of the ULBs, training strategy paper and a prioritised training plan should be an immediate task for the CMU. Plans to strengthen ILGUS and DLB (in its supportive role) and hiring in expertise to deliver the training plan should be top priority for the CMU. The CMU should see its role as contracting, managing and quality control of trainers rather than delivery of training.

4. OD reform

CMU support to ULBs on OD reform plan should be strengthened. A more structured involvement of the DLB and sanction of 8 HR specialists to monitor the OD agenda are required urgently. PD, CMU proposal to engage an external consultant (National Productivity Council?) to conduct work study in the ULBs for areas outside the e-governance ambit should be pursued urgently. The ToRs of the study should be shared with DFID. The e-governance proposal should be processed as soon as possible. The ward office construction component under KUSP should be evaluated urgently. All further sanction of ward level buildings should be kept on hold until the study findings.

5. Poverty, Slum Infrastructure and Health

- Poverty Action Plan/s: It was agreed that the CMU will develop a Draft Poverty Strategy & Action Plan by 31 January 2006. A draft template will be developed in consultation with DFID to analyse the poverty scenario in the ULBs, strengthening UPE Cell & CDS, facilitating the DDP process, especially DTG 2, supporting SUDA/ULBs to address gaps in implementation of poverty alleviation programs, training & capacity building etc. The KUSP social appraisal, OD study of the Support Organisations & PPA findings (on completion) should feed into it. to develop comprehensive ULB level Draft Poverty Action Plans. These Draft Plans will inform the DDP process relating to the Livelihoods & Poverty Sections
- SD Expertise in CMU & ULBs: A Poverty Expert will be positioned in CMU by 1 January 2006 and a job description developed. Absence of dedicated personnel working on poverty related issues at ULBs is a major problem. The TPO (most often holding additional charge) is involved in slum infrastructure issues rather than community mobilisation/participation, targeting of poverty alleviation programs etc. The government agreed that 8 poverty and livelihoods anchor persons will be positioned on contract basis in the KUSP area, each to cover 5 ULBs. They will also be responsible for facilitating development of the ULB's Draft Poverty Action Plan. The CMU will review the capacities, role, and performance of the Town Project Officer (TPO) and Community Organiser (CO) and provide appropriate capacity building.

- Strengthening CDSs: The Community Development Societies (CDSs) are represented as members on the UPE Cell and play a critical role in the delivery of the development/poverty agenda in the ULBs. They are expected to supervise, execute and maintain slum infrastructure activities under KUSP. From interactions with CDS members during the field visits and also from the TARU Report relating to slum infrastructure guidelines, it is evident that CDSs and NHGs are not fully equipped to perform these roles. Training and support need to be given to them on several fronts. Further, considering that through community contracting, KUSP funds will flow into the CDSs, it would be useful to help them strengthen their financial systems. It was agreed to do a quick review of the functioning, role, capacities, training needs, role of RCVs, financial and management skills of the CDSs etc. CMU will develop comprehensive guidelines in consultation with SUDA to support the CDS.
- Strengthening SUDA: Initiate action in consultation with SUDA for contracting suitable expertise to strengthen SUDA
- Community Mobilisation for Health Initiatives: Pilot may be conducted in 5 slums. DFID will support training/facilitation
- Poverty Surveys: A more detailed analysis of the QSS data may be done to identify areas for specific poverty and infrastructure related initiatives. A statistician may be contracted for a quick analytical study of the data
- Slum Infrastructure guidelines: The draft revised guideline for slum infrastructure works was prepared by the consultants and submitted to CMU. As we are already into the second year of slum infrastructure works, the guideline should be finalised and agreed with DFID as early as possible.
- O&M: A draft O & M strategy for slum infrastructure was developed by CMU and comments were provided by external consultants. CMU will incorporate these comments and agree them with DFID. This strategy will assist in the preparation of the slum level asset management plans. These plans should be in place before the beginning of the third year works.
- Strengthening the CDS: For the success of the O & M strategy, a comprehensive community mobilisation strategy must be developed. The first year works had very little community participation in implementing slum works. From the second year, the CDS is engaged in the implementation. However, experiences from the field indicate poor community participation in planning and execution of works. Though some training is given to the CDS on technical issues, there is a need to build their capacity on participatory planning and implementation approaches.

5. Economic and Accounting Issues:

While budget issues (the FLIP) are to be covered at a later stage in the DDP process it would be helpful for the CMU to ensure that more attention is focussed on resource mobilisation even at this stage. This could be done through including discussion of the budget in accountancy training, and through raising awareness of the need for increased resource mobilisation in order to fund the development plans. Secondly, training should go beyond the small number of "experts" (eg Finance Officer and Accounts Officer), to ensure that all the senior staff have a good general grasp of the key financial issues. Given how behind schedule the state audit is, internal audit could be strengthened.

Timetable of Review

Day 1: Monday 15 April (Forenoon)

10.00 a.m. Presentation by CMU: Progress since November 2005 and action plan for the Next six months. Presentation on Challenge Fund

11.00 a.m. Presentation by consultants on DDP preparation, Roll out of accounting reforms and SD initiatives

11.40-13.30 Discussion

(Afternoon)

15.00 hours

Team will split into three groups and visit one ULB each. Each team will assess service delivery/ OD reforms in the ULB, progress of the DDP process, financial management, e- governance, and slum infrastructure. The visit will include discussions with key personnel in the ULBs, the political representatives, and slum visits.

Day 2: 16th May, Tuesday

Field Visits- visits to ULBs

Team will split into three groups and visit one ULB each

Day 3: 17th May, Wednesday Morning only

Wrap up Meeting

Discussion with Secretary MAD, DLB and CMU on:

- Feedback and impressions from field visits
- Support organizations- restructuring and sustainability
- Audit systems of ULBS
- Introduction of unit area based property tax
- Creation of a cadre of Municipal Executive Officers
- Integration of the DDP process with the requirements of the JNNURM
- Agreed plan for widening specific components of KUSP to the non-KMA ULBs

The meeting with the Minister and, in view of the elections, can be done in June, when the team meets him after the KEIP annual review.

Team Composition:

The review will be undertaken jointly by DFID and GOWB (Municipal Affairs Department). The DFID review team will consist of Debashree Mukherjee, Andrew Kenningham, Pushpa Subramanyam, Shouvik Datta, Sandhya Kanneganti, Chris Chalmers, Srinivasan Iyer (also, probably, Stephen Young, Deborah McGurk and Thien Huong Than) Representatives of DEA and MUEPA will be invited to attend the review.

Outputs:

The mission will prepare an *aide memoire* of the review highlighting key issues and recommendations for the annual work plan and management arrangements.