

COMPONENT - 3

Kurseong Municipality

DDP Main Book

2008-2009 to 2012-2013

INTRODUCTION

The Organisation Development Plan covers governance, organisation and manpower issues of Kurseong Municipality. It refers to assessment of training needs and capacity building requirements of the existing staff of the ULB. The objective of the OD plan is to strengthen the existing structure of the ULB and to augment the capacity of its human resources.

The OD Plan sub-component of the DDP seeks to target challenging initiatives. The OD plan has strong linkages with almost all elements of the ULB's functions and more specifically with other sub-components of the DDP.

Goal:

Building a dedicated, responsible and transparent administrative system to deliver upgraded municipal services to all the residents of the municipality with special focus to poor and the marginalised.

ORGANISATION DEVELOPMENT PLAN
(Subcomponent 3.1)

Kurseong Municipality
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2008-2009 to 2012-2013

CHAPTER 1: DEVELOPMENT OBJECTIVES FOR THE ORGANISATION DEVELOPMENT PLAN

The components under organisational development are:

- Organization Structure
- Staffing pattern and job descriptions
- Training and capacity building

Theme 1: Governance

The main objectives are:

- Enable the ULB and its various Committees (including the Standing Committee and Municipal Accounts Committee) to play a greater role in the overall institutional development, policy formulation, financial management and control and liaison with external agencies with the Municipality playing a lesser role as an implementer and service provider while enhancing its role as a trainer, educator and facilitator with high degree of community participation.
- Ensure decentralized urban governance and service delivery through decentralisation of power and authority to the boroughs/wards/booths for providing routine services to citizens.
- Strengthen the role of the Ward offices by way of establishing and ensuring active participation of the Ward/Booth Committees to be able to carry out their functions in a more meaningful way.
- Develop ownership of the DDP across all levels of political and administrative leadership
- Promote e-governance not only for revenue aspect but also services and public grievance aspect with establishment of kiosks at ward, or for a large ward, at the local level with high degree of community participation of the poor, vulnerable and marginalised. The Municipality, for promotion of decentralised participatory governance, will also include the urban poor, women and other marginalised groups' plans, priorities and issues as central themes of e-governance.
- Ensure that most of the programmes of the Municipality and other stakeholders are planned and implemented with high participation of the communities. The Municipality should gradually transform its role from that of a revenue collector and service provider to that of a facilitator, trainer and educator so that regular repair and maintenance and running of programmes at the local level are managed by ward or lower level citizen's associations or committees.

Theme 2 : Organisation structure and manpower

- Make appropriate changes in the organisation structure to provide adequate focus to certain key functions viz. Human Resources Management, Human Resource Policy, Management Information System and Management Control Systems.
- Bring transparency, accountability and appropriate span of control at each level in the organisation and adhering to principles of social and risk audit.
- Better manpower utilisation and effective staff deployment.
- Introduce performance orientation in the organization through an effective performance monitoring system.
- Work towards a participatory planning approach by ensuring participation of employees in policy, management and decision making.
- Enable increased speed of decision making through modernisation of office systems and procedures. (This would call for support of IT)
- Establish and ensure effective inter-departmental and inter-institutional coordination through improved MIS.
- Make continuous efforts for the formation of an HR Department to manage the HR function in the ULB. Develop HR manual for the ULB after reviewing current service policies related to recruitment, transfer, promotion, job rotation, and performance management.
- Decentralisation of various programmes and service delivery mechanisms to the ward or lower level.

Theme 3 : Skill development and capacity building

- Benchmark the level of skills and competence of employees; identify specific areas of training, and assessment of training/re-training opportunities.
- Providing exposure to key ULB staff on good practices in urban management, based on experiences within KMA and from across the country

Attached: Minutes of meeting chaired by Chairperson for setting development objectives for the ULB, in stage 2 step 1- ([Refer Annexure: V4-OBJ](#))

CHAPTER 2: ORGANISATION DEVELOPMENT REVIEW

DTG-3 discussed and considered the issues of organization development review.

Theme 1 : Governance.

DTG 3 identified some practical bottlenecks in municipal functioning. The BoC meets once a month, the CIC meet once a month or once a fortnight, and other Sub Committees exist but those are not functional. Policy framing takes a long time. The final authority is the BoC and the body meets once a month therefore final approval is given only at monthly intervals. The elected members have apathy to keep themselves updated with information about ULB functioning. The decision making body is centralized and in order to make the process faster, it needs to delegate powers to fully equipped ward level structures. The ULB would then be free of the smaller issues, and play the facilitating role and will be able to raise potential resources for the overall development of the citizens in the ULB. A structural mechanism is explained later.

The ward committees exist but are not optimally functional. Structural set up of service delivery is still centralized and not up to the desired level. Citizens observed that overall service delivery is reaching 85% people and 15% remain uncovered.

Theme 2: Organisation Structure and manpower planning

In the Kurseong Municipalities there are eight departments namely Accounts Department, Assessment Department, Cash Department, Light Department, Medical Department, Public Works Department, Collection Department and Water Supply Department. All ward committees need to be developed so that they can take all the responsibilities within a ward. They will be the local authority and will be able to take decisions close to the residence of the concerned citizens.

The administrative & other staff members lack motivation. There is a perception that they lack sincerity, devotion and do not commit themselves amply to their respective jobs entrusted to them. Continuous personal growth sessions, training, orientation, follow-up and exposure visits will be required to keep the staff members infused with energy that will translate in their work. Incentives may be provided so that the staff can become proactive and rewarded for additional revenue generation through implementation of new projects or through reduction of costs towards expenditure incurred. Human resource expenses are a big portion of the ULB expenditure. This has to be restructured. There is a deficiency of skilled staff, while there are other staff that are not optimally deployed. Modern MIS is absent. Staff will require intensive training, with proper refresher courses, to enable them to serve citizens faster and with quality delivery of services.

Structural systems need to be introduced for effective utilization of resources, implementation of projects, maintenance of the assets, managing local environment, managing basic services, initiating income generating activities, marketing etc for sustained and better livelihoods.

The organizational structure may be bottom-up. The neighbourhood Groups (NHGs) will be front tier. The second tier will be the Ward Committees (WC) and at the third-tier there will be the UPE Cell and at the fourth-tier there will be the CIC & finally at the highest level will be the BOC.

Theme 3: Skill Development and Capacity Building

The NHG, through proper Capacity Building of the RCVs and families they represent, will directly undertake actions in collaboration with the other stakeholders within the area. The ULB will facilitate the Ward-level committees and extend technical resources with initial monetary support. To undertake bigger projects, like recycling of wastes, Municipality will involve NGOs, private parties and other bodies. ULB will raise resources from the resource providers by establishing linkages with the other external bodies for strengthening the activities, organize constant capacity building training for the staff & personnel engaged in the whole process of DDP.

SWOT ANALYSIS - ORGANISATIONAL DEVELOPMENT PLAN		
	Governance	Organisation Structure and Manpower Planning
Strengths	<ul style="list-style-type: none"> ❖ Members in Chairmen- in- Council formed & functioning ❖ Standing Committee & Municipal Accounts Committee formed & functioning ❖ Political & administrative leadership participating in DDP 	<ul style="list-style-type: none"> ❖ Staff exist and functioning in all departments
Weaknesses	<ul style="list-style-type: none"> ❖ Elected members not on full-time basis & lack information on performance of activities ❖ Administrative & other staff lack motivation ❖ Centralized decision making ❖ Delayed decisions 	<ul style="list-style-type: none"> ❖ Lack of appropriate skills ❖ Overbearing staff load ❖ Lack of human resources management policy ❖ Lack of human resource policy ❖ Lack of management information system ❖ Lack of management control systems.
Opportunities	<ul style="list-style-type: none"> ❖ Transparent, accessible, people participatory governance ❖ E-governance ❖ Transforming into a facilitating, training & educational body ❖ Functioning Ward offices & NHGs 	<ul style="list-style-type: none"> ❖ Manpower utilization and effective staff deployment ❖ Specialized capacity building modules ❖ Effective performance monitoring system ❖ Outsourcing municipal service

		delivery
Threats	<ul style="list-style-type: none"> ❖ Change in the elected body ❖ Changing political priorities ❖ Limitation of infrastructure ❖ There are no priorities for fund use 	<ul style="list-style-type: none"> ❖ Staff unions apathy ❖ Political interference ❖ Apathy of staff ❖ There are no priorities for fund use

Table OD-1: Details of the Ongoing OD Projects

Sl No	Ongoing initiatives	Description	Remarks
1	Computer Training to ULB staffs	To maintain computerised database for all the departments and ensure prompt services to the citizens	First batch of 10 employees received computer training and a second batch of 8 employees are receiving the same.
2	Appointment of A&F.C. and Urban Planner for various KUSP Roll-out Programmes (Non-KMA).	DDP Preparation; Double Entry Accrual Based Accounting System; Preparation of Balance Sheet; Citizens' Charter; ADP Preparation. Overall sustainable development of the Municipal Town.	Urban Planner and A.F.C. working on their respective areas in cooperation with the Executive Officer & Departmental In-charges of the ULB and as per instruction of DLB/CMU.
3	Appointment of Town Project Officer and Community Organisers under S.J.S.R.Y. Programme	Socio-economic up-liftment of BPL & slum citizens. All slum pockets of the ULB. 1. Formation of Thrift and Credit Groups for women of weaker section. 2. To generate self employment among the BPL families 3. To coordinate vocational training among various economically backward section 4. Formation of DWCUA. 5. To look after different poverty alleviation schemes within the ULB.	A number of TCGs have already been formed and acting ; many individuals have already received Vocational Training and engaged in related trade jobs

CHAPTER 3: PROJECT PROPOSALS & PRIORITISATION

1. Theme 1: Governance

There are 4 subsystems of any organisation that need to function efficiently and in perfect coordination for the organisation to function smoothly. They are:

- Structure,
- Technology,
- People, and

➤ Task

a) Areas of improvement in structure and systems for governance

The different areas of improvement required in structure and systems of governance as has been felt from various workshops and focussed group discussions on municipal institutional strengthening can be summarised as below:

- Vision & policy definition
- Political Leadership
- Management Capacity
- Transparent system of Delegation & Authority
- Staff structure & HR system
- Annual Budget & Planning process.
- Published Service norms & schedules
- Performance Monitoring
- Consultation & Participation
- Strategies: needs of the poor, economic development, livelihoods /quality of life

Attachment: (Refer Annexure: V3-OD-A2)

b) Identification of proposals**Theme 1 : Governance**

The proposed structure of governance can be simply understood based on the following structures depending on different levels of intercommunication and sharing of roles.

SI No.	Concerned body	Roles and Responsibilities
A.	Elected Bodies	
1.	Board of Councillors (BoC)	1. Providing leadership to ULB and policy making. 2. Election of the Chairman 3. Passing Budget & Accounts Obligatory function. – It shall be the obligatory duty of every Municipality to make reasonable and adequate provision for the following matters within the territorial limits of the municipal area and the financial means at its disposal: (A) In the sphere of public works, -

SI No.	Concerned body	Roles and Responsibilities
		<ol style="list-style-type: none"> 1. Providing by itself or by an agency, means for supply of water for public and private purposes; 2. Construction, maintenance and cleansing of sewers and drains, sewerage and drainage works; 3. Construction, maintenance and cleansing of public latrines, urinals and similar conveniences; 4. Construction, maintenance, alteration and improvement of public streets and street furniture, bridges and culverts, fly-over, subways, cause-ways and the like; 5. Naming of streets and numbering of premises; 6. Lighting of public streets and other public places; 7. Planting and care of trees on road-side and elsewhere 8. Construction and maintenance of municipal markets and slaughter houses and the regulation of all markets and slaughter houses; 9. Maintenance of all monuments vested in the Municipality; 10. Providing by itself or by and agency, means of supply of water for fire-fighting purposes, <p>(B) In the sphere of public health and sanitation, -</p> <ol style="list-style-type: none"> 1. Collection. removal disposal of solid wastes including filth, rubbish and other obnoxious or polluted matters; 2. Disposal of solid and liquid wastes consistent with efforts to cause recovery and re-use of all that can be salvaged ; 3. Reclamation of unhealthy localities, removal of noxious vegetation and abatement of all nuisances; 4. Regulating and abating offensive and dangerous trades or practices; 5. Cleansing of public streets and other public places; 6. Ensuring the wholesomeness of water supplied for drinking and domestic purposes; 7. Maintenance of all public tanks and regulating the re-excavation, repair and other sources of water supply on such terms and conditions as the Municipality may deem proper; 8. Provide for places for the disposal of the dead and the regulation and maintenance of such places; 9. Measures for preventing and checking the spread of dangerous diseases; 10. Immunisation including public vaccination and inoculation; 11. Removal and disposal of the unclaimed dead bodies and carcasses of all dead animals; 12. Abatement of nuisances from birds and animals including dog menace; 13. Conversion of all service privies into sanitary latrines and providing adequate facilities for sanitation so that open defecation may be completely done away with; <p>(C) In the sphere of town planning and development, -</p> <ol style="list-style-type: none"> 1. Devising town planning within the limits of the municipal area in accordance with the laws relating to town planning for the time being in force;

SI No.	Concerned body	Roles and Responsibilities
		<ol style="list-style-type: none"> 2. Planned development of the borders of the municipal area in accordance with the laws applicable for the purpose; 3. Improvement of bustees; 4. Control of regular lines of streets; 5. Control of all building operations and regulation of building uses; 6. Co-operation of all over ground rights enjoyed by service agencies; 7. Co-operation of activities of agencies relating to laying and maintenance of underground pipelines, tubes, cables and the like; 8. Laying out and maintenance of public parks, squares, gardens or recreation areas; 9. Re-development of congested areas for providing better living conditions; 10. Planned development of new areas for human settlement; 11. Preservation of monuments and places of historical, artistic. and other importance; 12. Measures of beautification of the township by setting up fountains and statues, providing recreational areas, improving river banks landscaping and the like; <p>(D) In the sphere of administration, -</p> <ol style="list-style-type: none"> 1. Survey of building and lands and preparation and maintenance from time to time of survey maps and plans of the town and other records relating to survey; 2. Removal of unauthorized encroachment on, or obstruction and projections in or upon, streets, bridges, and other public places; 3. Securing or removal of dangerous buildings and places; 4. Registration of birth and deaths; 5. Providing boundary marks for the municipal area; 6. Drawing up an annual administration report on the activities and performances of the municipality and submission, in the manner prescribed, of such report to the state Government; 7. Compilation and maintenance of records and statistics relating to the administrative functions of the municipality; 8. Maintenance and development of all properties vested in or entrusted with the management of the municipality; 9. Checking the construction of unauthorized buildings and pulling down unlawful constructions; 11. Ensuring the stoppage of wastage of water supply and other civic facilities; 12. Protecting public properties in general and civic properties in particular; 13. Abatement of pollution of all kinds; 14. Measures as may be required for fire prevention and fire safety under the West Bengal fire services Act, 1950, and the rules made there under; 15. Providing the adequate training facilities for the municipal employees and equipping and motivating them for public service; 16. Observance of occasions of national importance. <p>Discretionary functions of the Municipality. – A Municipality may, at its discretion, provide, either wholly or partly, out of the</p>

SI No.	Concerned body	Roles and Responsibilities
		<p>municipal property and fund, for the following matters within the limits of the municipal area :</p> <p>(A) In the sphere of public works, -</p> <ol style="list-style-type: none"> 1. Giving relief to, and establishing and maintaining, in time of [famine, flood or earthquake], relief works for, destitute persons within the limits of the municipal area; 2. Construction and maintenance of, or providing or giving aids for, passenger's shades, go downs, shops, markets, dharmashalas, rest houses, sports complex, place of entertainment, swimming pools, public wash houses, and bathing places and homes for the disabled and destitute and other public buildings designed for convenience of the community; 3. Construction and maintenance of old age homes and orphanages, domiciliary care of the sick, orphan, destitute and aged people; 4. Construction or maintenance of, or providing aids to, hospitals, dispensaries, asylums, rescue homes, maternity houses, and child welfare centers; 5. Construction, purchase, organization, maintenance, extension and management of mechanically propelled transport facilities for the conveyance of the public; 6. Construction, maintenance, repair, and purchase of any works for the supply of electrical energy or gas; 7. construction of dwellings for the inhabitants, specially low cost dwelling for the socially backward classes of citizens; 8. Providing accommodation for all classes of employees of the Municipality; <p>(B) In the sphere of education, -</p> <ol style="list-style-type: none"> 1. Establishing and maintaining pre-primary schools such as <i>balwadis</i> and crèches; 2. Promotion of civic education, adult education, social education, non-formal education and the like. 3. Promotion of cultural activities including music, physical education, sports and theatres; 4. Advancement of science and technology in the way of life; 5. Advancement of civic consciousness of public health and general welfare by organizing discourses, seminars and conferences; 6. Publication of municipal journals, periodicals and souvenirs, purchase of books and subscription to journals, magazines and newspapers; <p>(C) In the sphere of public health and sanitation, -</p> <ol style="list-style-type: none"> 1. Construction and maintenance of cattle pounds; 2. Provision for unfiltered water-supply for non-domestic uses; 3. Promotion of the use of bio-gas and other non-conventional energy sources;

SI No.	Concerned body	Roles and Responsibilities
		<p>4. Provision for sewage treatment;</p> <p>5. Abatement of smoke nuisances;</p> <p>6. Setting up of milk dairies or farms (but not khatala) for supply, distribution and processing of milk or milk products for the benefit of the people;</p> <p>7. Ambulance service for carrying patients;</p> <p>(D) In the sphere of administration, -</p> <p>1. Civic reception to persons of distinction and paying homage on death to persons of repute;</p> <p>2. Installation of statues, portraits and pictures in appropriate manner;</p> <p>3. Organisation and management of fairs and exhibitions;</p> <p>4. Organisation, establishment and maintenance of art galleries and botanical or zoological collections;</p> <p>5. Construction and maintenance of garages and sheds and stands of vehicles;</p> <p>6. Measures for eradication of addiction of all kinds like liquors and drugs;</p> <p>7. Organising voluntary labour and co-ordinating the activities of voluntary agencies for community welfare;</p> <p>(E) In the sphere of development, -</p> <p>1. Encouraging formation of co-operative societies and, in particular, housing co-operative societies, and assistance to such co-operative societies in construction of residential buildings;</p> <p>2. Providing shelter for the homeless;</p> <p>3. Undertaking manufacturing of building materials and their distribution at fair prices;</p> <p>4. reclamation of waste lands and promotion of social forestry;</p> <p>5. Establishing and maintaining nurseries for plants, vegetables and trees and promotion of greenery through mass participation;</p> <p>6. Organisation of flower-shows and promotion of flower-growing as a civic culture;</p> <p>7. Promotion of agriculture, Pisciculture, horticulture, poultry and improvement of cattle breed;</p> <p>8. Assistance to small-scale cottage and craft industries;</p> <p>9. Programme for liberation and rehabilitation of scavengers and their families;</p> <p>10. Income-generating activities, particularly for the women belonging to the socially backward classes of citizens;</p> <p>11. Collection of statistics and data significant of the community;</p> <p>12. Integration of the development plans and schemes of the town with the district or regional development plan, if any;</p> <p>(F) Generally, taking all measures not specified in the foregoing provisions of this section, which are likely to promote public safety, health, convenience, education or welfare of the</p>

SI No.	Concerned body	Roles and Responsibilities
		<p>community.</p> <p>Transfer of functions of State Government.- (A) Notwithstanding anything contained in this Act or in any other law for the time being in force, the State Government may, subject conditions as it may think fit to impose, transfer, by an order, published in the <i>Official Gazette</i>, to a Municipality any such functions and duties relating to Government under any law which the State Legislature is competent to enact, or which is otherwise within the executive power of the State, and appear to relate to matters arising within a municipal area being of an administrative character, and shall, on such transfer, allot to the Municipality such fund and personal as may be necessary to enable the Municipality to discharge the functions and duties so transferred.</p> <p>(B) Without prejudice to the generality of the provisions of subsection (1), the State Government may transfer to the Municipality such functions and duties as are performed by the departments of the State Government on any of the following matters;</p> <ol style="list-style-type: none"> 1. Town and country planning; 2. Urban development; 3. Water supply and sanitation; 4. Transport system including regulation of traffic terminus in collaboration with police administration; 5. Employment schemes and programmes; 6. Health and family welfare; 7. Relief and social welfare including social security schemes and programmes; 8. Public works including road construction and housing; 9. Cottage and small – scale industries, business and services including programme for skill development; 10. Education including primary Education, adult education, vocational education, social education, non-formal education, audiovisual education and library services; 11. Food and supplies including rationing and distribution; 12. Civil defence; 13. Fire protection and fire fighting; 14. Sports and youth services; 15. Welfare of the Scheduled Castes and the Scheduled Tribes; 16. Environmental safety and improvement; 17. Social forestry and plantation programme. <p>(C) Where any function or duty under any law is so transferred, such law shall have effect as if this section had formed a part of such law, and thereupon such law shall be deemed to have been amended accordingly.</p> <p>Power to transfer any function of Municipality under the Act to any Organisation. – Notwithstanding anything contained in this Act or in any other law for the time being in force, the Municipality may, if it is of opinion that it is necessary</p>

SI No.	Concerned body	Roles and Responsibilities
		<p>so to do in the public interest transfer [by contract or otherwise] with the prior approval of the State Government, any function or functions of the Municipality under this Act to any [individual or] organisation, including a Government organisation, in such manner, and on such terms and conditions, [as may be determined by the Board of Councillors and approved by the State Government:]</p> <p>[Provided that such transfer of function or functions of the Municipality of such organisation shall not absolve the Municipality from the responsibility of carrying out the provisions of this Act in relation to the function or functions so transferred.]</p> <p><i>Explanation.-</i> "Government organisation" shall mean an organisation maintained or managed by the State Government.</p> <p>Powers of the Municipality to enter into any business or venture.-</p> <ol style="list-style-type: none"> 1. Notwithstanding anything contained in this Act or in any other law for the time being in force, the Board of Councillors may, with the prior approval of the State Government, enter into any business alone, or a Joint Venture, or Partnership Business with any individual or organisation, on such terms and conditions as may be decided by the Board of Councillors and agreed to by the partner or partners of such Joint Venture of Partnership Business after being approved by the State Government. 2. The Municipality may, with the prior approval of the State Government, invest the Municipal Properties, under section 75, in the Joint Venture or Partnership Business mentioned in sub-section (1). 3. For financial investment from the Municipal Fund, either in any business proposed to be done by the Municipality alone or in the Joint Venture or Partnership Business mentioned in sub-section (1), existence of one of the following conditions shall be mandatory:- <ol style="list-style-type: none"> a. The Municipality shall not have any deficit budget in the three preceding consecutive financial years; or b. The Municipality shall be sure of earning profit from such Joint Venture or Partnership Business before completion of one year from the date of entering into such venture or business; or c. The fund is required to be used for saving a certain Municipal property, and the Board of Councillors is sure of earning profit within a period of five years from the date of such investment. 4. After entering into any business alone or Joint Venture or Partnership Business, the Municipality shall send report once in every six months to the State Government detailing the progress of such business or Joint Venture or Partnership Business. 5. If any Municipality, without showing proper reason, fails to fulfil the conditions specified in sub-section (3) , the State

SI No.	Concerned body	Roles and Responsibilities
		<p>Government may, by order, withdraw the Municipality from such business or Joint Venture or Partnership Business, and State</p> <p>Government may compensate, the other partner or partners of such business or Joint Venture or Partnership Business or any other person or organisation affected by the loss made in such business or Joint Venture or Partnership Business by deducting from the fund of the Municipality concerned, after being satisfied that such loss has been caused by the default of the Board of Councillors.</p>
B.	Citizens Representation	
1.	CDS at ULB level	<p>It is a federal body. CDS are all registered societies under the Societies Registration Act. 1961, Government of West Bengal.</p> <p>Activities:</p> <ul style="list-style-type: none"> ○ Facilitate all social development activities of the ULB and Facilitate the Government departments. ○ Coordinate the socio-economic development interventions undertaken by related NHCs and NHGs. ○ Undertake training and capacity building of the related members of NHCs; ○ CDS will function as MFI for all micro credit activities undertaken in the respective wards. ○ CDS will supervise the functioning of Service HUBs in the respective wards and monitor them on the day to day basis. ○ Organize weekly meeting of the NHCs; ○ Send weekly reports to the respective CIC. ○ Play the role of a pro-active civil society organization.
2.	NHC at ward level	<ul style="list-style-type: none"> ○ Implement all the social development intervention in the ward; ○ Monitor the functioning of NHGs on day to day basis; ○ Undertake training and capacity building of the related members of NHC, NHGs; ○ Run all MSCs; ○ Monitor the MF programs on day to day basis; ○ Organize weekly meeting of the NHGs; ○ Submit weekly report to the concerned CDS; ○ Payment to all the ULB Staff, and ward committees; ○ Periodic (Quarterly) Audit at ward level and CDS;
3.	NHG at booth level	<ul style="list-style-type: none"> ○ Identification target groups; ○ Awareness & training of the target beneficiaries;

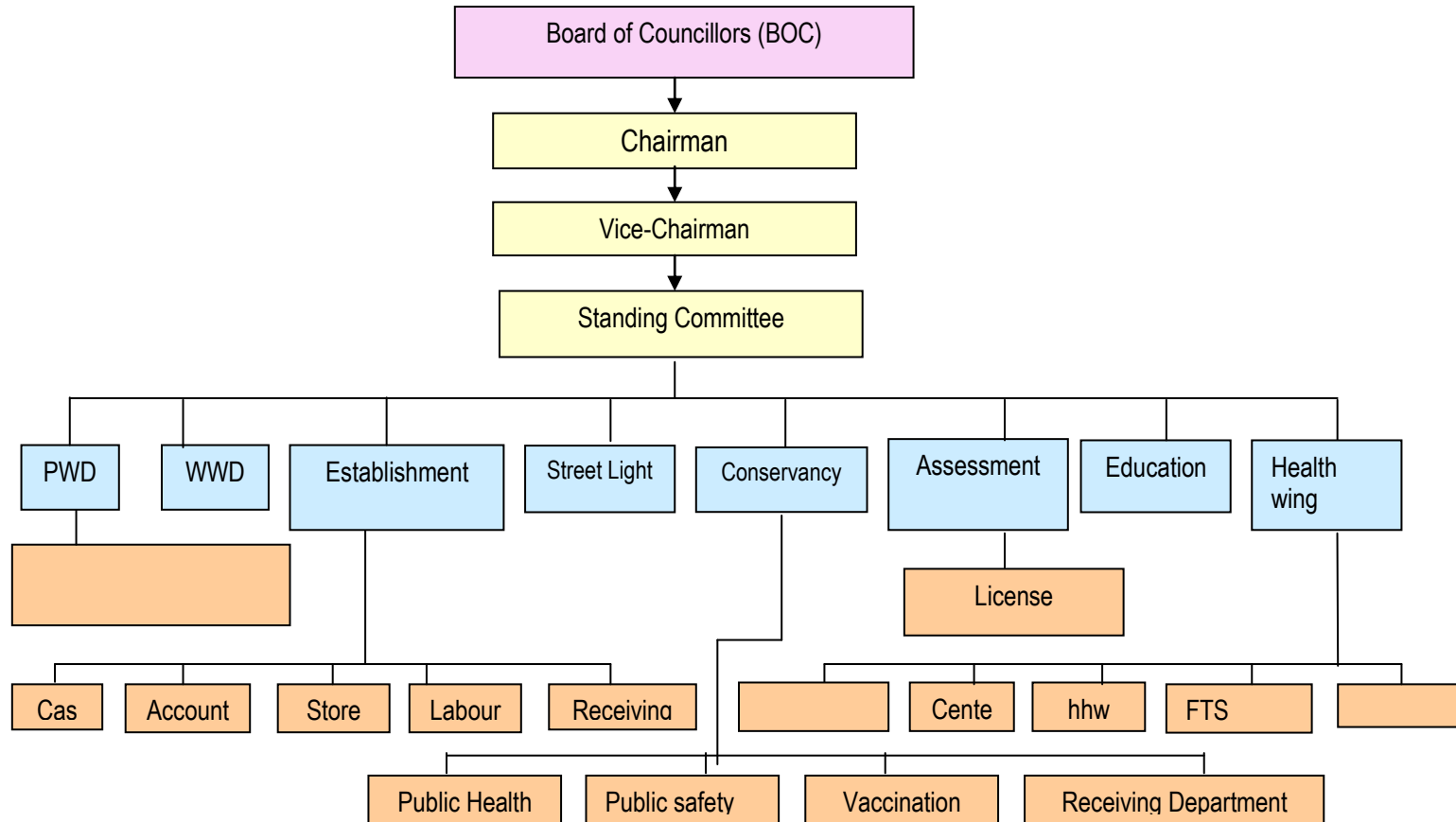
SI No.	Concerned body	Roles and Responsibilities
		<ul style="list-style-type: none"> ○ Regular interaction with community; ○ Act as a field level office of Community Micro Finance;
4.	TCG at booth level	<ul style="list-style-type: none"> ○ They will function as Self Help Group;
C.	Administrative	
1.	Chairman in Council (CIC) & ULB Core Functional Staff	<ul style="list-style-type: none"> ○ Conduct monthly meetings; ○ Meeting with the representatives of the ward committee (once a month) to review functions of the preceding month and plan for the succeeding month; ○ Meeting with the representatives of the CDS (once a month) to review functions of the preceding month and plan for the succeeding month; ○ Implement all trans ward and trans municipal activities and programs; ○ Supervise all ward level functioning; ○ Deploy relevant personnel at the ward level; ○ Maintain linkages with KUSP, KEIP, Union/State Government Departments/Donor Bodies/Corporate and Resource Groups; ○ Monitor the cash flow and the budget heads; ○ Develop & Monitor the MIS, take feed back and take actions; ○ Capacity building of the key functionaries of the ward committees, ULB and CDS members; ○ Make the grievance cell active, registered the grievance and respond to all complaints and take appropriate actions on daily basis; ○ Display all the functions and actions undertaken by the ULB in a place easily accessible by the people;

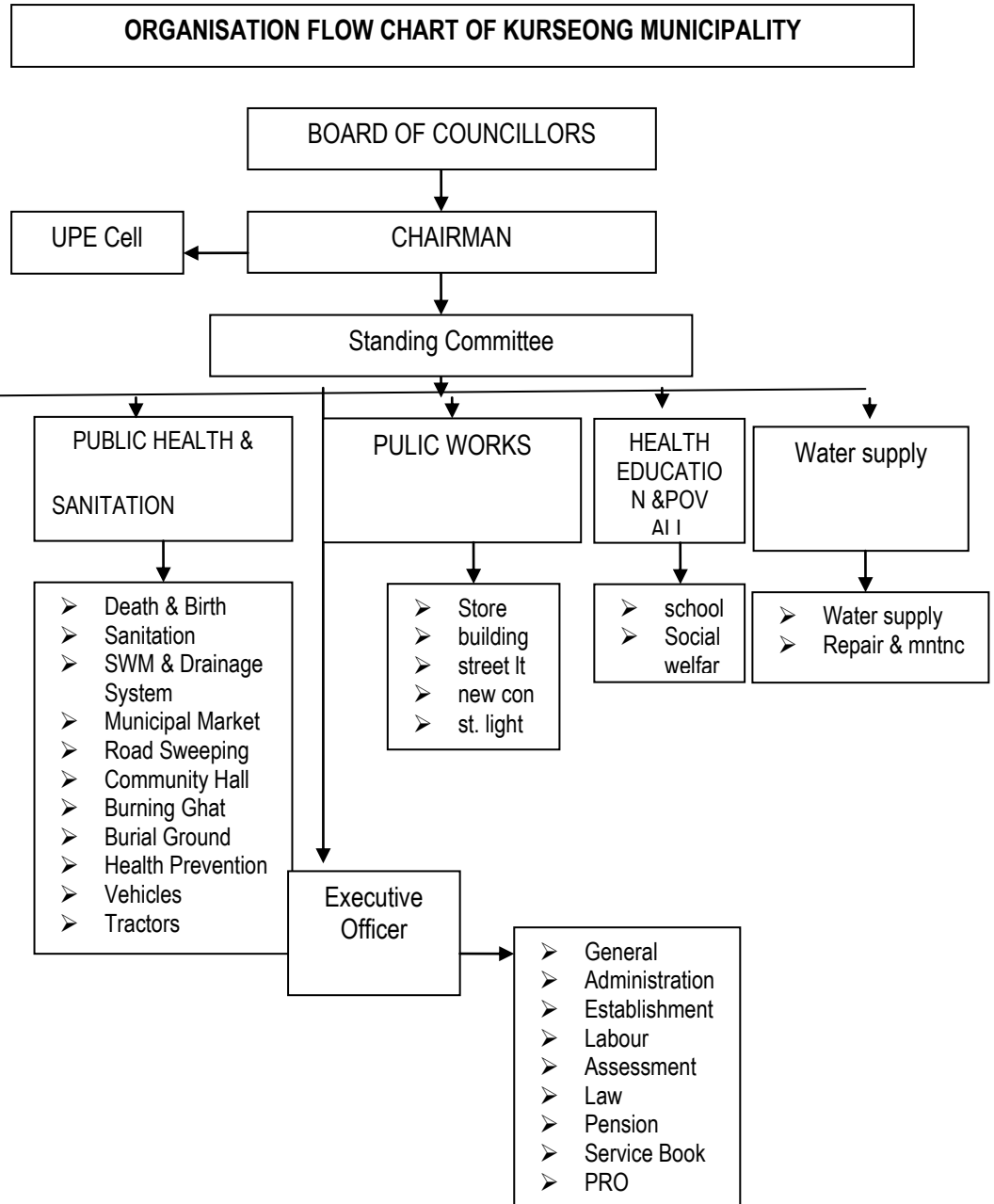
2. Theme 2(a) : Organisation Structure

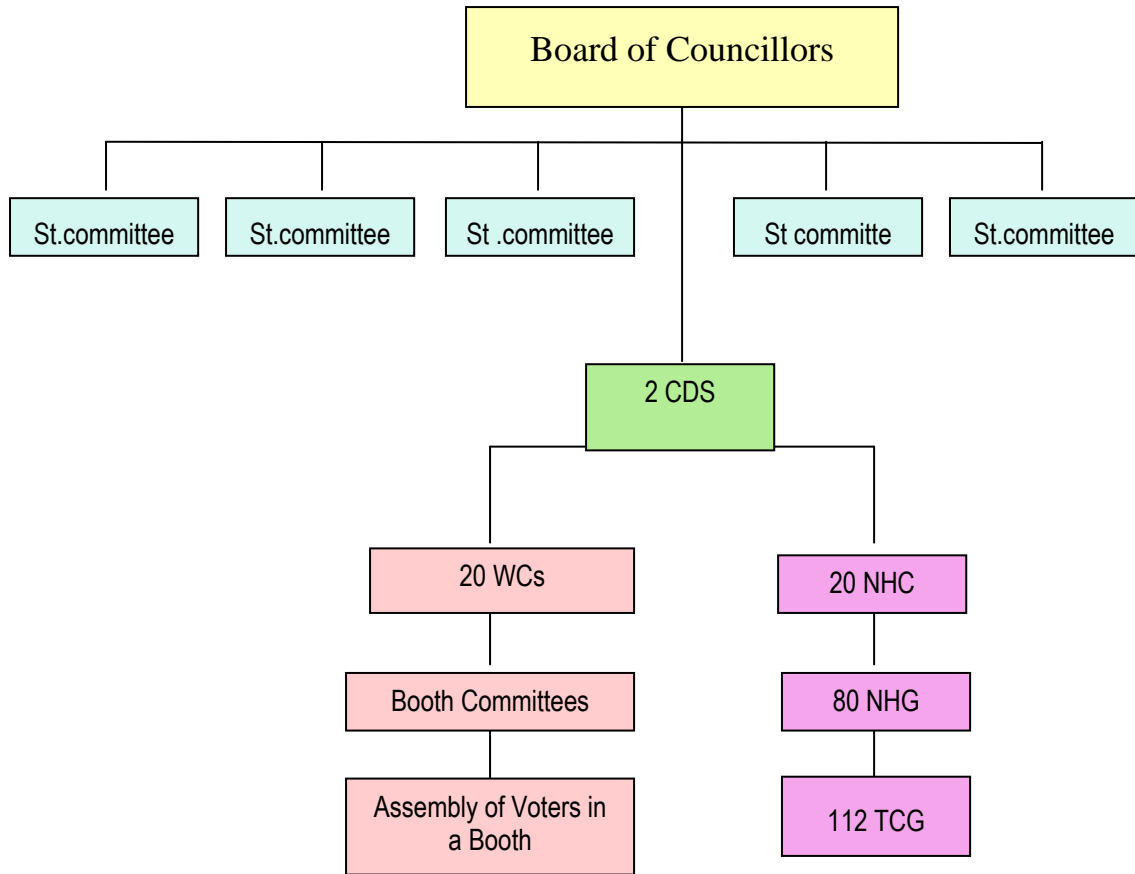
a) Organogram of all departments, functional units and subunits

The structure below indicates the various inter-relationships existing between the functional departments and their sections within the municipal institution.

Figure 01, Organization Structure, The structure below shows the various existing departments and wings that are looked after by the elected representatives.







b) Listing of all functions in the organisation structure at all levels, identify roles and responsibilities.

All departments try to function as per Sections 63 (Obligatory functions) and 64 (Discretionary powers) of the West Bengal Municipal Act, 1993.

The following are the various departments in Kurseong Municipality. Some of these departments also hold various key sections which are crucial for day to day municipal functioning. They are:

1. General Administration Department
2. Public Works Department
3. Water Works Department
4. Medical & Hospital & Conservancy
5. Assessment
6. Light Department
7. Education Department

c) Review of existing organisation structure

As per West Bengal Municipal Act, 1993, **Chairman is the Chief Executive** of the Municipality. The functions as entrusted upon all CIC members by the Chairman are at par with the aforesaid Act. The organogram clearly shows all concerned departments that come directly under the purview of respective CIC members.

The Vice-Chairman performs the duties of the Chairman in his absence.

The next line of control is the officials of the ULB. Apart from the specific jobs entrusted as summarised below, they are also responsible for executing any special job entrusted by the BoC /MCIC /Chairman.

The **Executive Officer** (EO) is the Principal as well as Controlling Officer of the aforesaid organization structure of the Municipality as per West Bengal Municipal Act, 1993, he would continue to control all staff as per guidelines issued by the Chairman from time to time. The special focus of the area of activities of the Executive Officer is visible especially in the execution of the following functions like,

- To function as the Head of Establishment
- To look after the attendance of staffs and mazdoors

- To ensure coordination among all departments of the Municipal Office
- To ensure vigilance of different functionaries engaged in the ULB
- To play the role of the Secretary of the MCIC,
- To execute each and every decision taken up in the MCIC and BOC meetings

The **Finance Officer** is entrusted to oversee all matters related to finance and accounts.

The **Assistant Engineer** is empowered to look after all activities related to PWD like construction, water supply, building and electrical departments.

The **Health Officer** (HO) is delegated with the responsibilities to monitor and supervise all health related activities and preventive measures performed in the ULB.

The **Medical Officer** (MO) is delegated with the responsibilities to oversee all medical treatment related activities performed in the ULB

Therefore it can be rightly pointed out that there is well-defined span of control as well as almost clear-cut areas of activities exercised by all the top-level officers in the organization structure the act of which may lead to growth along with sustainability of this ULB.

The top-level management is involved in overall institutional development as well as strategic planning. Generally they remain aloof from routine activities unless any situation so arises to be dealt with. Ward committees are yet to function to their fullest capacity. They will be entrusted a more key role for the successful implementation of the DDP.

The **Standing Committees** have already been formed but they are yet to function to their fullest. The resolutions passed in such meetings have been documented and accordingly followed up. There are six Standing Committees functioning in this ULB. They are:

- Finance and Resource Mobilisation Standing Committee
- Solid Waste Management Standing Committee
- Water Supply Standing Committee
- Public Works Standing Committee
- Health, Education, Urban Poverty Alleviation Standing Committee
- Public Health and Sanitation Standing Committee

The **Municipal Accounts Committee** is involved in the overall financial management of the Municipality in the way of rendering their recommendations as well as suggestions from time to time.

An **Information Technology Steering Committee** has been recently formed with the IT Coordinator as the Convenor. All IT related technicalities are to be maintained by this committee.

All administrative functions like legal, secretarial, vigilance, estate, personnel, stores etc. have not been grouped under one single officer. That means there are individual employees entrusted with separate responsibilities to deal with each function in particular.

A consistent interaction has been maintained with some of the government institutions like Offices of the Sub Divisional Officer, District Magistrate and some Government bodies like DLB, ILGUS, SUDA, CMU, MED, MAD regarding various developmental activities

Human Resource Development department is absent in the municipality.

There is a well managed system of grouping activities under senior level officers in various fields like interim assessment of holdings, evaluation of the existing tax structure, improvement in the process of revenue generation, planning, project monitoring and others. In service delivery, maintenance of street light has been sub-contracted to outsiders keeping the basic responsibilities in the hand of the Municipal Authority itself.

Municipal markets are yet to be made fully functional. Nevertheless, the Municipal Authority has decided to renovate the market places where individual vendors would be relocated.

There is no such clear specification of job description of all employees barring a few instances. No well-defined performance monitoring, assessment and appraisal system is present and there is no system of promotional policy based on performance appraisal procedure. No equitable allocation of work is being maintained across all departments / sections in the organization structure

d) Identification of proposals

Establishing Kurseong Culture & Development Council (KCDC)

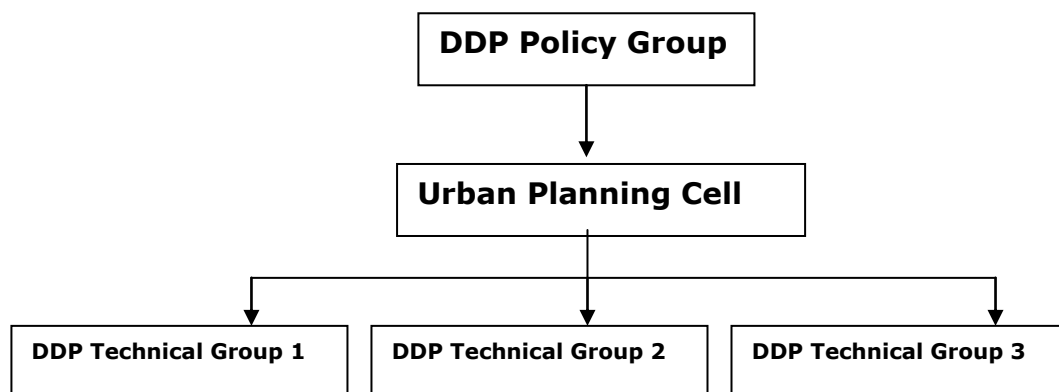
The Kurseong Culture & Development Council will be established with the following members: All Councillors; Representatives of all political parties; Representatives from Ward Committees; Representatives of all section of education institutions; Representatives of Business Associations; Representatives of Bankers and Banking Unions; Representatives from cross-section of the citizens in ULB. The Chairman of the Kurseong will be the ex-officio chairman of KCDC. It will be a membership based body.

Numerous cultural and developmental activities go on in the Municipality, round the year in a disorganised fashion and also in scattered locations. The Council will focus on organising this sector by forming an annual calendar of activities. It will take initiatives to promote such activities that better involvement and foster an atmosphere of mutual understanding among all sections of society. The Council will also organise fairs and exhibitions on important occasions of ULB history, thus maintaining an enabling environment of public participation and mobilisation.

Establishing Urban Planning & Development Cell (UPDC)

The Urban Planning and Development Cell will be established to ensure the quality of the implementation of ULB projects. The major functions of urban planning & development cell will be to guide the Municipal Authority in future urban planning of the Municipal town including future land use planning & development control for proper growth of the town, participatory planning as a part of urban planning, guiding for preparation of future five year development plan and co-ordinating & monitoring the implementation of first Draft Development Plan. The Cell will develop Human Resource Policy; Human Resources Management System; Management Information System; Management Control System; and Performance Monitoring system. It will focus on developing systems that will ensure transparency and accountability at all layers of ULB functioning, through various quality assurance checks and random monitoring techniques. It will base its deductions mainly on outcome indicators and will be the final authority to ensure the successful implementation of DDP and all developmental initiatives by different stakeholders of the ULB.

The DDP policy group will remain the guiding body for the implementation period as well. All the technical groups, DTG 1, DTG 2 and DTG 3, will act as the pivotal technical groups to ensure better implementation of the DDP. The only addition would be the Urban Planning cell. The structure of this organisation set up is given below:



Urban planning cell will be comprised of Municipal sub Assistant engineer, Urban Planner, IT Coordinator and a representative from DTG2. The cell will mainly act as a coordinating body between the policy and the technical groups.

This cell will meet DTG 1, 2 and 3 monthly to take the feedbacks on the progress of different projects. The findings collated from these meetings will be put forward to the Policy group for their intervention on a monthly basis. Since the organisational matters would require a little more interaction with the [policy making authority, DTG 3 will have a bimonthly meeting with the DPG. Thus the abovementioned groups will do the monitoring of the DDP implementation.

The Cell may also help along with the define team as above in developing human resource management system.

Every 6 months there will be an appraisal meeting of the work progress and a stock of remaining work will also be taken. Strategies will be designed to adhere to the time schedule for the remaining work by the policy group and technical groups.

Establishing IT Unit

An IT Unit will be established at ULB. The unit will modernise the office system and procedures that will increase the speed in decision making and be client oriented. It will create systems to document. The IT unit will create computerised systems in the Municipal Service Centre; Palika Karigar Kendra; Facilitating Centres and at NCCS.

3. Theme 2(b) : Manpower Planning

a) Review of existing staffing profile in the ULB

Top level officers would handle few functions. Other functions would be handled by departmental heads.

The role of the top level management would be institutional development, financial management, overall resource management with specific focus on improved revenues from own sources and develop mechanisms for inter institutional co-ordination.

The standing committee functions irregularly. The resolutions passed in the meetings are followed up. Action Taken Reports will be introduced in all meetings.

The Municipal Accounts Committee is involved in overall financial management of the ULB. They meet often. It submits the Audit and Financial reports on time. They are involved in recommendations and suggestion on financial processes. It plays a major role in the financial process of the ULB.

All the functions like Legal, Secretarial vigilance, estate, personal stores, etc are routed through departmental heads and M/C I.C.E.O.& F.O. are there for some administrative functions. As per W.B. Municipal Act; 93 they are also functioning independently subject to supervision & control of the chairman.

There is a plan for external coordination at the level of Chairman & other M.I.C. level.

ULB does not have a Human Resource Development Department as yet. Municipal administration has taken initiative for capacity building of the staff.

There is no Computer Wing has been engaged for data processing and other related works.

A review existing staffing profile in the ULB along with the gaps / overlaps are summarised below in Table 3.2.

Table OD-2: Review existing staffing profile

GENERAL ADMINISTRATION					
Function	Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
Establishment "B" Category	Office Superintendent				
	Head Clerk		1	1	
	Asst. Head Clerk	1	1		
	Clerk				
	L. D. Clerk		2	2	
	Record keeper				
	Ref. Clerk				
	Typist	1	1	1	
	Store Keeper-Asst	1	1	1	
GPF Pension, Service Book	UDC		1	0	
	LDI (UPC)		1	0	
	Store-in-Charge (UPC)		1	0	
	Asst. P.P. Inspector			0	
Accounts	Accountant	1	1	1	
	Clerk				
	Addl. Accountant				
	Asst. Accountant				
	Peon				
Cash	Cashier	1	1	1	
	Asst. Cashier				

GENERAL ADMINISTRATION						
Function	Description		Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
	Cash Peon					
Office Vehicle	2	Driver	1		1	
General Receiving & Despatch	Clerk					
	Despatch Clerk			1	1	
Law Matter	Clerk					
	Law Clerk					
General Duty	Clerk					
	L. D. Clerk			1	1	
	Cash Taker					
	Durwan					
	Night Guard					
	Peon		4		4	
PUBLIC WORKS DEPARTMENT						
General	Assistant Engineer					
	SAE		1	1	1	
	SAE (LEE)		1			
	Sub Overseer					
	Work Sarkar		2	2	2	
	Work Supervisor					
Building Plan	SAE (LCE)		1			
	Draftsman		1			

GENERAL ADMINISTRATION						
Function		Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
		Surveyor	1			
		Clerk	1			
		Peon	1			
		Mech. Mistri				
		Mason Mistri				
		Mazdoor				
Office		Clerk-cum-typist				
		Messenger				
Road Rollers		Driver				
		Helper				
		Peon				

LIGHT DEPARTMENT						
Function	Nos.	Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
Street Light	4500	Light Supervisor	3			
		Street Light Checker		5	5	

EDUCATION						
Function	Nos.	Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post

Primary School	2	Teacher	10			
		Head teacher		2	2	
		Teacher-in-Charge				
		Asst. Teacher		10	8	2
		Peon				
No. Students	of 99					

WATER WORKS DEPARTMENT						
Function	Nos.	Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
Hand Tube Well	100	Water Works Inspector			1	
		Mistri				
		Asst Mistri				
		Helper				
Deep Tube Well		Pump Supervisor				
		Pump Operator				
Reservoir	7	Pump Supervisor				
		Overseer	1			
		Head fitter			2	
		Assistant fittr			2	
		khalasi			2	
		Mistri				
		Mech. Mistri				
W. W. Mistri						

WATER WORKS DEPARTMENT						
Function	Nos.	Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
		Asst Mistri				
		Helper/khalasi			16	
		SAE	1			
Office		Clerk	1			
		Storekeeper-cum-Clerk	1	1		
		L. D. Clerk		1	1	
		Peon/helper	1	2	1	

MEDICAL & HOSPITAL & conservancy				
Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
Medical Officer				
Homeopath Doctor				
Compounder				
Cash Taker				
Traditional Birth Attendant				
Midwife				
Asst. sanitation Inspector		1		
Vaccinator		1		1
supervisor		2		
Driver		2		
Sweeper		65		

Sanitary Inspector			1			
ASSESSMENT & COLLECTION.						
Function	Nos.	Description	Staff Pattern	Existing Sanctioned Staff	Present Staff	Vacant post
Assessment		Assessment charge In	1			
No. of Taxable holding		Assessment Inspector	1	1	1	
Holding of Addressed Area		Clerk	4	4		
		L. D. Clerk				
Collection		Tax Collector	3	3	3	
		Asst. Tax Collector				
		Commissioned Agent				
		Tax Collecting Clerk	2	2	2	
		Tax Collecting Inspector				
		Bill Writer				
		Coll. peon			2	
		Cashier			1	
	Asst. Tax Daroga					

Attachment: Review of existing staffing profile ([Refer Annexure: V3-OD-A5](#))

b) Manpower Deployment Strategy in view of structural changes (deployment Vs hiring / contracting / outsourcing)

In the present days context there is no requirement of deployment of permanent staff in the ULB. The requirement of personnel can be outsourced and let on the basis of contractual and time bound introducing signing MOU and terms of references. All the facilitation works will be managed by the existing personnel. ULB can have the panel of

expertise personnel of various disciplines and the ULB will hire those personnel as and when fell necessary.

c) Strategies to redeploy category D and C staff

Requirement of staff at the ULB level will be reduced as the whole mechanism is going to be decentralised. The ward level, NHC, NHG, TCG will take over the local level charges of doing the civic services. At that level there is a need to depute skilled personnel exclusively on contractual basis. Therefore, ULB will not need any further staff recruitment. The method of deploying the category D & C staff will be as noted above.

4. Theme 3 – Assessment of Training needs and Capacity Building

a) Review existing training undergone by each category of employee.

Capacity in various aspects of office work requires upgradation.

Attachment: Existing employee training (**Refer Annexure: [V3-OD-A2](#)**)

b) Identification of skill gaps and training needs.

The Employee Training Needs Assessment Forms as attached below had been used to do a survey to identify skill gaps and training needs among staff and councillors and officers

Attachment: Identification of skill gaps (**Refer Annexure: [V3-OD-A6](#)**)

c) Areas of training required for various levels of staff in the ULB.

The identification of gaps and selected methods for skill development / capacity building has been conducted and sorted out as attached below. These are necessary to identify areas of training required for various levels of staff in the ULB.

Attached: Areas of training (**Refer Annexure: [V3-OD-A7](#)**)

Proposal identification**Table OD-3: Project Prioritisation and Resource Availability**

Priority No.	Project Title	Theme	Start Date	End Date	TCR	ARE	ISF	Fund Name
1	Urban Planning & Development Cell and planning activities.	Theme 2	Apr-09	Mar-10	10.43	0.00	0.00	KUSP
2	Installation of MIS in Municipality	Theme 2	Apr-09	Mar-10	2.00	0.00	0.00	KUSP
3	Capacity Building Programme of Staff (Computer Training)	Theme 3	Apr-09	Mar-10	0.00	0.00	0.25	MF
4	Municipal Office Infrastructure Strengthening	Theme 2	Apr-09	Mar-10	0.50	0.00	0.00	KUSP
5	Capacity Building of Ward Committee	Theme 2	Apr-12	Mar-13	0.00	0.00	0.50	MF
6	Capacity Building of Elected representatives	Theme 2	Apr-12	Mar-13	0.00	0.00	0.50	MF
7	UPE cell to be strengthened to enable to handle the poverty issue	Theme 1	Apr-08	Mar-13	0.00	0.00	0.00	SJSRY
8	Training programmes on management, administration, engineering	Theme 1	Apr-11	Mar-13	0.00	0.00	2.00	MF
9	Renovation of Municipal building(link with 3.1)	Theme 1	Apr-08	Mar-13	0.00	0.00	0.00	MF
Sub Component Total					6.50	0.00	3.25	

LIST OF DROP PROJECTS

Sl. No.	Project Title	Project Cost	Reason for drop
1	IT Cell	2.00	Fund insufficient
2	HR Cell	2.00	Fund insufficient
3	Municipal Service Centre	2.00	Fund insufficient
4	Kurseong Culture & Development Council	1.00	Fund insufficient

Attachment: Project Proposal formats ([Refer Annexure: V3-OD-A3](#))**5. Prioritisation framework for project proposals**

The prioritisation framework for project proposals is as per the following criteria:

Nine categories were used for prioritisation of project proposals. Each of the nine categories was rated against three related indicators. The maximum aggregate score was 27 and minimum score was 9. In case where the aggregate scores were tied, priority was given to the project which benefited larger number of people.

Attachment: Prioritisation framework for project proposals

([Refer Annexure: V3-OD-A10](#))

Prioritisation framework matrix for Organisation Development							
Sl. No.	Criteria	Score					
1	Number of beneficiaries	Very large number (residents / consumers across more than half the wards in the ULB) above 1.50 Lac.	3	Large number (residents / consumers across more than one ward in the ULB) 0.50 to 1.50 Lac	2	Small number (residents / consumers within one ward of the ULB) below 0.50 Lac	1
2	Priority for the sector / criticality of the project	Highest priority in case of basic services that makes direct impact on needs of daily life / improves health and hygiene standards (for eg. Water supply)	3	Medium priority to project that improve overall environment, living conditions and quality of life	2	Low priority to projects from non-core services	1
3	Conformity with other plans	In complete conformity with environmental and land use plans, links into ongoing / planned trans-municipal infrastructure projects	3	In conformity with environmental and land use plans	2	Deviates from existing plans	1

Prioritisation framework matrix for Organisation Development							
Sl. No.	Criteria	Score					
4	Current levels of commitment to the project	Project initiated / approved both technically and administratively	3	Project technically approved	2	Technical work not commenced, not yet technically approved	1
5	Sustainable in terms of operational cost and capacity of agency to maintain	User charges can be levied; part of capital costs can be recovered. ULB has capacity to maintain	3	Cost recovery is partly possible. ULB to finance O & M from own sources. ULB has staff / can contract staff for O & M.	2	Project not sustainable financially on standalone basis. ULB does not have human resources to maintain.	1
6	Time required for project completion / commissioning	Short gestation – up to 6 months	3	Medium gestation – 6 months to one year	2	Long gestation – 1-2 years	1
7	Land availability and approvals	Land allocated for project, in possession free of all encumbrances. All approvals are routine. Have right of way.	3	Land identified, but not in possession / has some encumbrances. Approvals are routine.	2	Land not identified / do not have approval on right of way. Some approvals are permissions for exceptions to normal.	1
8	Per capita cost [total costs ÷ no. of beneficiaries], where total cost = capital cost + recurring cost over project life	Per capita cost is lowest amongst other intra-municipal projects < 200	3	Per capita cost is at average levels amongst other intra-municipal projects 200-700	2	Per capita cost is highest amongst other intra-municipal projects > 700	1
9	Rehabilitation / leveraging of existing assets and capacities	Largely rehabilitation of existing assets, links to existing capacities	3	Partly involves rehabilitation, partly leverages existing capacities	2	Almost entirely Greenfield project	1

Attached: Proceedings of Workshop 1 ([Refer Annexure: V4-W1](#))

INTERNAL PROCESS AND
SYSTEMS IMPROVEMENT PLAN
(Subcomponent 3.2)

Kurseong Municipality
DDP Main Book

2008-2009 to 2012-2013

INTRODUCTION

A 'system' is an organized and a coordinated mechanism for undertaking various processes. A 'process' is a series of activities related to a specific function. Process and Systems are at the core of any institution and form an important part in the overall municipal governance. Quality process and systems will enable a ULB in better delivery of its obligations towards service delivery.

The Internal Process and Systems Improvement Plan has been prepared by the ULB for the various municipal systems e.g. accounting systems, budgeting systems, grievance redressal, solid waste collection, etc. The municipal functions can be broadly related to the 'internal processes' and 'service delivery'.

Goal : To ensure quick, modern, and transparent service delivery to the people by expediting the internal processes and systems of the municipality.

Internal systems

- To upgrade the accounting systems
- To develop Management Information System at various levels, which will enable quick decision making
- To develop an appropriate Asset Management system
- To develop human resource management system
- To rationalize the system of purchases with all relevant processes involved
- To develop a system of Inventory Management in order to reduce delays through appropriate access of items on time at project sites from the central stores
- To develop the system of Property Tax Assessment for fast-track assessment of property.
- To develop the Costing System for calculating costs related to the specific services

Service delivery

- To develop a system for fast-track delivery of municipal services to the users
- To develop a single window system of recording transfer in title related to land, approval of building plan.
- To develop a fast-track system of Grievance Redressal system of receiving, recording, solving and reporting grievances filed by the citizen's

Plan under the Internal Processes and Systems Improvement is designed to achieve the following:

- a. Quick and appropriate delivery of services to the citizens
- b. Introduce processes that will increase the efficiency of the ULB delivery systems.
- c. Ensure accountability of ULB staff and make the processes transparent
- d. Ensure rational processes leading to optimal output
- e. Reduce time taken for each process and pertinent linkage between the component within the process for faster response to the needs of the people
- f. Ensure timely delivery of services and reduce costs

CHAPTER 1: DEVELOPMENT OBJECTIVES FOR THE INTERNAL PROCESS AND SYSTEMS IMPROVEMENT PLAN

The Development Objectives under these components are stated hereunder:

1. Internal processes:

- Transition to / Review of accrual based accounting system and preparation of an Income and Expenditure Account and Balance Sheet
- Recording, identification and management of all assets owned and managed by the ULB including undertaking market valuation of properties on a regular basis through GIS and MIS.
- Development of a costing system for water supply, solid waste disposal, sewerage and drainage on a per capita/ household basis
- Regular flow of important financial and service delivery information (Management Information System) to the management to assist them in decision-making.

2 Service delivery

- Introduction of a fast track scheme for pre-approved building plans, high value projects, with additional fees
- Planning process for identification of slum level infrastructure to include representatives from the area
- Continuous process of technological up gradation to be considered in solid waste and sewerage treatment
- The standards of UDPFI and other such similar standards shall be achieved in municipal services.

Attachment: Minutes of meeting chaired by Chairperson for setting development objectives for the ULB, in stage 2 step 1- ([Refer Annexure: V4-OBJ](#))

CHAPTER 2: IDENTIFICATION OF SPECIFIC PROCESS AND SYSTEMS**Internal Process & System Review****ISSUE IDENTIFICATION**

The following table cover the various processes involved in the functions of each department and the bottlenecks encountered in the existing situation.

Sl. No.	System/ process identified	Problem area identified (Draft)	Remarks
<i>Internal process</i>			
TAX & ASSESSMENT DEPARTMENT			
1.	Tax collection and issue of receipt.	Manual procedure is being followed takes lot of time.	The process should be computerised immediately with recent upgraded software. Out sourcing tax collection. Motivation of staffs.
2.	All functions done manually	Tax department is not getting the records in a proper time as the entire procedure of granting permission takes a lot of time as it is done manually. Work load is not distributed properly. Performance appraisal is not done.	Mutual discussion is required between assessment and tax department to complete the entire process as early as possible.
3.	Assessment of Municipal tax by Central Valuation Board .	Assessment is not done for last 18 years. There is lack of political will for reassessment.	Political will and consensus is required at first.
4.	Detail works on mutation, correction, amalgamation etc.	During the inspection of Mutation application due to some legal fault the procedure is getting delayed. Complicated application also results in delayed transanctions.	Ensure to correctly filling up the mutation application with all relevant documents. Re-review is required to get close.
6.	Sending Demand Bill to all taxpayer.	No significant problem.	

Sl. No.	System/ process identified	Problem area identified (Draft)	Remarks
ACCOUNTS DEPARTMENT			
9.	Detail work of municipal Accounts.	<p>The bills of P.W.D. department sometimes come with M.B. and other documents. All bills are not error free.</p> <p>Sometimes payment is held up for shortage of general fund.</p> <p>There is no proper job distribution and manning. One man accounts department.</p> <p>Treasury cheque passing takes a huge time.</p> <p>There is a communication gap between P.W.D. department and Accounts department.</p> <p>Cheque post facility is not available to send cheques to the contractor. So, contractors are often disturbing the office on duty hours for payments.</p> <p>There is not enough facility available for computerized accounting.</p> <p>Shortage of staffs</p>	<p>The bills of P.W.D. department are required to send with M.B. and other documents. Errors in bills are required to be minimized.</p> <p>Work is required to be allotted after finalizing the funds.</p> <p>To ensure it required for job distribution and manning.</p> <p>Correspondence facility is required to follow for Treasury cheque to save the time.</p> <p>Better coordination is required between P.W.D and Accounts department.</p> <p>A particular visiting hour is required for the outside contractors.</p> <p>Proper computerization is required by installing proper software and hardware setup.</p>
LICENSE DEPARTMENT			
10.	Issue and renewal of Trade License (under section 118 & 201).	Computerisation is the need of the hour, manual work is time consuming and lots of paper work involved.	Licensing department should be computerised.

Sl. No.	System/ process identified	Problem area identified (Draft)	Remarks
11.	Renewal of License to	There is no License-in-charge or inspector in the department for a long time. The tax Daroga is also the in charge of this department. Departmental staffs are sometime at loggerheads due to uneven distribution of work. No strong action is taken against the non-licensed business man and those who not renewing their license.	New License-in-charge or inspector is required immediately. Strong action is required to be taken against the non-licensed business man and those who not renewing their license.
12.	Issue permission of advertisement.	Proper management is missing	
BUILDING DEPARTMENT			
13.	Plan sanction related work.	Investigation takes a long time after submission of plan because of the absence of members of standing committee , delayed the entire procedure of taking advices in case of building plans in their respective wards.	Standing committee members are required to visit the municipal office at least 3 days in a week. Finalizing the infrastructural development procedure on B.O.C. meeting is required. Better coordination is required between ward committee, ward councillors and departmental staff to initiate the development program as early as possible and finish it within stipulated time period.
14.	Issue of Completion Certificate after finishing building construction as per as the plan.	No significant problem.	
15.	Development related detail work (allocation of fund, preparation of budget, tender related work, preparation of bill and sending it for payments to account section).	No such work initiated yet as such.	

Sl. No.	System/ process identified	Problem area identified (Draft)	Remarks
ESTABLISHMENT / GENERAL DEPARTMENT			
16.	Establishment related detail work.	<p>Assessment and distribution workload is not done properly.</p> <p>Proper planning is not done while recruits staffs.</p> <p>There is proper recruitment policy, service rule and promotion rules are available in the municipality but often followed</p> <p>There is no facility to maintain documentation of work on a daily basis in a proper way because of shortage of man power</p> <p>There is no facility available for staff's performance measurement.</p>	<p>Workload is required to be distributed in a proper manner.</p> <p>Staff Recruitment is required to be done in a proper manner.</p> <p>New rule is required to be adopted for proper recruitment policy, service rule and promotion rules.</p> <p>All the important documents are required to be maintained by a specific department and are required to store all the records in the computer by efficient staffs.</p>
STORE DEPARTMENT			
17.	<p>Store related detail work.</p> <ul style="list-style-type: none"> • Purchase and supply to required heads 	<p>There is problem of price evaluation for different items except few matters</p> <p>Problem of funding approval in right time, so suppliers are often denying to supply.</p> <p>There are not enough places left in the store room to store new items. also the store room is in bad shape and not maintained at all.</p> <p>Some of the big tenders like cement, rods though tendered in paper but actually bought from direct merchants by giving more price than the tender.</p>	<p>An expert comment is required for price evaluation for different items.</p> <p>Funding is required on right time.</p> <p>One new store rooms are required for storing new items.</p> <p>Existing store baidar is not doing his duty regularly</p>
Service delivery			
CONSERVANCY DEPARTMENT			

Sl. No.	System/ process identified	Problem area identified (Draft)	Remarks
1.	Detail works of Conservancy department.	There is no place allotted for dumping waste and night soil. 30 tons of waste is dumped regularly in different places. Complains are coming about pollution from different places. One temporary dumping ground of tea garden is taken on lease.	Specific place is required as dumping ground and night soil disposal ground. At least one Gas-cutter and some other instruments is required.
2.	Detail works of Ambulance department.	No ambulance of Municipality	
3.	Detail works of Motor vehicle department.	Not a problem here.	
4.	Workings of conservancy-workshop	There is no such work shop or this purpose.	
WATER SUPPLY DEPARTMENT			
5.	Above ground water supply (jhoras)	During dry season of April-May-June water source dried up and water scarcity situation arise	Special arrangements to be taken .
6.	Supply Pipes	Pipes are in a very deplorable condition, which requires to be changed immediately.	Proper monitoring is required.
7.	New water connection.	Delay due to insufficient staff.	
8.	Rain Water Harvesting	No initiative is taken as yet	Detailed project need to be taken up.
9.	Preservation of official documents.	No computerisation of this department.	All the document of this department is required to store in the computer

Attachments: Minutes of meeting of **Workshop 1 (Refer Annexure: V3-PSI-A1 & V3-PSI-A2)**

Attachments: (Refer Annexure: [V3-PSI-A3](#), [V3-PSI-A4](#) & [V3-PSI-A5](#))

Attachments: Minutes of meeting of **Workshop 2 (Refer Annexure: [V4-W2](#))**

SWOT ANALYSIS - INTERNAL PROCESS & SYSTEMS IMPROVEMENT	
Internal Processes & Service Delivery	
Strengths	<ul style="list-style-type: none"> All service delivery system exist and functioning Ongoing DDP process and efforts made to improve the systems and processes
Weaknesses	<ul style="list-style-type: none"> Centralized & bureaucratic system delaying service delivery. Lack of staff and skilled personnel. Inadequate stock of spare parts and medicines. Ad-hocism by approving authority Lack of public consultation and people's participation
Opportunities	<ul style="list-style-type: none"> Well monitored decentralized system & Ward offices implementing all decentralized activities Optimal deployment of staff. Outsourcing major service delivery activities to the present staff enabled to be formed into specialized & registered bodies, thus slimming down the present staff load. Computerized system of job allocation; registering complaints & faults; action taken. Computerized accounting system and payment procedures
Threats	<ul style="list-style-type: none"> Lack of political will Staff union opposition Inadequacy of monitoring Selection of proper staff/systems Lack of coordination & supervision Field level bias Nepotism Lack of funding

CHAPTER 3: PROJECT PROPOSALS AND PRIORITISATION

1. Prioritisation framework for project proposals

The matrix for prioritization of project proposals is described below:

Eight components were selected and scores were given to three variables as per the table shown below. The maximum aggregate score was 24 and minimum score was 8. In case where the aggregate scores were tied, priority was given to the project which benefited larger number of people.

Prioritisation matrix for Internal Process and Systems Improvement							
Sr. No.	Criteria	Score					
1	Ongoing projects (resources already committed)	All projects for which work has already commenced and which addresses issues identified in A3.	3	Those which partially address issues identified in A3 and for which work has not started as yet.	2	Do not address issues identified in A3 and have not yet started.	1

Prioritisation matrix for Internal Process and Systems Improvement							
Sr. No.	Criteria	Score					
2	Number of beneficiaries of the Training Programmes.	Wider reach with involvement of all levels of staff, such that all operational staff, all middle management/supervisory staff, all senior management levels, and all elected representatives. < 1000	3	Medium Reach whereby all operational staff, few middle management /supervisory staff, senior management levels, and few elected representatives. 100 - 1000	2	Only senior management levels, and few elected representatives > 100	1
3	Place of Training / capacity building programme	In - house training /training to be delivered within municipality.	3	Workshops/training Programmes in liaison organised by reputed institutions within KMA.	2	Workshops / training programmes organised outside of KMA or in other cities within India.	1
4	Urgency of requirement	Those training programmes which are immediately required / necessary for reorganisation measures / linked to ongoing reform programmes.	3	Those initiatives whose benefits will not accrue immediately, but are required as part of ongoing reform initiatives	2	Those programmes which pertain to long term capacity building and sustenance.	1
5	Duration of Training / capacity building initiative	Short duration / refresher courses (Preferably for 15-20 days or less) < 1 M	3	Medium duration (More than one month) 1 - 6 M	2	Long duration (Within 1- 3 months) > 6 M	1
6	Conformity with other plans	In complete conformity with all related plan.	3	In conformity with Citizen Interface and systems and process improvement plan	2	Not linked to existing plans	1
7	Interruption of work/ service delivery	Projects which will lead to minimum disruption of service delivery, e.g. - substitutes of all trainees available.	3	Projects which will lead to moderate disruption of work / service delivery, eg. few substitutes will carry out work at lower pace / efficiency.	2	Adverse impact on service delivery, stoppage or interruption of work in Municipality.	1
8	Per capita cost of training [total costs ÷	Per capita cost is lowest amongst other training programme	3	Per capita cost is at average levels amongst other training	2	Per capita cost is highest amongst other training programme	1

Prioritisation matrix for Internal Process and Systems Improvement						
Sr. No.	Criteria	Score				
	no. of beneficiaries]	proposals. < 200		programme proposals 200 to 700		proposals > 700

Attachment: Prioritisation matrix for project proposals ([Refer Annexure: V3-PSI-A8](#))

2. Preparation of Project Proposals

Brief description of the project proposals & plan policies/decisions

Internal processes:

Intervention areas that have been identified under the Internal Processes are as follows:

1. Workshop to review ULB accounting system,
2. Computerizing the accounting system,
3. Recording and documenting,
4. Workshop to ascertain costs of water supply and solid waste disposal,
5. Review meetings on Financial MIS,
6. To Install Computerized Financial Accounting System,
7. Availing Computer Software,
8. Maintain Assessment Records Based on Character of Holdings,
9. Introduction of a methodology to coordinate related functions of a few departments like Assessment, Tax, PWD (land and building), Water Supply and License,
10. Modern Technique of Storage System,
11. Provision of LAN in the Municipal Office,
12. Procurement of server,
13. Setting up Communication Cell
14. Service delivery

Service Delivery:

Intervention areas that have been identified under the Service Delivery are as follows:

1. Policy level meetings on decentralization of municipal services,
2. Ward level consultations,
3. Technical sessions on solid waste and sewerage treatment,
4. Consultative review on standards of municipal services,
5. To Initiate A Citizen's Satisfaction Survey Once In A Year,
6. Publication of Brochure Containing Municipal Services,

7. Counselling Session for Conservancy Labourers

2.1 Evaluation and selection of option

The following table outlines the best possible option among the various options available.

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
INTERNAL PROCESS							
TAX							
1	Tax collection and issue of receipt.	Long time taken to record tax collection details.	No Software being used, work done manually		Computerisation of tax dept. Installing best available software.	Available option selected.	
2	Computerisation of different records (mutation, interim assessment, correction, amalgamation etc.).	1 and ½ months taken for granting of permission by Assessment department. As such records are arriving late at Tax department delaying the work.	Slow work rate in Assessment Dept.	Records should be made available to Tax Dept. as early as possible.	Can be solved by mutual discussion and better coordination between the departments.	Available option selected.	
ASSESSMENT							
3	Assessment of Municipal tax	No assessment for last 17 years	Political will is missing.	Regular assessment at 5 yr interval by central valuation board	Political consensus is required through mutual discussion.	Available option selected.	
4	Detail works on mutation, correction, amalgamation	Procedure getting delayed often.	During the inspection of		Ensure that applicants fill up the mutation	Available option selected	

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
	n etc.		mutation application due to some legal faults the procedure is getting delayed		application documents and other relevant documents properly.	ed.	
5	Investigation of Re-assessment.	Re-assessment is getting delayed.	Because of non-submission of completion certificate of buildings and because mutation application certificates are not applied for by citizens at the right time.	Needs to be done as quickly as possible to prevent revenue loss	Without completion certificate the Authority may ensure interim assessment and faster enquiry for re-assessment. Proper investigation is required in case of remissions granted on the basis of petitions stating financial hardship on the part of the applicants.	Both options selected.	
6	Detail works on the permission of selling property.	Information reaching late to Assessment Dept. from PWD.	PWD is overburdened.	Should be delivered as quickly as possible.	Better coordination required between the two departments.	Available option selected.	Distribution of work evenly can solve the problem.
ACCOUNTS							
7	Detail work of municipal Accounts.	Delay in payment of bills.	One man accounts department, shortage of staff.	Should be quickened.	Distribution of work may solve the problem.	Available option selected.	
			Sometimes		Works should be allotted	Available	

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
			payments are held up for paucity of General Fund (inability to accrue revenue expenditure due to paucity of funds).		after finalising the availability of funds.	option selected.	
			Huge workload on existing staff. There is no proper job distribution and manning.		Better job distribution and manning required.	Available option selected.	
			Treasury cheque clearance process takes a very long time.		If possible better correspondence facility in the form of electronic correspondence should be introduced at both ends. Otherwise regular normal correspondence has to be ensured.	Second option selected.	
			Communication gap between PWD and Accounts Dept.		Better coordination has to be ensured between the two departments		

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
			Regular work getting delayed by the constant interruption posed by contractors inquiring about payments.		Cheques should be sent by post to the contractors.	Available option selected.	
			Lack of computerisation.		Provision of more computers, LAN and training.	Available option selected.	Plan to be given in DDP
LICENCE							
8	Issue and renewal of Trade License (under section 118 & 201).	No as such		.		Available option selected.	
PUBLIC WORKS							
10	Plan sanction related work.	Investigation required after submission of building plans for sanctioning takes a long time.	Insufficient staff.	Should be quickened for the sake of better service delivery.	Vacant positions should be filled up or new staff deployed.	Available option selected.	Eased after induction of staff against vacant positions.
			Absence of councilors at their residence delaying the process of taking advise from them by		Councillors should visit the municipal office at least 3 days in a week.	Available option selected.	Administrative decision required.

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
			the department regarding building plans from their respective wards				
11	Development related work in general (allocation of fund, preparation of budget, tender related work, preparation of bill and sending it for payments to account section).	Long time taken in fund allocation, budget preparation, tendering, billing etc.	Department is overburdened. Fund allocation and budgeting takes a long time because BoC is involved in a lot of debates as there is no development planning.	Should be quickened for the sake of better service delivery	Vacant positions should be filled up or new staff deployed. Preparation of 5 year Development Plans and Annual Development Plans derived from that.	Available option selected. Available option selected.	Eased after induction of staff against vacant positions. Mandatory activity as per West Bengal Municipal Act.
ESTABLISHMENT							
12	Establishment related detail work.	Delays in all works.	Assessment and distribution of workload not done properly. Manpower planning is not carried out. No proper recruitment policy, service	Should be quickened for the sake of better service delivery	Carry out manpower planning. New rules are required to be adopted at the State Govt.	Available option selected. Not possible to select	Being addressed as part of OD sub-component of DDP 2007-12. May be referred to State Govt.

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
			rules and promotion policy available at ULB level.		level.	option	
			No documentation of daily work maintained.		Initiate e-governance.	Available option selected.	Computerisation has been proposed in DPP 2007-12. Training has been given. E-governance related support is available from KUSP.
STORES							
13	Store related detail work.	Delay in regular procurements	There is problem of price evaluation for different items. Problem of funding approval in right time, so suppliers are often denying to supply.	Should be quickened for the sake of better service delivery.	An expert comment is required for price evaluation for different items. Funding is required on right time.	Available options selected.	Administrative decision required.
SERVICE DELIVERY							
CONSERVANCY							
1	Detailed works of Conservancy Dept.	Conservancy work hampered due social problems.	Due to alcohol addiction quite a few labourers spend a considera	Time schedules as mentioned in citizens' charter should	Impart counseling to the labourers.	Available options selected.	Being included as a proposal in DDP with linkages to Poverty and

Sl. No.	System/ process identified	Bottleneck	Reason	Ideal stage	Available Options	Selected Option	Remarks
1	2	3	4	5	6	7	8
			ble amount of their monthly pay within the first week after pay day and are absent from work consequentially.	be met.			Livelihoods Improvement Plan.
			Inadequate fleet strength.	Time schedules as mentioned in citizens' charter should be met.	Fleet augmentation.	Available option selected.	Has been addressed in proposals under Intra-municipal Infrastructure Improvement Plan.
WATER SUPPLY							
2	Drinking water	Water source is insufficient	Source unavailable	Time schedules as mentioned in citizens' charter should be met.	A mobile team to cater water crisis to be formed.	Available option selected.	Has already been implemented since the workshop was held.

All the projects for Internal Process and Systems Improvement are summarised below in Table 3.2

Table 3.2: Project Proposal Format

Priority No.	Project Title	Theme	Start Date	End Date	TCR	ARE	ISF	Fund Name
1	Process up gradation & Management Programme	Internal processes	Apr-09	Mar-10	0.50	0.00	0.00	KUSP
2	Computerisation in Municipal Office	System Improvement	Apr-09	Mar-10	0.50	0.00	0.00	KUSP
3	Performance Appraisal Systems	Internal processes	Apr-12	Mar-13	0.00	0.00	0.50	MF
Sub Component Total					1.00	0.00	0.50	

Attachment: All Project proposal formats ([Refer Annexure: V3-PSI-A7](#))

Attachments: Proceedings of **Workshop 3**. ([Refer Annexure: V4-W3](#))

CITIZEN INTERFACE PLAN
(Subcomponent 3.3)

Kurseong Municipality
DDP Main Book

2008-2009 to 2012-2013

INTRODUCTION

DTG 3 prepared the Citizens Interface Plan. The Plan Coordinator and other members of DTG 3 sought citizen feedback, consulted elected representatives, adopted the process, suggested and prepared this plan. Citizens Interface Plan components have significant linkages with other sub-components of the DDP. Projects were conceived taking into account such linkages and initiatives already covered under other plans. Projects were directed to facilitate communication with citizens so as to promote pro-poor local self governance through participatory approach.

Realistic and time-bound projects were drawn and prioritised. The projects evolved through a participatory and transparent process. The plan seeks to initiate a dialogue with citizens to identify options for ensuring their participation in planning and development activities and also developing an effective communication channel with citizens.

Goal : To ensure quick, modern, and transparent service delivery to the people by expediting the internal processes and systems of the municipality.

CHAPTER 1: DEVELOPMENT OBJECTIVES OF THE CITIZEN INTERFACE PLAN

The Development objectives for Citizen Interface Plan are:

- To decentralise the system of collecting specific user charges for services provided by the ULB
- To generate awareness amongst the citizen about services offered by the ULB, eligibility for benefits under different schemes, procedures that need to be followed to access such service.
- To ensure delivery of quality services to citizens in line with Citizen's Charter within a time frame.
- To create a mechanism where all public queries/ complaints are acknowledged, registered and responded in a time bound and professional manner.
- To ensure ownership of the DDP by the citizens in order to make the beneficiaries an integral part of the micro-level planning processes.

Attachment: Minutes of meeting chaired by Chairperson for setting development objectives for the ULB, in stage 2 step 1- ([Refer Annexure: V4-OBJ](#))

CHAPTER 2 : SITUATION ASSESSMENT

The key members of UPE Cell, executives of CDS, Municipal Engineers, the Urban Planner, CMU Consultant and Resource Persons were present in the slums during Focus Group Discussions (FGD) and Problem Identification Workshops (FIW). The existing situation in the slums and the basic needs of the citizens and their feedbacks were diligently noted. They were prioritized in accordance with the technical guidelines of KUSP. The observations during participatory survey were analysed. The summary of findings is described below: examined reports of all studies and surveys.

- **Capacity Building Interventions for Staff** - There is a lack of capacity building interventions for the staff of Kurseong Municipality particularly in the context of citizen interface. Because of this, there is a mismatch between the services delivered by the staff and the services expected by the citizens.
- **Capacity Building of other stakeholders** - Training of Ward Committees; and training functionaries of CDS, NHC, NHG and RCV are essential. Workshops and seminars need to be organized to engage local NGOs, Traders' Associations, Hawkers Union, Rickshaw Pullers Unions and other local groups/forums.
- **Clarity of systems** - Citizens are not sensitised about the rights, duties and responsibilities. Existing systems are centralised at the ULB level leading to lack of transparency and proper job definition.
- **Centralised management** - Ward offices need to be functional so that all municipal related action can be exercised. Information centres are needed to enable citizens get all information regarding Government programmes & schemes; about Municipal activities; & about schools, colleges, hospitals, and essential services.
- **Centralised services** - In FGD people expressed need for local level Service Centres, where citizens can pay electricity bills, water and telephone bills, deposit birth/death certificate applications and receive them, deposit applications for permits/licenses and get them, deposit insurance premiums, procure bus tickets and deposit passport applications. Some indications show that citizens will be happy to participate in most of the Municipal developmental interventions if encouraged to do so.

Citizen Interface Points and key issues

Following key issues were raised during public consultations:

- Complaints regarding delayed response to complaints related to water supply and drainage.
- Complaints related to road congestion and lack of traffic and transportation management.
- Complaints related to proper functioning street lights
- Delay during payment of taxes and user charges
- Long queues during payment of property tax;
- Long delay during payment of water bills;
- Long delays in getting land mutation done;
- Delay in getting licenses, building plan permit
- Selection of beneficiaries for HHW program;
- Dwindling education standards of Municipal Primary Schools;

- Lack of Vocational Training programmes;
- Workers and excluded groups in the unorganized sector are not covered under old age pension & social security scheme;

Attachment: Points of Citizen Interaction ([Refer Annexure: V3-CI-A1](#))

1. Synthesis of Citizens' survey. A brief write up on the following heads may be given in plan document.

1.1 Coverage of the survey

A quick sample survey (QSS) was conducted by the ULB.

Wards Covered	Coverage	High income > Rs.15,000	Middle income Rs.1200 - 15000	BPL < Rs.1200	% of total population
1-20	140	21	56	63	0.06 %
		15 %	40 %	45%	

The survey was conducted in all the 20 wards. 5 persons from each ward were randomly selected. Total 140 persons have been brought under the purview of the survey. 15% belonged to high income group, 40% belonged to middle income group and 45% belonged to the BPL families and living in the slums. The sample size is 140

1.2 Background Information of people surveyed

The respondents belonged to four categories: Professionals, employed, self-employed and students. The table (b) shows the details.

Ward	Percentage of total population of ward surveyed	Age profile (range)	Employment profile (list top 10 categories)	Period of residence (average)	Number of interactions with the Municipality (average)	Problems faced (list top 10)
1-20	140	25-60	Professional	10 years	4-10 times	<ul style="list-style-type: none"> ▪ Water ▪ Sewerage & Drainage ▪ Solid Waste ▪ Street Light ▪ Road ▪ Medicine ▪ Credit ▪ Vocational Training ▪ Natural Calamity
			Employed		4-10 times	
			Self-employed		4-10 times	
			Student		4-10 times	

¹ Source: Citizen Satisfaction Survey 2006

Table 2.1 (b) Background Information of the Citizens Surveyed

Ward	Percentage of total population of ward surveyed	Age profile (range)	Employment profile (list top 10 categories)	Period of residence (average)	Number of interactions with the Municipality (average)	Problems faced (list top 10)
						▪ Cleanliness

1.3 Range of services received and their ratings

The ratings and the range of services received has been based on the Citizen Satisfaction survey format as prescribed by the KUSP guidelines. Quality and supply of drinking water is average. Assessment and collection property taxes are average. Refer to table (e) for other details

Table 2.1 (c) Range of services received and their ratings

Ward	Range of Service	User of Service	Qualitative feedback – Group Discussion	Ratings				
				Very Poor	Poor	Average	Good	Very Good
1-20	Quality of Drinking water	Average	Average			x		
	Duration of Water supply	8 hrs in a day	poor		x			
	Assessment/ collection of property taxes	42 working hours a week	Average			X		
	Obtaining trade licenses	2 days	Good				X	
	Garbage collection	Daily	Average			x		
	Birth/ Death certificates	3 days	Very good					X
	Obtaining mutation certificates	30 days	Good				X	
	Maintenance of Roads	Regular	poor		x			
	Street lights	Regular	Average			X		
	Malaria control	Once a week	Average			x		
	Performance of Health Units	Daily	Average			x		
	Municipality schools	2 schools	poor		x			
	Slum infrastructure maintenance	Regular	Average			x		
1-20	Overall	Inadequate	Average			X		

1.4 Level of services expected according to their priority and time frame

The expectations of the respondents are described in order of priority:

(Refer Table (c) & (d) & (f))

Table 2.1 (d) Services Ranked According to Priority											
Services	Ranking										
	1	2	3	4	5	6	7	8	9	10	Total
Water Supply								X			
Assessment and Collection of Taxes						X					
Sewerage and drainage								X			
Health									X		
Roads									X		
Garbage collection									X		
Trade Licence									X		

Table 2.1 (e) Desired Time Frame for each Service				
Wards	Services	Time Frame		
		Hours	Within days	Within Months
1-20	Water Supply	Daily for 8 hours		
	Property Tax			3 months (Quarterly) to be raised on the 1 st month of the quarter.
	Sewerage and drainage	Spot clearance Regular & adequate service		
	Health	Regular & adequate service		
	Education			Regular & adequate & qualitative service
	Slum Development			Regular & adequate service
	Roads			Regular maintenance is required
	Garbage collection		Daily collection, segregation and recycling for re-use.	
	Trade Licence		3 days	

Table 2.1 (f) Level of services expected according to their priority and time frame			
Ward	Range of Service	Priority	Time Frame
1-20 wards	Quality of Drinking water	1	Good & safe
	Duration of Water supply	1	8 hours
	Garbage collection	2	Daily
	Street lights	3	1 day
	Maintenance of Roads	4	3 Days
	Malaria control	5	Immediately
	Performance of Health Units	5	Adequate
	Cleanliness	6	Regular
	Municipality schools	6	Functional
	Slum infrastructure maintenance	7	Regular
	Assessment/ collection of property taxes	8	15 days
	Obtaining trade licenses	9	5 days
	Obtaining mutation certificates	10	As per C Charter

1.5 Opinions about Grievance redressal

The system for grievance redressal is average. Table (g) describes the opinions.

Table 2.1 (g) Opinions about Grievance Redressal						
Wards	Percentage	Qualitative Feedback from Group Discussion	Opinion			
	Of 140	Average	Good	Average	Bad	Poor
1-20	40 %		✓			
	30%			✓		
	20%					✓
	10%				✓	

Attachment: Citizen Satisfaction Survey ([Refer Annexure: V3-CI-A2](#))

3. Summary of feedback from Ward Committees / other citizens groups / associations

Sr. No.	Points of citizen interaction	Citizen's expectations	Issues in current interactions with citizen	Remarks / any ongoing initiatives
1	Delivery of core services			
	Complaints related to Water supply	Suitable pressure	Pressure, frequency and response to complaints is not satisfactory in months of April-May-June	Trans municipal project in connection with catchment source in dry seasons
		Suitable frequency	Shortage in manpower.	
		Quick response and complaint	Lack in interact with ward committees.	
			catchment source dries up in summer	
	Complaints related to collection of solidwaste	Regular garbage disposal	Shortage in manpower.	Proposal has been made in the form of a masterplan for solid waste management in a very scientific way.
		Scientific release if garbage	Shortage in equipments.	
		Revenue Income	Inadequate land for scientific dumping & revue	
	Complaints related to Drainage	No water logging		master plan for sewerage has been sanctioned for the whole Kurseong town
		Quick responding	outfall Khola are choked	
			natural calamity due to cloud burst Lack of fund	
	Complaint related to Traffic & Transport	No congestion	Strict guidelines to be followed, Parking zone to be constructed, good traffic management	Shopping cum parking complex construction is underway, but some legal complications are impediments
		Quick response	cooperation from all corners is required	
	Complaint related to light	Balanced light system throughout the Municipal area	Lack of maintainance	monitoring as per citizen Charter proposals for automatic on/off system for street lights.
		Quick response to complaints	stopping wastage of electricity	
2	Delivery of supplementary services			
	Payment of Property Tax	As per Citizen Charter	As per citizen Charter	
	Payment of water bills		As per citizen Charter	As per citizen Charter
3	Delivery of supplementary services			
	Selection of beneficiaries for HHW programme	According to merit and guidelines as issued from time to time	manipulation	Right to information awareness to citizens
	Municipal Primary School.	Good at par with other schools	Ignorance of authorities	proposal for revamping municipal schools
	Sponsoring of	Education for all	Lack of Manpower	Through 'Sishu

Sr. No.	Points of citizen interaction	Citizen's expectations	Issues in current interactions with citizen	Remarks / any ongoing initiatives
	beneficiaries to loan.	Justified sponsorship and Quick disposal of loan.	Non cooperation from Bank.	siksha Kendra efforts are on to include all children to primary education. Mid Day meal to monitor.
			Poor recovery of loan in past cases	
	Vocational Training.	Arrangement of frequent Vocational Training.	Limited scope	Initiative taken with NGOs and other Government Agencies
		Provision of Loan sponsorship after training for self employment.		
4	Providing licenses / permits			
	Providing building plan permit	Quick sanctioning of plan	To persuade net to opt for unauthorized construction.	Citizen Charter to be followed
			To make their people will acquaint to the building rule through L B S. To involve W C S	
	Providing shop licenses	Quick approval	To bring all the trade under License	Citizen Charter to be followed
		No harassment	To make the people will infer to the prevailing rules. To involve WCS	
	Providing Mutation of Tax	Quick approval	Timely payment of tax	Citizen Charter to be followed
		Proper taxing & valuation measures & assessment	To involve WCS	

Attachment: Group discussion feedback ([Refer Annexure: V3-CI-A4](#)) & Ward committee consultation feedback ([Refer Annexure: V3-CI-A5](#))

4. Identification of gaps and areas of concern

4.1. Suggested recommendations to address areas of concern

Attachment: Proceedings of Workshop 1 ([Refer Annexure: V4-W1](#))

	Partnerships with citizens for better service delivery	Improving communications with citizens	Simplifying citizens interactions with ULB
Strengths	<ul style="list-style-type: none"> Municipal authorities and citizen groups engaged in the DDP process 	<ul style="list-style-type: none"> Communication gaps identified and Municipal authorities sensitized 	<ul style="list-style-type: none"> DDP process sensitized to the needs and all stakeholders planning
Weaknesses	<ul style="list-style-type: none"> Top-down service delivery system 	<ul style="list-style-type: none"> Lack of communication systems 	<ul style="list-style-type: none"> Bureaucratic ULB operation
Opportunities	<ul style="list-style-type: none"> Empowered Ward Committees collecting user charges/fees against services provided; Functioning roles & responsibilities of households and communities Active CDS, NHCs, NHGs & TCGs 	<ul style="list-style-type: none"> Operating & well defined citizen's charter Recording public complaints & responding in professional manner Establishing information hubs 	<ul style="list-style-type: none"> Making beneficiaries an integral part of the micro-level planning processes Major local activities initiated and carried out by the local peer groups
Threats	<ul style="list-style-type: none"> Conflicting priorities of partners Changing priorities of political will Monitoring & accountability 	<ul style="list-style-type: none"> Citizens' willingness to ensure communication Motivation of Municipal authorities 	<ul style="list-style-type: none"> Will of Municipal authorities Regular monitoring

CHAPTER 3: PROPOSAL IDENTIFICATION AND PRIORITISATION

In order to improve the livelihoods status of the urban poor, the ULB has to adopt and introduce decentralized structural mechanism. The decentralised structure is set in the OD plan. Supervision of action will be through NHGs, where the TCVs will act as the surveillance body. Formation of 10 **Municipal Service Centres** are proposed, where the ward committee office will be housed with modern facilities viz. computerised data base ensuring transparency and enabling right to information to be a reality.

There is a need for an independent cell under the supervision of the Urban Planner. This will be named and styled **Urban Planning and Development Cell (UPDC)**. UPDC will monitor and ensure that quality is maintained while implementing projects as per the DDP. The implementation of the DDP projects has to pursue the vision of the ULB. A core team of 4-5 professionals will be needed. The professionals will be experts in different fields of specialisation relevant to the expertise needed for the implementation of the DDP projects. The Urban Planner will be the Team Leader of the core group. UPDC will act as the 'quality management wing' (QMW) of the UPE Cell.

Ward committee will be responsible for implementing the programs under DDP. NHGs at their level will ensure the quality implementation of all works undertaken within their jurisdiction. If any issue arise they will be able to contact the UPDC directly. UPDC will prepare 5-year Action Plan (AP) for the DDP period and break it down to Annual Action Plan (AAP) and further prepare Quarterly Action Plan (QAP) for the specific year and then prepare a List of Monthly Activities (LOMA). Based upon LOMA, 'Action Taken Report (ATR)' will be prepared by the UPDC and placed for review before the UPE cell. UPE will submit the ATR in the BOC, with its comments. In case of any specialised work,

Consultants may be recruited for a specific work to be done within a specific time frame. The UPDC, with the relevant department would prepare the Terms of Reference (ToR). Upon approval of the ToR by the BOC, the work of the referred Consultants will be monitored by the UPDC, which will submit Monthly Report (MR) to the UPE for such work and its progress. The said will also be tabled by the UPE to the BOC.

Prioritisation framework for project proposals

A prioritized framework for proposals was designed and applied by DTG 3 to prioritise project proposals. Eight components were measured against three variables. Scores were given to the component against each variable. Thereafter, the scores were aggregated for each project. The highest score received was given the highest priority. Number of beneficiaries outreach were given the highest scale (3). The aggregated score is scaled from (24). The framework is given below:

Prioritisation framework							
Sr. No.	Criteria	Score					
1	Ongoing projects (resources already committed)	All projects for which work has already commenced and which addresses issues identified in Task 1.	3	Those which partially address issues identified in Task1 and for which work has not started as yet.	2	Do not address issues identified in Task 1 and have not yet started.	1
2	Line with projects proposed by ward committees / feedback from citizens	Project in line with suggestions made	3	Project will partially meet suggestions made	2	Project different from those suggested by WCs / citizens.	1
3	Number of beneficiaries	Very large number (residents / consumers across more than half the number of wards in the ULB)	3	Large number (residents / consumers across more than one ward in the ULB)	2	Small number (residents / consumers within one ward of the ULB)	1
4	Time required for project completion / commissioning	Short gestation – up to one month and which will show quick results	3	Medium gestation -1- 6 months, which will take more than a month to show results	2	Long gestation – more than 6 months. Those which will take a long time to show results	1
5	Conformity with other plans (especially Organisation Development Plans, and Systems improvement plan)	In complete conformity with all related plan.	3	In conformity with Organisation development and poverty and livelihood plan, systems improvement plan and local economic development plan	2	Deviates from existing plans	1
6.	Impact on delivery of	Direct impact, causing	3	Indirect impact, will cause	2	Indirect impact, impact	1

Prioritisation framework							
Sr. No.	Criteria	Score					
	service	improvement in experience by citizen		positive impact to citizen in long term (more than 6 months)		to citizen neither neutral	
7	Interruption of work	Projects which will lead to minimum disruption of service delivery ex – substitutes of all employees will be available.	3	Projects which will lead to medium disruption of service delivery ex- few substitutes available for carrying on work.	2	Adverse impact on service delivery or maximum interruption of work in Municipality.	1
8	Per capita cost of Proposals [total costs ÷ no. of beneficiaries]	Per capita cost is lowest amongst other proposals.	3	Per capita cost is at average levels amongst proposals	2	Per capita cost is highest amongst other proposals	1

Attachment: Prioritisation framework for project proposals ([Refer Annexure: V3-CI-A9](#))

1. Overview of prioritised projects

The table below summarises the project proposals in Citizen Interface Plan.

Priority No.	Project Title	Theme	Start Date	End Date	TCR	ARE	ISF	Fund Name
1	Creation of a municipal Web-site	Theme 2	Apr-12	Mar-13	0.00	0.00	1.00	MF
2	Implementation of Citizen's Charter Monitoring framework	Theme 2	Apr-09	Mar-10	0.50	0.00	0.00	KUSP
3	Citizen Participation in Service Delivery	Theme 1	Apr-10	Mar-11	0.00	0.00	0.50	MF
4	Setting up of Computerised Grievance Redressal Mechanism system	Theme 3	Apr-12	Mar-13	0.00	0.00	1.00	MF
5	Publication of biannual Municipal bulletin and citizen	Theme 2	Apr-09	Mar-10	0.00	0.00	0.40	MF

Priority No.	Project Title	Theme	Start Date	End Date	TCR	ARE	ISF	Fund Name
	information booklets							
6	Ward Committee participation programmes	Theme 3	Apr-10	Mar-11	0.00	0.00	0.25	MF
7	Service Delivery monitoring programme	Theme 1	Apr-08	Mar-13	0.00	0.00	0.00	
8	Bi annual workshop for citizen feedback	Theme 2	Apr-08	Mar-09	0.00	0.00	0.50	MF
Sub Component Total					0.50	0.00	3.65	

Attachment: Project proposal formats ([Refer Annexure: V3-CI-A7](#))

Attachment: Proceedings of Workshop 2 ([Refer Annexure: V4-W2](#))