



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo No. CMU- 164/2004(Pt.IV)/2238

Date : 02.02.2011

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Chairman
Barrackpore Municipality
P.O. -Talpukur, Dist- 24-Parganas (N),
Pin. 743187

Sub : Visit of DFID Team

Sir,

Senior Programme Manager (Emma Spicer) of DFID with other 4 to 5 team members will visit Barrackpore Municipality to overview the KUSP Programme undertaken by Barrackpore Municipality on 10th February 2011. The programme of visit is as below :

- 2.30 P.M. : Reach Barrackpore Municipal Office
- 2.30 P.M. to 4.00 P.M. : Discussion with Chairman, Councillors, Executive Officer and other personnel looking at the Accounts and front office.
- 4.00 P.M. to 5.00 P.M. : Visit to Mathor Para slum, Local Economic Development and Innovative Challenge Fund activities. Another slum, where no KUSP activities have taken place, may please be kept ready for visit.
- 5.00 P.M. : Leave Barrackpore Municipality.

4 to 5 officials of CMU will accompany the DFID Team.

You are requested to please make arrangement for the visit. Local Councillor, CDS members and BWMC members may please be requested to remain present during the visit at Mathor Para slum.

Thanking you,

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU

Copy to :

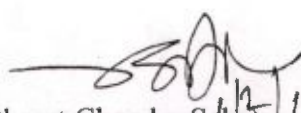
1. Project Manager, CMU
2. Engineering Expert, CMU
3. Economist, CMU
4. Poverty Monitoring Expert, CMU
5. Health Expert, CMU


Project Director, CMU

E:\Sabbyasachi\Letter CMU, KUSP..4.doc

Sub: Annual Review of DFID

DFID India will hold the Annual Review on 10th -11th February 2011. The review meeting will be held on 10th February 2011 at 10:00 a.m. in the Conference Hall of ILGUS Bhavan, HC Block, Sector-3, Salt Lake City, Kolkata-700106. All experts and officers are requested to attend the review meeting and participate in the discussion. Copy of the programme is enclosed.


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Encl: As stated above.

Copy along with enclosure to:

1. Project Manager, CMU, KUSP
2. Municipal Finance Expert & FA, CMU, KUSP
3. Engineering Expert, CMU, KUSP
- ✓ 4. Health Expert, CMU, KUSP
5. Procurement Expert, CMU, KUSP
6. Poverty Monitoring Expert, CMU, KUSP
7. Shri T K Mitra, Consultant, CMU, KUSP
8. Economist, CMU, KUSP
9. Accounts Officer, CMU, KUSP
10. IT-Expert, CMU, KUSP
11. Computer Programmer, CMU, KUSP

Project Director

From: Project Director, CMU [kuspccmu@gmail.com]
Sent: Friday, January 28, 2011 3:13 PM
To: Project Director, CMU
Subject: Fwd: Agenda for the KUSP Annual Review 10-11 Feb 2011

----- Forwarded message -----

From: Anjali Sablok <A-Sablok@dfid.gov.uk>
Date: Fri, Jan 28, 2011 at 10:55 AM
Subject: Agenda for the KUSP Annual Review 10-11 Feb 2011
To: "Project Director, CMU" <kuspccmu@gmail.com>, bharatcsaha@gmail.com
Cc: Abhijit Ray <as-ray@dfid.gov.uk>, Shantanu Das <S-Das@dfid.gov.uk>, Agnes Rozario <A-Rozario@dfid.gov.uk>

Dear Mr Saha,

Please see attached draft Agenda for the KUSP Annual Review to be held from 10-11 Feb 2011.

We expect one of our Senior Programme Managers (Emma Spicer) to join the review for one day (10th Feb). As discussed during my recent visit to Kolkata, there is a slight change in the programme. We would request you to begin the day with a detailed presentation highlighting achievements over last 7 years, followed by presentation and discussion on way forward by Secretary, MAD.

Visit to nearby municipality (Kamarhati??) could be arranged in the afternoon. If time permits, we will visit 2 slums (one could be under performing and the other one well performing).

Please do not arrange any presentations during slum visits. Rather a one to one discussion with the Chairman and Commissioner would be preferred.

You are requested to confirm the timing for the meeting with the Minister.

Best regards,

Anjali Sablok

Anjali Sablok | Programme Officer, Maturing States and Partnerships Team, DFID India | British High Commission | B28 Tara Crescent, Qutab Institutional Area, New Delhi, 110016 | ✉ email: a-

01-Feb-11

Agenda for the GoWB/DFID Joint Annual Review of KUSP 10-11 February, 2011

DFID Team: Abhijit Ray, Shantanu Das, Emma Spicer, Anjali Sablok & Agnes Rozario

10th February 2011 (Thursday)	
10:00 -11:30am	Presentation from PD, KUSP (Achievements in last 7 years)
11:30 – 12:30	Presentation & discussion on Way Forward (Secretary, MAD)
12:30 – 1:30pm	Any other Business & working lunch
1:30 – 2:30pm	Travel to nearby municipalities (Under performing & well performing)
2:30 – 4:30pm	One to one discussion with the Chairman and the Commissioner (Looking at their accounts and front office) + Slum visit
4:00 – 5:00pm	Slum visit
	Travel back to Airport
11th February 2011 (Friday)	
10:00 -11:00am	Detailed discussion on MDF
11:00 – 11:30am	I/CF Presentation
11:30 – 12:30-am	Wrap-up with the Secretary, MAD
	Meeting with the Minister




03-02-2011

CHANGE MANAGEMENT UNIT (CMU)


Sub: Revised Programme Schedule of DFID Annual Review

DFID India will hold the Annual Review on 10th -11th February 2011. The review meeting will be held on 10th February 2011 at 10:00 a.m. in the Conference Hall of ILGUS Bhavan, HC Block, Sector-3, Salt Lake City, Kolkata-700106. All experts and officers are requested to attend the review meeting and participate in the discussion on both the days. Copy of the revised programme schedule is enclosed.

 9.2.11

(Santanu Mukherjee)
Project Manager, CMU, KUSP

Encl: As stated above.

 Copy along with enclosure to:

1. Project Director, CMU, KUSP
2. Municipal Finance Expert & FA, CMU, KUSP
3. Engineering Expert, CMU, KUSP
- ✓ 4. Health Expert, CMU, KUSP
5. Procurement Expert, CMU, KUSP
6. Poverty Monitoring Expert, CMU, KUSP
7. Shri T K Mitra, Consultant, CMU, KUSP
8. Economist, CMU, KUSP
9. Accounts Officer, CMU, KUSP
10. IT Expert, CMU, KUSP
11. Computer Programmer, CMU, KUSP

Agenda for the GoWB/DFID Joint Annual Review of KUSP 10-11 February, 2011

DFID Team: Abhijit Ray, Shantanu Das, Emma Spicer, Anjali Sablok & Agnes Rozario

10th February 2011 (Thursday)	
10:00 -11:30am	Presentation from PD, KUSP (Achievements in last 7 years)
11:30 – 12:30	Presentation & discussion on Way Forward (Secretary, MAD)
12:30 – 1:30pm	Any other Business & working lunch
1:30 – 2:30pm	Travel to nearby municipalities (Under performing & well performing)
2:30 – 4:30pm	One to one discussion with the Chairman and the Commissioner (Looking at their accounts and front office) + Slum visit
4:00 – 5:00pm	Slum visit
	Travel back to Airport
11th February 2011 (Friday)	
10:00 -11:00am	Detailed discussion on MDF
11:00 – 11:30am	I/CF Presentation
11:30 – 12:30-am	Wrap-up with the Secretary, MAD
	Meeting with the Minister



Annual review meeting on KUSP programme by DFID will take place on 10th and 11th February 2011. In connection with this review programme, Secretary, MA Department desires to hold a meeting with all the Experts of CMU on 9th February 2011 at 10.30 am in ILGUS Conference Hall. All Experts and Project Manager, CMU are requested to please remain present in the meeting.

Bharat Chandra Saha
Project Director, CMU

Copy to:

1. Project Manager, CMU
2. Financial Advisor, CMU
3. Accounts Officer, CMU
4. Consultant, CMU
5. Economist, CMU
6. Poverty Monitoring Expert, CMU
7. IT Expert, CMU
- ✓ 8. Health Expert, CMU
9. Computer Programmer, CMU
10. Engineering Expert-I, CMU
11. Procurement Expert, CMU

Project Director, CMU




01-12-2010

NOTE

**Sub: Visit of 7 officials in connection with the Flagship Programme –
Advanced Professional Programme in Public Administration
(APPPA) conducted by IIPA, New Delhi.**

In connection with the above, the officials will visit KUSP/CMU office on 3-12-2010. A meeting and discussion will be held with them in SUDA Conference Hall at 10-30 a.m.

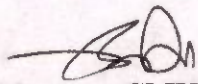
All the experts of CMU are requested to remain present in the meeting. Any change of time will be communicated verbally.


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Encl: (1) Copy of the letter of M.A. Department.
(2) Copy of the letter with programme schedule
of Indian Institute of Public Administration.

To:

1. Project Manager, CMU, KUSP
2. Municipal Finance Expert & FA, CMU, KUSP
3. Engineering Expert, CMU, KUSP
- ✓ 4. Health Expert, CMU, KUSP
5. Procurement Expert, CMU, KUSP
6. Poverty Monitoring Expert, CMU, KUSP
7. Shri T K Mitra, Consultant, CMU, KUSP
8. Economist, CMU, KUSP
9. Accounts Officer, CMU, KUSP
10. IT Expert, CMU, KUSP
11. Computer Programmer, CMU, KUSP


Project Director, CMU, KUSP

**GOVERNMENT OF WEST BENGAL
DEPARTMENT OF MUNICIPAL AFFAIRS
WRITERS' BUILDINGS, KOLKATA**

No. 119/MA/O/C-1/1M-3/2010

Dated, Kolkata, 25th Nov., 2010

From : K.C. Mondal, WBCS (Exe.)

Special Secretary to the Govt. of West Bengal
Municipal Affairs Department.

To : 1. Municipal Commissioner, Kolkata Municipal Corporation
2. Chief Executive Officer, Kolkata Metropolitan Development Authority
✓ 3. Project Director, CMU, KUSP

Sub: Visit of 7 officials in connection with the flagship programme-Advanced Professional Programme in Public Administration (APPPA) conducted by IIPA, New Delhi, from 29.11.2010 to 3.12.2010 at Kolkata.

Ref: Letter of Director, Indian Institute of Public Administration addressed to Chief Secretary to the Govt. of West Bengal dated 1.11.2010

Sir,

In connection with the subject noted above, I am directed to enclose a copy of the letter mentioned under reference for your kind perusal. The details of the programme is furnished below :

29.11.2010 : 11.20 hrs. – Arrival at Dum Dum Airport by Flight No. SG-104
– Stay at Circuit House at Gariahat

Afternoon – Visit at Kolkata Municipal Corporation

30.11.2010 Visit at Kolkata Municipal Corporation

01.12.2010 Visit at Kolkata Metropolitan Development Authority

02.12.2010 Visit at Kolkata Metropolitan Development Authority

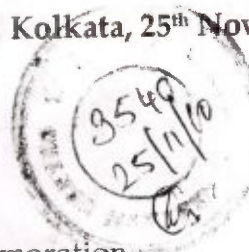
03.12.2010 Visit at KUSP, Salt Lake

Visit to a nearby Municipality.

17.35 hrs. – Return to New Delhi by Flight No. SG-219

2. Now, I am further directed to request you to kindly provide necessary support during their visit in respective offices as mentioned in the programme above. As the team would like to have information on various urban development initiatives, the programme and visit may be arranged accordingly at your convenience.

3. Sri Dipak Gupta, WBCS (Exe.) OSD & e.o. Dy. Secretary, Urban Development Deptt. has been identified as Nodal Officer for the visit.



*Dr. J. N. M. for perusal
to I.A.P.
26.11.10*

4. Following officials have been identified to act as Liaison Officers in the respective organizations –

- a) Sri Tapas Chowdhury, Municipal Secretary, KMC between (between 29 & 30.11.2010)
- b) Sri Susanta Chattopadhyay, PRO, KMDA (between 1 & 2.12.2010)
- c) Dr. Sujoy Mitra, Poverty Expert, CMU, KUSP (3.12.2010)

They are requested to keep in touch with the Nodal Officer as and when required.

Your cooperation in this regard will be solicited.

Thanking you,

Yours faithfully

Ambar 25/11/10
Special Secretary

4207-S/UD
16-11-10

भारतीय लोक प्रशासन संस्थान

इन्द्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली-110 002 • दूरभाष : 23702400 (15 लाइन) .

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-110002 (INDIA)

Rakesh Hooja PH.D., IAS (Retd.)
DIRECTOR

Scy HA new kly me

Tel.: 011-23702434 (Off.)

No.14/XXXVI-APPPA/19/2010-2011
1st November, 2010

Urban Development Dept.

U/O No. 577

18.11.10

Dear

The Indian Institute of Public Administration (IIPA) conducts, every year, its flagship programme - called the **Advanced Professional Programme in Public Administration (APPPA)**. This is a nine-month education-cum-training programme which is specifically designed for senior and middle level officers of the All India and Central Services upto the rank of Joint Secretary in the Central Government and equivalent ranks in the State Governments besides senior officers of the Indian Armed Forces. The programme is sponsored by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India. The ongoing programme, which commenced on July 1, 2010, is the thirty-sixth in the series. Forty-three officers are participating in it. A copy of the Programme Brochure and the list of group members are enclosed for your information.

An important component of the programme is the *urban study* which is scheduled to be conducted from **November 28 to December 3, 2010** in different regions of the country. The purpose of the study is to cover various aspects of development in urban governance such as major landmarks/events in the development of the city, its population dynamics, ecology, its master plan, economy and infrastructure and the role played by various organizations like the urban development authority and Municipal Corporation etc.

Shri D Sen Pr Secy U may pl see for further action

Blue
9/11/10

This year we have chosen the Municipal Corporation of Kolkata and other agencies in the city region dealing with basic services for an urban study by a group of 7 to 8 participants, accompanied by a faculty adviser. They will visit the city in your State and conduct their study for which they would require the guidance and support of your senior officials dealing with urban bodies. They would also require suitable accommodation in a Circuit House or a Government Department Rest House, apart from some logistical support such as transportation. I hasten to add that they will meet the costs of their board and lodging expenses, as well as transportation.

We hope it would be possible for this group of officers to visit your state and conduct their urban study with the guidance and support of your officers. We await the State Government's response in this matter so that we are able to contact the nodal officer for further timely preparation, for the programme. On receipt of your reply, Prof. R.K. Barik, Faculty advisor for Urban Study, will follow up the matter with the concerned nodal officer.

A line in confirmation would be appreciated.

With regards and best wishes,

Yours sincerely
Sd/-

(Rakesh Hooja)

Encl.: as above

Shri Samar Ghosh,
Chief Secretary,
Government of West Bengal,
Kolkatta
Fax: 033-22144328

Copy to:

1. Shri Dedashis Sen, Principal Secretary, Urban Development Department, Government of West Bengal, Kolkata. Fax: 033-23347880
- ✓ 2. Shri Bhaskar Khulbe, Resident Commissioner, Government of West Bengal, A-2, State Emporia Bldg., BKS Marg, New Delhi-110001.


(Rakesh Hooja)

**Thirty-Sixth Advanced Professional Programme in Public
Administration in Public Administration**

List of Participants

Kolkatta


Sl. No	Name, Designation and Address of the Participant
1. ✓	Capt. Gurtinder Singh Khera, Indian Navy, Director Fleet Maintenance, IHQ Ministry of Defence (Navy)/DFM, Sena Bhawan, D2 Wing, New Delhi – 110011
2.	Dr. Anmol Kumar, IFS, DIG Forest (Wildlife Conservation), Ministry of Environment & Forest, Paryavaran Bhawan, CGO Complex, Lodhi Road, New Delhi – 110003
3.	Brig. Gurcharan Singh Lamba, Indian Army, Brigadier, Directorate General of Signals, Integrated HQ of Ministry of Defence (Army), Sixth Floor, Sena Bhawan, DHQPO, New Delhi – 110011
4.	Shri Devendra Kumar Tewatia, IFS, Director, Ministry of New & Renewable Energy, Block NO. 14, CGO Complex, Lodhi Road, New Delhi – 110003
5. ✓	Shri Sanjay K. Thade, IAS, Director, Department of Industrial Policy and Promotion, Ministry of Commerce & Industry, 254 B, Udyog Bhavan, New Delhi – 110011
6.	Shri Dekhu Turwar, IP&TAFS, Controller of Communication Accounts, Room No. 316, Bahuplaza, North Block, Rail Head Complex, O/o J&K Circle, Jammu – 180012
7. ✗	Dr. Dinesh Kumar Tyagi, IFS, Director, Ministry of Defence, New Delhi
8.	Prof. R.K. Barik, Programme Director, Indian Institute of Public Administration, I.P. Estate, Ring Road, New Delhi - 110002

Dr. Loken Malik - Faculty Advisor

0 9871130353

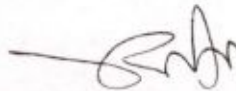


Sri Abhijit Sankar Ray of DFID will come for discussion on KUSP Programme in CMU Office on 12.11.2010 at 2.00 P.M. All Experts, CMU are requested to please remain present in office with upto date detailed progress figures. They will be called for as and when required.


Bharat Chandra Saha 11.11.10
Project Director, CMU

Copy for information and necessary action to:

1. Project Manager, CMU
2. Financial Advisor, CMU
3. Accounts Officer, CMU
4. Consultant, CMU
5. Economist, CMU
6. Poverty Monitoring Expert, CMU
7. IT Expert, CMU
- ✓ 8. Health Expert, CMU
9. Computer Programmer, CMU
10. Engineering Expert-I, CMU
11. Procurement Expert, CMU


Project Director, CMU 11.11.10



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo. No. CMU-25/2002(Pt.III)/1326

Date : 29.10.10

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson*
.....41.....Municipal Corporation / Municipality

Sub : Meeting on KUSP work

Sir / Madam,

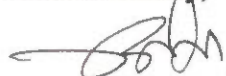
Hon'ble MIC, MA & UD Department, will take a meeting on **10th November 2010 at 11 A.M.** in SUDA Conference Hall at ILGUS Bhavan, HC Block, Sector III, Bidhannagar, Kolkata-700106 to review the overall progress of KUSP Programme.

A report on the progress and further projection as per the format, which is enclosed herewith, may kindly be filled-in and sent to CMU either by post or fax (no. 2337 - 7318 / 2337 - 6229) or e-mail kuspcmu@vsnl.net positively within 08.11.10.

You are requested to kindly make it convenient to attend the said meeting along with one official and the relevant information on the progress of your ULB.

Enclo : As stated

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU

Copy for information to :

1. Secretary, MA Department, GoWB -
2. PS to MIC, MA & UD Deptt., GoWB
3. Project Manager, CMU
4. Financial Adviser, CMU
5. Accounts Officer, CMU
6. Engineering Expert, CMU
7. Economist, CMU
8. Poverty Monitoring Expert, CMU
- ✓ 9. Health Expert, CMU
10. IT Expert, CMU
11. Procurement Expert, CMU
12. Consultant, CMU

With a request to kindly attend the meeting.

They are requested to attend the meeting


Project Director, CMU

E:\Sabbyasachi\Letter CMU, KUSP..4.doc



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo. No. CMU-97/2003(Pt.III)/1241

Date : 13.10.2010

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....41.....Municipal Corporation / Municipality

Sub : Allotment of Incentive Fund 2010-11 to KMA ULBs on the basis of 9 (nine) criteria

Sir / Madam,

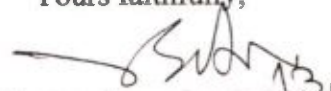
Allotment of Incentive Fund 2010-11 has been made on the basis of performance of the ULBs during the year 2009-10 on 9 (nine) criteria. After evaluation of the performance, allotment has been made in favour of 55 ULBs. The allotment (2010-11) against 9 criteria is enclosed (Annexure – I).

You are aware that the KUSP programme will end on **31.03.2011** and the Incentive Fund so allotted will be utilized on the schemes to be approved by CMU. Keeping this in mind, the awarding KMA ULBs are requested to please prepare the schemes against Incentive Fund as per Guidelines (Annexure – II). The scheme should be submitted positively within **15.11.2010** to CMU for technical approval and getting AA&FS. After completion of work, the expenditure should normally be booked within **31.12.2010**. In consideration of very limited time for utilization of such fund, time for booking expenditure under this Incentive Fund is extended upto **31.01.2011** after which it will lapse. So you are requested to complete the works and book the expenditure within **31.01.2011** positively.

Thanking you,

Enclo : Annexure I & II

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU

E:\Sabbyasachi\Letter CMU, KUSP..4.doc



Copy for kind information to :

1. Secretary, MA Deptt., GoWB
2. PS to MIC, MA & UD Deptt., GoWB


Project Director, CMU 13/10

Copy along with enclosures is forwarded for information and necessary action to:

1. Director of Local Bodies
2. Sri A.K. Chandra, DDLB, Headquarter
3. Project Manager, CMU
4. Chief Engineer, MED
5. Director, SUDA
6. Jt. Director, ILGUS
7. Financial Adviser, CMU
8. Poverty Monitoring Expert, CMU
9. Engineering Expert 1, CMU
10. OD Expert, CMU
- ✓ 11. Health Expert, CMU
12. Economist, CMU
13. Accounts Officer, CMU
14. Accounting Support Agency, CMU


Project Director, CMU 13/10

ABSTRACT SHEET

Annexure - I

Allotment of Incentive Fund (2010-11)

Sl. No.	Name of ULB	(Rs. in lakh)								Allotment Criteria (9) : Percentage of cost recovery from water charges	Total
		Allotment Criteria (1) : Expenditure incurred for the poor out of own source revenue (Percentage)	Allotment Criteria (2) : Per Capita Revenue (Tax and Non-Tax)	Allotment Criteria (3) : Performance in immunization and holding of anti natal clinic and post natal clinic	Allotment Criteria (4) : Percentage of BPL Households given Household Water Connection	Allotment Criteria (5) : Percentage of BPL Households having own toilets	Allotment Criteria (6) : No. of UWSP (DWCUA) Groups given bank loans and no. of T&CG Groups given revolving funds	Allotment Criteria (7) : No. of children enrolled in Shiksha Kendras during the year	Allotment Criteria (8) : Holding of Annual general Meeting and Half-yearly General Meeting of Ward Committees and attendance thereof		
1	Arambagh					6.00			6.00	2.00	14.00
2	Baidyabati							6.00			6.00
3	Bally		4.00								4.00
4	Balughat							6.00	6.00		12.00
5	Bankura						4.00				4.00
6	Bansberia				4.00						4.00
7	Bardhaman							6.00	4.00		10.00
8	Baruipur								4.00		4.00
9	Bidhan Nagar		6.00								6.00
10	Bongaon	4.00									4.00
11	Chakdah				4.00				4.00		8.00
12	Chanddany	4.00		4.00							8.00
13	Chandrokona			6.00		6.00			4.00		16.00
14	Contai								6.00		6.00
15	Cooch Behar		6.00				4.00				6.00
16	Dalkhola	6.00									10.00
17	Dankuni	4.00									4.00
18	Dhulian	4.00						4.00			8.00
19	Diamond Harbour							4.00			4.00
20	Dubrajpur							6.00			4.00
21	Dum Dum		4.00			4.00					10.00
22	English Bazar										6.00
23	Gayeshpur				6.00						6.00
24	Gobardanga						6.00				4.00
25	Habra						4.00				4.00
26	Haldia	4.00	6.00						6.00		16.00
27	Haldibari									1.60	1.60
28	Halisahar				6.00				4.00		10.00
29	Hooghly Chinsurah			4.00		6.00					10.00
30	Jangipur							6.00	6.00		6.00
31	Kaliaganj		6.00								12.00
32	Kalyani										6.00
33	Kamarhati			4.00	6.00					2.00	10.00
34	Katwa						6.00				8.00
35	Kharar				6.00						12.00
36	Khardah				4.00					1.60	5.60
37	Konnagar		4.00		4.00						8.00
38	Kulti			6.00	4.00						6.00
39	Madhyanigram										8.00
40	Mahestala	6.00			4.00					1.60	7.60

Allotment of Incentive Fund (2010-11)

Sl. No.	Name of ULB	(Rs. in lakh)							Allotment Criteria (9) : Percentage of cost recovery from water charges	Total
		Allotment Criteria (1) : Expenditure incurred for the poor out of own source revenue (Percentage)	Allotment Criteria (2) : Per Capita Revenue (Tax and Non-Tax)	Allotment Criteria (3) : Performance in immunization and holding of anti natal clinic and post natal clinic	Allotment Criteria (4) : Percentage of BPL Households given Household Water Connection	Allotment Criteria (5) : Percentage of BPL Households having own toilets	Allotment Criteria (6) : No. of UWSP (DWCUA) Groups given bank loans and no. of T&CG Groups given revolving funds	Allotment Criteria (7) : No. of children enrolled in Shishu Shiksha Prakaipa Kendras during the year	Allotment Criteria (8) : Holding of Annual general Meeting and Half-yearly General Meeting of Ward Committees and attendance thereof	
41	Mal					4.00				4.00
42	Mathabhang					4.00	4.00			6.00
43	Memari									6.00
44	Nabadwip	6.00					6.00	4.00		16.00
45	Nalhati					4.00				4.00
46	New Barrackpore			4.00		6.00		4.00		10.00
47	Old Malda									8.00
48	Panihati			6.00						6.00
49	Pujali		6.00	6.00					2.00	14.00
50	Rajarhat Gopalpur		4.00	4.00						8.00
51	Santipur	6.00						4.00		10.00
52	Serampore	6.00							1.60	7.60
53	South Dum Dum		4.00	6.00						10.00
54	Tufanganj				6.00					6.00
55	Uluberia								1.60	1.60
	Total :	50.00	50.00	50.00	50.00	50.00	50.00	50.00	18.00	418.00

Kolkata Urban Services for the Poor



Guidelines for Incentive Fund (IF) to KMA & Non KMA ULBs on the basis of 9 (nine) criteria for the year 2010-11

Change Management Unit

**Guidelines for Incentive Fund (IF) to KMA & Non KMA ULBs
on the basis of 9 (nine) criteria for the year 2010-11**

The Incentive Fund under KUSP Programme to KMA & Non KMA ULBs on the basis of 9 (nine) criteria for the year (2010-11) amounting to Rs. 418.00 lakh has been allotted to 55 Urban Local Bodies (ULBs) as per norms finalized by Government. This is untied fund under KUSP. This fund can be used by the ULBs for infrastructure development work inside or outside of any slum, socio economic development work, Organizational Development or any other work that ULBs may decide. This Incentive Fund can also be used by the ULBs for procurement of office Equipments, Machineries, tools etc.

It may be noted that no inspection vehicle (**car / jeep or any other type of vehicle**) for the purpose of site visit or for any other purpose can be purchased from this fund.

1. For this purpose, the following steps are to be followed by the **KMA ULBs** :

- a) Preparation of estimates by ULBs.
- b) Sending the estimates by ULBs to CMU for according AA & FS.
- c) ULBs will undertake any construction work, purchase equipments, machineries, other tools etc. after receipt of AA & FS from CMU. In case of purchase of materials, Procurement Rules approved by GoWB and DFID will be followed.
- d) After completion of work / supply the expenditure shall positively be booked within 31.01.2011, otherwise the fund will lapse.

2. For this purpose, the following steps are to be followed by the **Non KMA ULBs** :

- a) Preparation of estimates by ULBs.
- b) Vetting the estimates by the ULB as per usual procedure.
- c) Implementation of the work / supply items.

- d) Utilization Certificate against the above mentioned Incentive Fund of KUSP will have to be furnished by the ULBs to CMU after completion of work / supply positively within 31.01.2011, otherwise the fund will lapse.

Please note that no purchase of land is allowable from Incentive Fund.

The total expenditure from Incentive Fund during 2010-11 shall not exceed its allotment.



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo No.CMU-668/2010/1177

October 1, 2010
05

Ms. Indrani Bhattacharyya
Assistant Director
CINI YUVA
23/44 Gariahat Road
Kolkata - 700 029

Ref: Your letter No.CINI YUVA/KUSP/06/2010-11 dt.09-08-2010

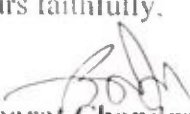
Madam,

Kindly refer to your letter above. You are hereby being requested to:

- 1) Prepare and submit a detailed report of all your activities till date.
- 2) Submit the Action Plan for the coming 3 months - October to December 2010
- 3) Discuss the progress of the project with Dr Shibani Goswami, Health Expert, CMU, KUSP at the earliest.

Further to above, it is also stated that your prayer for no-cost extension of time is not granted, at this stage.

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Copy forwarded for information to:

- ✓ 1) Dr Shibani Goswami, Health Expert, CMU, KUSP
- 2) Fund Manager - for all necessary coordination.


Project Director, CMU, KUSP



CHANGE MANAGEMENT UNIT (KUSP)

ORDER

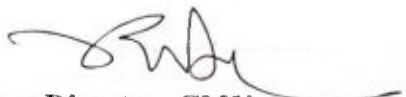
Sub ; State Level Workshop on Implementation of Urban Poverty Alleviation Programmes, Other Development Programmes and Municipal Governance on September 30, 2010 at Sisir Mancha, Kolkata

Hon'ble MIC, MA & UD Department will preside over the above programme. In the programme, overview on KUSP will take place. The programme will commence at 10.30 a.m. and continue upto 4.00 p.m. It is requested to please attend the above programme at 10.00 a.m. on 30.09.10 at Sisir Mancha.


Project Director, CMU

Copy forwarded with request to attend the programme :

1. Project Manager, CMU
2. Engineering Expert, CMU
3. Economist, CMU
4. Procurement Expert, CMU
5. Consultant, CMU
6. Poverty Monitoring Expert, CMU
7. IT Expert, CMU
- ✓ 8. Health Expert, CMU
9. Sri Subir Dutta
10. Sri Tanmoy Ganguly


Project Director, CMU

Handed over on 12.10.10
②



CENTRE FOR GOOD GOVERNANCE
Knowledge • Technology • People

Date: 28-09-10

To

The Project Director,
Change Management Unit
ILGUS Bhavan
Sector-3, Kolkata.

②
PO(H)
Action may pl.
be taken
shimshu.
1/10

Sir,

Sub: Request for data on Health from SUDA,
GoWB - reg.
-x-

I, the undersigned, wish to bring to your kind notice that CGG, Hyderabad needs information on the performance of ULBs in West Bengal under different schemes for Health Improvement, for the project "Formulation of Urban Strategy in West Bengal".

In this connection, I request you to kindly direct the Project Officer, Health, SUDA under the Director SUDA for making this aforementioned data ^{available} to us by 28-09-10.

Thanking you for your support and guidance.

①
Director, SUDA
may pl. arrange
28.9.10

Yours faithfully,
K. Sonamane
Knowledge Manager



No. CMU-25/2002(Pt-III)/816

Date: 18-08-2010

NOTICE

Hon'ble MIC, Municipal Affairs Department & Urban Development Department, will take a meeting on the overall progress of KUSP project on 19th August 2010 at 1-00 p.m. at his office chamber at Writers' Buildings. This is for kind information of the Experts of CMU.

Kw 18/8/10

(Kallol Kumar Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Engineering Expert, CMU, KUSP
2. Financial Adviser & MFE, CMU, KUSP
3. Shri T K Mitra, Consultant, CMU, KUSP
4. Health Expert, CMU, KUSP
5. Procurement Expert, CMU, KUSP
6. OD Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Economist, CMU, KUSP
9. Accounts Officer, CMU, KUSP
10. IT Expert, CMU, KUSP
11. Computer Programmer, CMU, KUSP

Kw 18/8/10

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP

Kw 18/8/10

Project Manager, CMU, KUSP



No. CMU-25/2002(Pt-III)/815

Date: 18-08-2010

NOTICE

Secretary, Municipal Affairs Department, will take a meeting on the progress of work of KUSP on 18th August 2010 at 5-00 p.m. at the SUDA Conference Hall, ILGUS Bhavan, Salt Lake, Sector-III, Kolkata - 700 106. All the Experts of CMU are requested kindly to make it convenient to remain present at the meeting.

KW. 18/8/10

(Kallol Kumar Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Engineering Expert, CMU, KUSP
2. Financial Adviser & MFE, CMU, KUSP
3. Shri T K Mitra, Consultant, CMU, KUSP
4. Health Expert, CMU, KUSP
5. Procurement Expert, CMU, KUSP
6. OD Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Economist, CMU, KUSP
9. Accounts Officer, CMU, KUSP
10. IT Expert, CMU, KUSP
11. Computer Programmer, CMU, KUSP

KW. 18/8/10

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP

KW. 18/8/10

Project Manager, CMU, KUSP



CHANGE MANAGEMENT UNIT (CMU)

NOTE

16.08.10

Hon'ble MIC, MA & UD Deptt. will take a Review Meeting on the progress of KUSP work on 17th August 2010 at 5.00 P.M. at the Conference Hall of SUDA of ILGUS Bhavan, Salt Lake.

The Agenda of the meeting is given below. All the Experts of CMU are requested kindly to remain present at the meeting with latest report returns.

1. Review of the KUSP works.
2. Utilisation of KUSP fund.
3. Ongoing study by the different consultants.
4. Audit and miscellaneous.

K. 16/8/10
(Kallol Kr. Mukherjee)
Project Manager, CMU

Copy to:

1. Engineering Expert, CMU
2. OD Expert, CMU
- ✓ 3. Health Expert, CMU
4. Procurement Expert, CMU
5. Shri T.K. Mitra, Consultant CMU
6. Accounts Officer, CMU
7. Poverty Monitoring Expert, CMU
8. Economist, CMU
9. IT Expert, CMU
10. Computer Programmer, CMU

K. 16/8/10
Project Manager, CMU

Copy to:

Director, SUDA — She is requested to kindly take necessary arrangement so that SUDA Conference Hall is available for holding Hon'ble MIC meeting on 17th August 2010 from 4.00 P.M.

K. 16/8/10
Project Manager, CMU

Copy forwarded for kind perusal to:

Project Director, CMU

K. 16/8/10
Project Manager, CMU

- ① DRR - no. of scheme. AALFS. SOE.
- ② School HE. prog. - last yr. completion.
- ③ Add 1st prog - "
- ④ RD -
Immediate. - implementation.

Sub: Requirement of 100 nos. of CD

School health program & Adolescent-
health care program are being
implemented both in KMA & Non-
KMA ULBs.

For furnishing report by the ULBs
in connection with above mentioned two
programs, a format has been
prepared which is to be sub-in
CD to each of the ULBs. For the
purpose, 100 nos. of CD is required
for under Health component of
KUSP. The CD may be issued in
the name of Health Expert, CMU.
Submitted.

B. B. B. B. B.
12.08.10

B. B. B.
12.8

P. B. CMU

BE



KOLKATA URBAN SERVICES FOR THE -POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo No. CMU- 14/2002 (Pt-III)/572

Date: 20-07-2010

21

To:

- (1) Secretary, MA Department
- (2) Director of Local Bodies
- (3) Sri K C Mondal, Spl. Secretary, MA Dept.
- (4) Sri Mani Pradhan, Jt. Secretary, MA Dept.
- (5) Project Manager, CMU, KUSP
- (6) Sri Mitra Chatterjee, Spl. Officer, MA Dept.
- (7) Shri T K Mitra, Consultant, CMU, KUSP
- (8) Engineering Expert, CMU, KUSP
- (9) Municipal Finance Expert, CMU, KUSP
- (10) Accounts Officer, CMU, KUSP
- (11) OD & ED Expert, CMU, KUSP
- (12) Economist, CMU, KUSP
- (13) Procurement Expert, CMU, KUSP
- (14) Health Expert, CMU, KUSP
- (15) IT Expert, CMU, KUSP
- (16) Computer Programmer, CMU, KUSP

Sir/Madam,

You are aware that DFID has appointed a consultant to study and prepare a report on "Sustainable institutional arrangement beyond KUSP Programme". A discussion on the draft report of the study will be held at 4-30 p.m. on 26th July 2010 at the VIP Conference Hall of KMDA at Unnayan Bhavan, Bidhannagar, Kolkata - 700 091.

I would request you to kindly remain present at the discussion and give your valued opinion for finalisation of the report.

Yours faithfully,

(Bharat Chandra Saha)
Project Director, CMU, KUSP



C.M. Bachhawat,



Principal Secretary

Finance Department

Government of West Bengal

Writers' Buildings

Kolkata - 700 001

☎ 2214-3695 Fax : 2214-4016

e-mail : fs-wb@nic.in

Office
N show the circulars
to our officers/staff by 2/8/10.
No.FS-170/2010.

June 28, 2010.

The Addl. Chief Secretary/
Principal Secretary/Secretary,

Municipal Affairs Department,
Government of West Bengal.

Sir,

Recently, an incident in the Finance Department shows that some sort of unlawful cooperative society had been operated allegedly by an employee. An appropriate stringent action has already been initiated by the Finance Department. In such unlawful cooperative societies or chit funds, employees are allured to invest/lend their savings with an expectation of higher return or otherwise, and ultimately such employees may not be able to recover such amount with the promised returns.

Accordingly, as an abundant caution, a circular in this regard, issued by the Finance Department with the approval of the Hon'ble Finance Minister, West Bengal being Circular No.169/2010 dated June 25, 2010, is being enclosed herewith to circulate the same for bringing to the knowledge among the employees of your department/directorate concerned.

Thanking you,

Enclo. : As stated.

Yours faithfully,

(C.M. Bachhawat)

MUNICIPAL AFFAIRS DEPTT.
U/O. NO. 29 DT. 6/7/10

SS(KCM) 352
2/7

copy to: JS (Amp)
JS (MNP)
DS/S.O (D) & A.S.
AS (AM) (MN)
DLS
P.D. (MNP)
Dir. SUDA/
Jt. Dir. ILGUS/
CE, MED/
M-S, WAB/
for wide circulation
among employees.
2/7/10

Government of West Bengal
Finance Department
Writers' Buildings, Kolkata-700 001.

No.FS-169/2010

June 25, 2010.

C I R C U L A R

One incident in the Finance Department shows that some sort of unlawful cooperative society had been operated allegedly by an employee. An appropriate stringent action has been initiated by the Finance Department. In such unlawful cooperative societies or chit funds, employees are allured to invest/lend their savings with an expectation of higher return or otherwise; and ultimately such employees may not be able to recover such amounts with the promised returns.

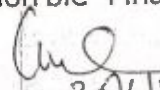
2. The employees are to be discouraged to participate in such activities and those found involved may face disciplinary proceedings.

3. As a matter of abundant caution, it is requested that the contents of this circular may be brought to the knowledge of all the employees concerned in various State Government departments/public undertakings with a request to be extremely careful. If any such activity is detected, report of such unlawful activities should be sent to the concerned head of office. In addition, Mr. N.C. Ghosh, Director of EOI Cell under the Finance Department may also be intimated against such activities for necessary action. Contact number of Mr. N.C. Ghosh, Director (EOI) Cell is given below.

1. Office telephone No.033-2214 3500.
2. Mobile No.9433189711.

4. In case of unlawful cooperative societies, the matter may also be brought to the knowledge of the Registrar of Cooperative Societies with a copy to the Principal Secretary, Co-operation Department for necessary action.

5. This circular is being issued with the approval of the Hon'ble Finance Minister, West Bengal.


25/6/10
(C.M. Bachhawat)
Principal Secretary

Copy forwarded for information to the :

1. P.S. to Hon'ble FM.
2. Chief Secretary.
3. Principal Secretary to Hon'ble Chief Minister.


25/6/10
(C.M. Bachhawat)



RESOLUTIONS

A discussion was held today (23.06.2010) with all the Experts and Officials of CMU. The following points were discussed and resolved :

1. Draft Procurement Manual for the ULBs is received. Shri A.K. Halder, Procurement Expert, CMU has been requested to take next steps so that it can be submitted to MA Deptt. early.

Action : **Shri A.K. Halder, Procurement Expert, CMU**

2. A discussion was held some days back with the agencies who are engaged for study on State of Environment Report of the ULBs. It was decided that they would submit a calendar for finalisation of the study of each ULB. It was reported by Shri A.K. Halder that they have not yet submitted such calendar. It was decided that a communication from our end should immediately go to the agency for submission of such calendar as well as quick completion of the study.

Action : **Shri A.K. Halder, Procurement Expert, CMU**

3. It was earlier discussed that the final report on Organisational Development has been received from PWC. It was decided that a detailed note on the report along with earlier references may be submitted within one week to the Department for their perusal and further action.

Action : **Shri J.K. Chakrabarti, OD & ED Expert, CMU**

4. i) Some days back a discussion was held with Project Manager and Shri S. Sengupta, Economist, CMU on the issue of selection/approval of new projects under Innovative /Challenge Fund (I/CF). It was resolved that a detailed note on this issue along with probable consequences may be submitted to the MA Deptt. for decision. It has not yet been initiated. It was resolved that a comprehensive note on this issue should go to the Department within next week.

Action : **Shri S. Sengupta, Economist, CMU**

- ii) Recently 2/3 cases of I/CF have been submitted as non-performing projects. The Fund Manager was supposed to closely monitor each project under I/CF and should have reported to CMU on non-performance of the projects, if any. It appeared that it was not probably done. It was decided that a list of non-starter I/CF projects along with poor performing projects may be prepared in consultation with the Fund

Manager for taking decision on case to case basis. In case of any long pending non-starter project action for recovery of the amount released to the concerned CDS, NGO, as the case may be, should be initiated promptly.

Action : **Shri S. Sengupta, Economist, CMU**

5. i) It was reported that DDPs of certain ULBs are awaiting approval of the District Planning Committee. A request from our office may go to the District Magistrate of the respective Districts with the request to take necessary steps for earlier approval of such DDPs.

Action : **Shri T.K. Mitra, Consultant, CMU**

- ii) Possibilities may be explored for initiating the process of preparation of DDPs of the ULBs, who are lagging behind and where no Urban Planner is posted, through the assistance of the Urban Planner(s) of the nearby ULB(s) or from the Divisional level Urban Planner of the Directorate of Local Bodies or in any other possible manner.

Action : **Shri T.K. Mitra, Consultant, CMU**

6. As decided in the last Review Meeting on e-Governance and as discussed further, all the non-citizen centric modules of the e-Governance system along with the trade license module should be started in all the ULBs with effect from 1st July 2010. Shri Birojit Paul, IT Expert was requested to take every step.

Action : **Shri B. Paul, IT Expert, CMU**

7. As Shri Atanusan Mukhopadhyay, the Municipal Financial Adviser, CMU is on long leave and also under order of transfer, we have already requested the Director of Local Bodies, West Bengal to spare the MA&FE of Presidency Division of the Directorate of Local Bodies. His services may be utilized for updating conversion of Accounting System in the ULBs where it has not yet been done and for other related matters Shri K. Mukherjee, Project Manager, CMU may kindly see that the services of the said MA&FE are properly utilised.

8. The statement of expenditure incurred and projection of future expenditure of each component of KUSP prepared by respective Experts/Officials were reviewed. Most of the Experts stated that projection of expenditure was made of their own on the basis of available information as most of the ULBs, in spite of repeated requests and telephone calls, didn't furnish the projected expenditure figures. It further appeared that the progress of expenditure in most of the cases is not satisfactory and proportionate to the time already elapsed creating apprehension that a lot of funds may remain unutilized by the end of the project. After thread bear discussion it was resolved that the Experts will visit the ULBs frequently and interact with the Chairperson and other officials of the ULBs and pursue the utilisation of the funds. Simultaneously a comprehensive note on this aspect may be prepared along with the position of each ULB for submission to MA Deptt. for their appraisal with the request that an urgent meeting of the Chairpersons of the ULBs may be convened to discuss over the issues.

Action : Shri G.C Sarker, Engineering Expert, CMU

9. The Accounting Support Agency was earlier requested to submit a statement showing the projectwise expenditure out of the AA&FS for the period 2009-11. They have recently submitted the report for the period up to March 2010. It was reported that the expenditure on certain items (namely, projects of health sector not included in the DPR) have not been included in the said report. It was decided that Accounting Support Agency should submit the report in each month in complete manner and expenditure up to proceeding month should be included in the statement. Accounts Officer, CMU was requested to take up the matter with the Accounting Support Agency and monitor the matters.

Action : Shri U. Chakraborty, Accounts Officer, CMU

10. A Team of three officials of CMU was constituted vide this office Memo No. CMU-731/2010/327 dated 2.06.10 to conduct Physical Verification of Assets in the office of CMU and to submit a detailed report thereon within 15 days. It was held that the Physical Verification could not be conducted so far as the concerned registers were submitted to the ongoing audit. It was decided that such Physical Verification should be conducted within next week on as-is where-is basis.

Action : Shri G.C Sarker, Engineering Expert, CMU and other team members.

11. Recently, an order has been issued to maintain the Stock Register in proper format under supervision of the Procurement Expert, CMU. The matter was also discussed with the staff concerned. It was decided that the Stock Register in the proper format

should be maintained and completed with up-to-date entries within 15th July 2010 under the guidance and supervision of Shri A.K. Halder, Procurement Expert, CMU.

Action : Shri A.K. Halder, Procurement Expert, CMU

12. As per earlier decision, certain amount out of Incentive Fund was released to Non-KMA ULBs as 'Grants'. It was decided that all the ULBs may be requested immediately to submit the Utilisation Certificate of the said 'Grants' in the proper format.

Action : Shri G.C Sarker, Engineering Expert, CMU

13. A draft Annual Report to be submitted to the Annual General Meeting of CMU has been prepared. All Experts are requested to go through the Draft and finalise the report within 10 days.

Action : All Experts of CMU.

14. It was reported that the hard copies of the DDPs of ULBs are not being properly preserved. It was decided that Shri J.K. Chakrabarti, OD & ED Expert would see that all the DDPs are properly preserved with index thereof so that any DDP can easily be traced at any point of time. He would also ensure that soft copies of all the DDPs are also properly preserved in the similar manner.

Action : Shri J.K. Chakrabarti, OD & ED Expert, CMU

The discussion ended with the vote of thanks to everyone.


(Bharat Chandra Saha) 23.6.10
Project Director, CMU, KUSP

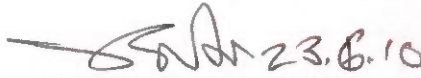
No. CMU -731/2010/ 424

Dated..23.06.10
24

Copy forwarded for information and necessary action to:

1. Project Manager, CMU
2. Financial Adviser & Municipal Finance Expert, CMU
3. Engineering Expert, CMU
4. OD Expert, CMU
- ✓ 5. Health Expert, CMU
6. Procurement Expert, CMU
7. Shri T.K. Mitra, Consultant CMU
8. Accounts Officer, CMU
9. Poverty Monitoring Expert, CMU
10. Economist, CMU
11. IT Expert, CMU
12. Computer Programmer, CMU
13. Municipal Accounts & Finance Expert
14. Urban Planner

} Presidency Division of Directorate of
Local Bodies, Govt. of West Bengal

 23.6.10
Project Director, CMU, KUSP



CHANGE MANAGEMENT UNIT (CMU)

NOTE

22.06.10

Mr. Srivatsa Krishna will make the presentation on Draft Report regarding "Beyond KUSP" before the officials of CMU on 28th June 2010 at 3.00 p.m. at SUDA Conference Hall. Secretary, MA Deptt. has given his kind ~~concept~~^{consent} to remain present at the time of presentation. All the Experts of CMU are requested kindly to remain present during the presentation and give their valued opinion.

Kw 22/6/10

(Kallol Kr. Mukherjee)
Project Manager, CMU

Copy to:

1. Engineering Expert, CMU
2. Municipal Finance Expert, CMU
3. OD Expert, CMU
- ✓ 4. Health Expert, CMU
5. Procurement Expert, CMU
6. Shri T.K. Mitra, Consultant CMU
7. Accounts Officer, CMU
8. Poverty Monitoring Expert, CMU
9. Economist, CMU
10. IT Expert, CMU
11. Computer Programmer, CMU

Kw 22/6/2010

Project Manager, CMU

Copy forwarded for kind perusal to:

Project Director, CMU

Kw 22/6/2010

Project Manager, CMU

246251
186-10

DFID

Department for
International
Development

Leading the British Government's fight against world poverty

Mr Alapan Bandyopadhyay, IAS
Secretary
Municipal Affairs Department
Government of West Bengal
Writers' Building
Kolkata 700 001
Fax: 033-2214 3632



British High Commission
E26
Tara Crescent
Qutab Institutional Area
New Delhi, 110 010

Email: D-Menezes@dfid.gov.uk

16th June 2010

If copied we may
circulate among our Exits

DD.
BM

h
218/6
22
23/6

2. circulate this
among Exports

office

Dear Mr Bandyopadhyay,

Kolkata Urban Services for the Poor Project (KUSP)

Thank you for your letter of 11th June 2010 regarding extension of the KUSP project
by six months beyond 31st March 2011.

We recognise that closure of accounts may require some time and appreciate your
reasons for continued assistance to undertake project wrap up activities.

However, as agreed at the recent Partnership Talks with the Government of West
Bengal and the DEA, our on-going projects in West Bengal come to an end on 31st
March 2011. This will allow for DFID's resources to be targeted towards the poorer
areas in India.

We are therefore agreeable for a reasonable period to wrap up project activities, but
are unable to agree an extension of the project or to pay for any activities undertaken
beyond the agreed end date of 31st March 2010.

With warm regards,

Yours sincerely,

Debbie Menezes

Debbie Menezes
Programme Manager, DFID India

Imp.

EE-1 ml

keep in
proper file.

EE-1.

h
17/6.



INVESTOR IN PEOPLE

Tel +91 11 2652 9123
Fax +91 11 2652 9296
www.dfid.gov.uk



No. CMU- 229/2005 (Pt-III) / 326 (8)


June 01, 2010
02.

ORDER

In view of the evaluation of IT / E-governance related procurement items as invited vide NIT No.26/2002(Pt-III)/262(10) dt.21-05-2010 a special Tender Committee is being formed by involving the following Experts who will evaluate the Technical & Financial bids of the related items.

- | | | |
|---------------------------------------|------------------|---------------------|
| 1. Dr. Subir Roy | - Ex. SIO, NIC | - Chairman |
| 2. Sri Anil Chandra | - KMC | - Member |
| 3. Computer Programmer | - CMU | - Member |
| 4. Financial Adviser/Accounts Officer | - CMU | - Member |
| 5. Procurement Expert | - CMU | - Member |
| 6. Sri Birojit Paul | - IT Expert, CMU | - Member - Convenor |

The order is issued in the interest of CMU.


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Copy for information to:

1. Dr. Subir Roy, Ex-SIO, NIC
2. Sri Anil Chandra, KMC
3. Project Manager, CMU
4. Sri Puspendu Chakraborty, Computer Programmer, CMU
5. Sri Birojit Paul, IT Expert, CMU
6. Financial Adviser/Accounts Officer, CMU
7. Procurement Expert, CMU
8. ✓ All Experts of CMU, KUSP


Project Director, CMU, KUSP



No. CMU - 229/2005 (PE-III)/313

Date..28.05.2010
31

ORDER

In partial modification of previous order of the Project Director, CMU, dated 13.06.2008 the Standing Tender Committee of CMU has been reconstituted as follows:

- | | | |
|---------------------------------------------------|---|------------------|
| 1. Project Manager, CMU | - | Chairman |
| 2. Engineering Expert, CMU | - | Member |
| 3. Accounts Officer, CMU | - | Member |
| 4. Concerned Expert, CMU
(for individual case) | - | Member |
| 5. Procurement Expert, CMU | - | Member Secretary |

All other terms and conditions will remain the same.


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Copy for information to:

1. Project Manager, CMU
2. Engineering Expert, CMU
3. Procurement Expert, CMU
4. Accounts Officer, CMU
5. ☒ All Experts of CMU


Project Director, CMU, KUSP

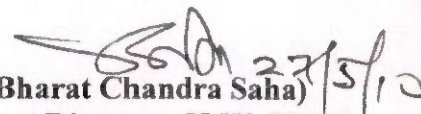


RESOLUTIONS

A discussion was held today (27-05-2010) with all the Experts and Officials of this office. The following points were discussed and decided:

- 1) In an earlier discussion held on 28-04-2010, it was decided that all the Experts & Officials would prepare a Statement showing monthwise targeted expenditure of 2010-11 for each project under each component (ULB-wise). An abstract of such targeted expenditure would also be prepared to have a clear idea. It has been seen now that such Statement could be prepared only for LED component and to some extent Health component. All the Experts and Officials were requested to complete the exercise by 2nd June 2010 so that further discussion may be held on 3rd June 2010. It was also decided that a uniform format may be used for preparation of such statement. Shri Sabyasachi Majumder will assist in preparation and finalising the format in consultation with all the Experts and Assistants.
- 2) All are requested to finalise the inputs for preparation of Annual Report for 2009-10 of CMU for submission in the Annual General Meeting of CMU to be held shortly. The format used in the last year may be followed in preparing the Annual Report.
- 3) It has been noticed that the files are not being maintained properly. It has been decided that the files are to be indexed, all the pages are to be chronologically numbered starting from the bottom of CP side. Similarly, all the Note-Sheet pages are to be properly numbered. Opening of different files on similar subject/matter shall be avoided as far as practicable. The Experts and Officials were requested to kindly personally see that the files are properly maintained.
- 4) All the files to be submitted to the Project Director should be routed through the Project Manager.
- 5) Punctuality in attendance should be maintained by all the Staff, Officers, Experts and other Officials. Instructions issued by the Chief Secretary, Government of West Bengal, vide Memo No.10251-F(H) dated 17-11-2009 read with Memo No.10391-F dated 13-12-2000 (copies of both the orders annexed) should be followed. All are requested to cooperate in this regard.

The discussion ended with a vote of thanks to everyone.


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Encl: As stated above.

-continued-



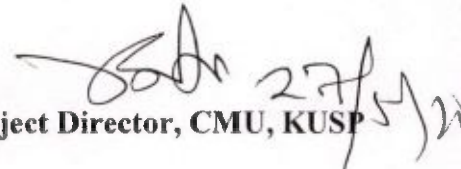
Page No.2

No. CMU- 731 /2010/299

Date: 27-05-2010

Copy forwarded for information and necessary action to:

1. Project Manager, CMU, KUSP
2. Financial Adviser & MFE, CMU, KUSP
3. Shri T K Mitra, Consultant, CMU, KUSP
4. Engineering Expert, CMU, KUSP
5. OD Expert, CMU, KUSP
6. Urban Planner, CMU, KUSP
- ✓ 7. Health Expert, CMU, KUSP
8. Shri A K Halder, Procurement Expert, CMU, KUSP
9. Poverty Monitoring Expert, CMU, KUSP
10. Economist, CMU, KUSP
11. Accounts Officer, CMU, KUSP
12. IT Expert, CMU, KUSP
13. Computer Programmer, CMU, KUSP


Project Director, CMU, KUSP

861
18/11/09

(A)


Government of West Bengal
Finance Department
Audit Branch
Writers' Buildings, Kolkata-700 001

Reference / R. Sahu
on 18.11.09
So far cell-3)
and contents - be
November 17, 2009. circulated
to cell and
X no. 18/11/09

No.10251-F(H)

MEMORANDUM

1. Your kind attention is drawn to the Memo No.10391-F dated December 13, 2000 (copy enclosed), wherein certain instructions were issued for ensuring punctuality in the attendance in the Government offices and various State Government Undertakings/Organisations. The aforesaid memo also covered various other related aspects for ensuring efficiency in the Government administration.
2. It is now considered necessary to reiterate various instructions contained in the aforesaid Memo No.10391-F dated December 13, 2000, so as to ensure that the instructions are followed up at various administrative levels strictly.
3. Additional Chief Secretary/Principal Secretary/Secretary of the department concerned is requested to identify designated officer/officers for monitoring implementation of these instructions in the aforesaid memo in the Secretariat as well as Directorates and Field Offices. The concerned designated officer/officers shall submit daily report on the monitoring of the said instructions to the Addl. Chief Secretary/Principal Secretary/Secretary in the Secretariat Department concerned. District level offices, however, shall submit weekly report on the said monitoring to the Addl. Chief Secretary/Principal Secretary/Secretary of the department concerned. Such reports shall also be submitted in the consolidated manner to the Minister-in-Charge of the department concerned for review.
4. Addl. Chief Secretary/Principal Secretary/Secretary of the department concerned shall make a consolidated report on the monitoring of the said instructions to the Chief Secretary. Consolidated position for all the departments will be reviewed by the Hon'ble Chief Minister on weekly basis.


17.11.09
Chief Secretary to the
Government of West Bengal
Finance Department

Government of West Bengal
Finance Department
Audit Branch
Writers' Buildings
Kolkata-700 001

No. 10391-F

Kolkata, the 13th December, 2000.

MEMORANDUM

In reiteration of all earlier orders, for improving accountability and efficiency in the administration, the Governor is pleased to decide in supersession of all previous orders in this regard that the following instructions be strictly adhered to for ensuring punctuality in attendance and prompt disposal of work by the State Government Staffs/Officers at all levels as well as Staffs/Officers working in different statutory bodies including local Self-Government Institutions, Autonomous Bodies and Corporations/Undertakings owned or substantially controlled by the State Government.

A. FOR STAFF AND OFFICERS ENGAGED IN OFFICE DUTY AS WELL AS THOSE WORKING IN HOSPITALS :

1. Every Staff/Officer shall sign the relevant Attendance Register noting both the time of arrival and the time of departure.
2. (a) In all categories of establishments, the grace period for signing the Attendance Register in the morning shall be 15 minutes after the scheduled time and Staff/Officers reporting for duty after this grace period shall be marked 'late'.
(b) Staffs/Officers may be allowed to sign the Attendance Register and record attendance upto and within 45 minutes of the scheduled time of attendance in the morning-Anybody coming thereafter will be marked 'absent' and will not be allowed to join duty on that day, unless he has been granted 'half-day' Casual Leave for the first half of the day.

Examples :

If the time for attendance in an office is 10.00 a.m. any Staff/Officer reporting after 10.15 a.m. will be marked 'late'.

Any employee whose duty is to start, say, at 8.00 a.m. will similarly be marked 'late', if he does not turn up within 8.15 a.m.

NOTE :

In places where attendance is recorded through a Card Punching System, the existing provisions may continue provided these do not exceed the relaxation as enjoyed in para 2(a) and 2(b) above of this Memorandum.

(c) Attendance Registers should be kept with a designated Officer from 15 minutes after the scheduled time of attendance to 15 minutes before the scheduled time of departure. The Attendance Register should be sent to the office where required 15 minutes before the scheduled time of departure so that the employees can put their signature in the departure column. At the scheduled time of departure 'cross marks' will be given against the names of those who have not signed in the departure column.

(d) No Staff/Officer shall leave office before closing hours without permission of the Controlling Authority i.e. the Head of Office as defined in Rule 5 (16A) of the W.B.S.R. Part-I.

(e) One day's Casual Leave or Compensatory Casual Leave shall be deducted from Casual Leave/Compensatory Casual Leave at the credit of a Staff/Officer for every three days late attendance in a calendar month. If a Staff/Officer has no Casual Leave or Compensatory Casual Leave to his credit, one day's 'Earned Leave' shall be deducted from the accumulated Earned Leave at his credit for every 3 (three) days late attendance. Departmental Secretaries and other Superior Officers shall ensure that proper procedures/mechanisms are devised to keep an account of deducted leave.

(f) In general, condonation of late attendance will not be allowed. In only extreme cases, if the Controlling Authority is satisfied that the delayed arrival of a Government employee in office has been due to dislocation of traffic, heavy rains or similar genuine and convincing circumstances over which the Government employee has no control, such delay may be condoned by the Secretary of the Department in the Secretariat Offices. Head of Directorate in Directorate Offices and the District Magistrate/Concerned District Level Officers in Regional Offices, provided such dislocation of traffic etc., is of general and very extensive in nature.

(g) (i) Normally, no Officers/Staff posted in a District shall leave Head Quarters.

(ii) If any Officer/Staff is required to proceed on leave on personal grounds, he/she shall obtain prior concurrence before departure.

(iii) Even when a Staff/Officer has to leave H.Q. on official duty, he/she shall have to obtain prior written permission from the District Magistrate/Concerned District Level Officer/Head of the Directorate/or Secretary of the Department as the case may be.

(h) All Heads of Offices shall maintain up-to-date Leave Register and keep in operation regular periodic checks.

(i) The Competent Authority may initiate disciplinary action against a Staff/Officer for persistent late attendance or persistent early departure from office without permission under the West Bengal Services (Classification, Control and Appeal) Rules, 1971.

(j) Staff/Officer of the Secretariat Department shall keep record of his daily performance in the Case Book *as provided in Section 22 of the West Bengal Secretariat Manual.* Staff and Officers of the Directorates, Regional Offices etc. shall maintain Case Book/Case Diary/Note Book for recording daily performance. They should record notes in these diary/books of their output with regard to allotted duties. Wherever applicable they should mention the issues handled, meetings attended, site inspection/inspection of sub-ordinate offices conducted etc. during the day. The performance of all employees must be checked regularly by superiors, and the performance of the Superior Officers shall also be checked similarly by the Competent Authority. The Departmental Secretaries are to ensure that the rule of the concerned 'Superior Officer' and/ or the Competent Authority is clearly notified and that they are made accountable.

** Para 5.1.6 of Chapter I and Para 2 of Chapter VI of the revised Secretariat Manual may be consulted.

B. FOR THE STAFF/OFFICERS ENGAGED IN FIELD DUTIES :

Field Staff/Officers engaged in various field-duties/project works etc. must attend their place of work daily and shall submit a programme of work for every week to the Controlling Authority in advance and at the end of the week the detailed field-diary shall also be submitted to the Controlling Authority.

- C. Every Department/Directorate should immediately issue detailed orders based on this circular incorporating specific instructions for any distinct characteristic/condition/cadre of the concerned Department/Directorate for implementation of this order.
- D. Every Department/Directorate must specifically identify the Officers to be held accountable for supervising the implementation of this order and related instructions.
- E. It shall be the duty of the concerned Departmental Secretary, Head of Directorate, Head of Regional Offices etc., Head of Hospitals and District Magistrates to see that these instructions are rigorously followed in all the offices for which surprise visits/inspection should be undertaken by the Departmental Secretary and other Superior Officers.
- F. Performance of employees as well as Supervisory Officers shall be checked regularly by the Departmental Secretary, who will submit a fortnightly report on all the aspects of this order to the Departmental Minister and the Departmental Minister may facilitate review of the performance of his Department every month.
- G. This order shall take effect from December 15, 2000.

Sd/- Manish Gupta
Chief Secretary to the
Government of West Bengal



CHANGE MANAGEMENT UNIT (CMU)

NOTE

27-05-2010

The annual review meeting of DFID assisted projects for KUSP will be held on 9th June 2010 at New Delhi under the Chairmanship of Secretary, HUPA. The copy of the Meeting Notice is enclosed. In that meeting Secretary, Municipal Affairs Department, GoWB, will make a presentation before Secretary, HUPA on the overall progress of physical and financial sectors of KUSP. Poverty Monitoring Expert (PME), CMU is requested to prepare a draft copy of the presentation. All the Experts of CMU are requested to extend their cooperation to PME so that he can prepare the draft copy of the presentation at the earliest.

This may be treated as extremely urgent.

KJ 27/5/10.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Encl: As stated above.

To:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

KJ 27/5/10.

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

- 1) Project Director, CMU, KUSP

KJ 27/5/10.

Project Manager, CMU, KUSP

N-22011/3/2003-IHSDP
Government of India
Ministry of Housing & Urban Poverty Alleviation
JNNURM Directorate



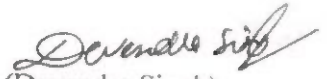
'G' Wing, Nirman Bhavan
New Delhi dated the 17th May 2010

MEETING NOTICE

The undersigned is directed to intimate that an Annual Review Meeting of the DFID-Assisted projects for Andhra Pradesh Urban Services for the Poor (APUSP), Kolkata Urban Services for the Poor (KUSP) Programme, Madhya Pradesh Urban Services for the Poor (MPUSP) Programme and Support Programme for Urban Reforms in Bihar (SPUR) is scheduled to be held on **Wednesday, 9th June 2010 at 11:30 hrs at the NBO-MIS Centre, Room No. 120, G-Wing, Nirman Bhavan, New Delhi** under the chairpersonship of Secretary (HUPA).

2. It is therefore requested to kindly make it convenient to attend the meeting and make a presentation to Secretary (HUPA) on the following aspect of your respective project:
 - A. Overview of the progress of the project with reference to physical progress;
 - B. Overview of the progress of the project with reference to financial progress;
 - C. Key initiatives and achievements of the project;
 - D. Steps taken to integrate the project with JNNURM, the proposed RAY and SJSRY;
 - E. Steps taken to integrate the project with the PIUs, PMUs and capacity building programmes;
 - F. Best practices and initiatives to be shared with the states and the rest of the country;
 - G. Action plan for 2010-2011;
 - H. Implementation Issues and Constraints, if any.

3. Concerned officials may also accompany you for the meeting.


(Devendra Singh)
Section Officer (IHSDP)
Telefax: +91 11 23061518

To:

1. The Joint Secretary (MR)/(BC), Department of Economic Affairs, Ministry of Finance, Room No. 73, North Block, New Delhi – 110001. [Ph: +91 11 23094905; Fax: +91 11 23093422].
2. The Principal Secretary, Department of Urban Administration & Development, Government of Madhya Pradesh, Mantralaya, Room No. 325, Vallab Bhavan, Bhopal – 462003. [Ph: +91 755 2551863; Fax: +91 755 2553717].
3. The Principal Secretary, Urban Development and Housing Department, Government of Bihar and Project Director, Support Programme for Urban Reforms in Bihar (SPUR), Vikas Bhavan, Bailey Road, Patna – 800001. [Ph: +91 612 2215580; Fax: +91 612 2223059].
4. The Principal Secretary, Department of Municipal Administration, Government of Andhra Pradesh, L-Block Secretariat, Ground Floor, Room No. 110, Hyderabad – 500002. [Ph: +91 40 23452965; Fax: +91 40 23450085].
5. The Secretary, Department of Municipal Affairs, Government of West Bengal, Writers Building, Kolkata – 700001. [Ph: +91 33 22143678; Fax: +91 33 21143632].
6. The Project Director, Project Uthman (MPUSP), Palika Bhavan, Bhopal – 462001. [Ph: +91 755 2555002; Fax: +91 755 2555005]

- ✓ 7. The Project Director (Kind attn.:Shri Bharat Chandra Saha, IAS) , Change Management Unit, Kolkata Urban Services for the Poor (KUSP), ILGUS Bhavan, HC Block, Sector 3, Salt Lake, Kolkata - 700016. [Ph: +91 33 23342660; Fax: +91 33 23377318].
8. The Sr. Dy. Programme Manager (Kind Attn: Ms, Sandeepa Sahay), DFID India, B-28 Tara Crescent, Qutab Institutional Area, New Delhi 110016. [Ph: +91 11 42793358; Fax: +91 11 26529641].

Copy for information to:

1. PSO to Secretary (HUPA)
2. PA to Additional Secretary & Mission Director (JNNURM), M/o HUPA
3. PS to Director (NBO) & OSD (JNNURM)
4. PA to Director (JNNURM)

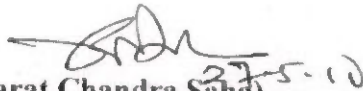


No. CMU- 25/2002 (Pt-III)/295

Date: 27-05-2010

NOTICE

All the Experts and Officials of CMU are requested to kindly attend a discussion to be held at 12-00 noon today (27-05-2010) in my chamber on monthly projection of utilisation of fund under different components of KUSP (ULB-wise for each project) and some other issues.


(Bharat Chandra Saha)
Project Director, CMU, KUSP

Copy to:

1. Project Manager, CMU, KUSP
2. Financial Adviser & MFE, CMU, KUSP
3. Engineering Expert, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
6. Health Expert, CMU, KUSP
7. Shri A K Halder, Procurement Expert, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. Accounts Officer, CMU, KUSP
12. IT Expert, CMU, KUSP
13. Computer Programmer, CMU, KUSP


Project Director, CMU, KUSP




Notice No. CMU-25/2002(Pt-III)/236

May 18, 2010

NOTICE

Kolkata Metropolitan Development Authority (KMDA) has organised "Rabindra Jayanti Programme" on 19th May 2010. The programme will be held at the Conference Hall of KMDA at Udayan Bhaban at 5-30 p.m. Hon'ble MTC, MA&UD Departments, will remain present in the "Rabindra Jayanti Programme" of KMDA. As desired, all the Experts, Officials and Staff of KUSP are requested kindly to remain present at the programme.


(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Financial Adviser & MFE, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Shri A K Halder, Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP
13. All Staff of CMU, KUSP


Project Manager, CMU, KUSP

Copy forwarded for kind information to:

- 1) Project Director, CMU, KUSP


Project Manager, CMU, KUSP



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Dr. Kallol Kr. Mukherjee

WBCS (Exe)

Project Manager

Date: 10-05-2010

No. CMU- 25/2002 (Pt-III)/2002

NOTICE

DFID has engaged British Council Library (BCL) to prepare the Communication Strategy of KUSP programme. Shri Shantanu Das, State Representative of DFID along with a team from BCL will meet with the Experts of CMU on 10/05/2010 at 4-00 p.m. at the SUDA Conference Hall. All the Experts of CMU are requested kindly to remain present during the discussion and give their valuable inputs to the BCL team.

Kr. 10/5/10

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Financial Adviser & MFE, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Shri A K Halder, Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

Kr. 10/5/10

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP

Kr. 10/5/10

Project Manager, CMU, KUSP

No. CMU-25/2002(Pt-III)/136

Date: 29-04-2010

NOTICE

This has reference to our earlier Notice No.CMU-25/2002(Pt-III)/129 dtd.29-04-2010. Secretary, Municipal Affairs Department, has changed the schedule of meeting. The changed schedule is given below:

11-30 p.m. - KUSP - General Review.

12-30 p.m. - KUSP and e-governance.

All the concerned experts are requested to make it convenient to remain present at the above meetings with all Reports>Returns. A copy of the Report/Return for the meetings may also be placed before the undersigned within 10-30 a.m. of 30th April 2010.

KJ.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Financial Adviser & MFE, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Shri A K Halder, Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

KJ.

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP

KJ.

Project Manager, CMU, KUSP

No. CMU- 25 / 2002 (Pt - III) / 123

Date: 29-04-2010

NOTICE

Secretary, Municipal Affairs Department, will take the following meetings on 30th April 2010 at SUDA Conference Hall. The particulars of the meetings is given below:

4-00 p.m. - KUSP - General Review.

5-00 p.m. - KUSP and e-governance.

All the concerned experts are requested to make it convenient to remain present at the above meetings with all Reports>Returns. A copy of the report for the meetings may also be placed before the undersigned within forenoon of 30th April 2010.

Kw.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Municipal Finance Expert, CMU, KUSP
2. Financial Adviser, CMU, KUSP
3. Engineering Expert, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
- ✓ 6. Health Expert, CMU, KUSP
7. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. ~~Sri Tapas Ghatak, GIS Adviser, KUSP~~
12. ~~Internal Audit Officer, CMU, KUSP~~
13. Accounts Officer, CMU, KUSP
14. IT Expert, CMU, KUSP
15. Computer Programmer, CMU, KUSP

Kw.

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP

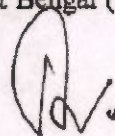
Kw.

Project Manager, CMU, KUSP

**Municipal Affairs Department
Government of West Bengal**

I propose to hold the following meetings in the SUDA / KUSP office complex on 30.4.2010 as per the following schedule.

- 2.00 p.m - UIDSSMT and IHSDP issues : Identifying the action points (to be attend by Director, SUDA and her colleague officials)
- 3.00 p.m - Establishments and audit issues of SUDA (to be attend by Director, SUDA and the relevant officials of SUDA; SS Shri D. Mitra and OSD to MIC Shri M. Pradhan may please attend).
- 4.00 p.m - KUSP : General review (P.D, KUSP and P.M, KUSP and the experts may please attend).
- 5.00 p.m - KUSP and e-gov : Extension of all ULBs of West Bengal (P.D, KUSP and P.M, KUSP and the relevant expert to attend).



Secretary

Copy to :

P.S to MIC for information

U.O. No. 62 - S / 2010

Dated : 28.4.2010

*P.M. and all ~~to~~ are
responsible to attend
with all relevant informations.*

[Signature]
28/4/10



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

No.CMU- 25/2002 (Pt-III)/121

Date: 28/04/2010

ORDER

Project Director, CMU, will discuss the CMU affairs with the consultant of DFID today (28/4/10) at 4-00 p.m. in the CMU office. He desires to hold the discussion in front of all the Experts of CMU. All the Experts of CMU are requested to make it convenient to attend the said discussion.

Arun Kumar Halder
28/4/10

(Arun Kumar Halder)
Procurement Expert, CMU, KUSP

Copy to:

1. Financial Adviser & Municipal Finance Expert, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
5. Health Expert, CMU, KUSP
6. Poverty Monitoring Expert, CMU, KUSP
7. Shri T K Mitra, Consultant, CMU, KUSP
8. Economist, CMU, KUSP
9. Accounts Officer, CMU, KUSP
10. IT Expert, CMU, KUSP
11. Computer Programmer, CMU, KUSP

Arun Kumar Halder
28/4/10

Procurement Expert, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP – This is as per your instruction.

Arun Kumar Halder
28/4/10

Procurement Expert, CMU, KUSP



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo. No. CMU-279/2005(Pt.II)/3357(85)

Date : 31.03.2010

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....85.....Municipal Corporation / Municipality

Sub : Utilisation of KUSP Incentive Fund by Non KMA ULBs

Ref : This office letter no. CMU-279/2005(Pt.II)/1796(85) dated 29.10.2009

Sir / Madam,

You are aware that Change Management Unit (CMU), KUSP had declared that the Non KMA ULBs, who have completed the following works, will get Incentive Fund under KUSP Programme. This Incentive Fund is to be utilized for the purpose as prescribed in the Guidelines (Annexure - D) issued vide Memo No. CMU-279/2005/426(85) dated June 04, 2007.

Sl. No.	Name of Work	Incentive Fund per ULB
1.	Incentive for completion of DDP for 85 Non KMA ULBs	Rs. 12.00 lakh
2.	Incentive for first 10 ULBs for completion of DDP	Rs. 10.00 lakh
3.	Incentive for completion of switch over to accrual based double entry system for 85 Non KMA ULBs	Rs. 4.00 lakh
4.	Incentive for first 10 ULBs for completion of switch over to accrual based double entry system	Rs. 5.00 lakh
5.	Incentive for completion of Citizens' Charter for 85 Non KMA ULBs	Rs. 2.00 lakh
6.	Incentive for first 10 ULBs for completion of Citizens' Charter	Rs. 2.00 lakh
7.	Incentive for first 10 ULBs on best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08	Rs. 10.00 lakh
8.	Incentive for first 10 ULBs on improving own source of revenue	Rs. 10.00 lakh
9.	Incentive for first 10 ULBs on maximum expenditure for service delivery to the poor between 2007-08 to 2008-09	Rs. 10.00 lakh
10.	Incentive for first 20 ULBs on best innovations in citizen centric services	Rs. 5.00 lakh

2. Accordingly allotment of fund was made in favour of ULBs, who have completed the above works (Position as on 25.03.2010 shown in Annexure - A), with request to prepare the schemes as per Guidelines (Annexure - D) and submit the same to MED/CMU for technical approval and issue of AA&FS and book expenditure by ULBs on the basis of progress of works at site.

3. It transpires that as per the usual practice, as noted above, it takes long time for preparation of DPRs by the ULBs and vetting the same by MED / CMU, issuance of

\\Server\sabyachi\Letter CMU, KUSP..3.doc



AA&FS, placement of Funds from CMU to ULBs, tendering process, execution of work and booking of expenditure by ULBs. In the mean time the ULBs have also gathered experience and competence to undertake such works. In order to avoid the delay, it has been decided that the Incentive Fund may be disbursed to the Non-KMA ULBs as **"GRANT"** in lieu of general practice as noted above. The **"GRANT"** against each component of above name of work (sl. 1 to 10) must be used against particular component of work which has been mentioned against each component as per the Guidelines (Annexure – D).

4. In this connection it may please be noted that no **"GRANT"** excepting **"untied Incentive Fund"** as stated at para 5 below can be released to the ULBs unless the DDP is prepared by them and approved by the authority.

5. The Incentive Fund, which has been allotted in favour of few Non-KMA ULBs against 9 Criteria (Annexure – C) is **untied** and may also be considered as **"GRANT"**. This allotment can be used by the ULBs as deemed fit by them. However, provision for such works should be kept in their DDP and ADP.

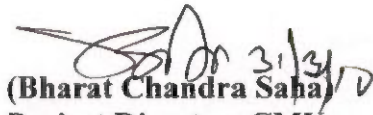
6. In consideration of above, fund shown under col – 10 of Annexure – C is converted to **"GRANT"** from unadjusted advance of your ULB and amount shown under col – 11 of Annexure – C is released as **"GRANT"** in favour of your ULB. Mode of release of the **"GRANT"** under col – 11 of Annexure – C is by fund-transfer through Bank or enclosed Demand Draft drawn on State Bank of India bearing no. as shown under col – 12 of the Annexure – C.

7. Utilisation of total such **"GRANT"** both tied and untied for the purpose for which it is released as well as converted will be monitored from time to time and shall have to be certified by the ULBs in the manner as is done in case of **"GRANT"** released by the State Govt. to the ULBs under plan heads for execution of the different projects. Utilisation Certificate will be furnished by the ULBs to CMU as soon as possible.

Thanking you,

Yours faithfully,

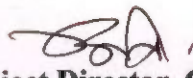
Enclo : Annexure - A, B, C, D and
Bank Draft, where applicable.


(Bharat Chandra Saha)
Project Director, CMU



Copy to :

1. Director of Local Bodies
2. Project Manager, CMU
3. Financial Adviser, CMU
4. Accounts Officer, CMU
5. OD Expert, CMU
6. Urban Planner, CMU
7. Engineering Expert, CMU
8. Poverty Monitoring Expert, CMU
9. IT Expert, CMU
10. Economist, CMU
- ✓ 11. Health Expert, CMU
12. Accounting Support Agency, CMU

 3/3/10
Project Director, CMU

Sl. No	Name of ULB	Allotment of Incentive Fund for (2008-09 / 2009-10) against completion of DDP (Rs.)	AA&FS for Incentive Fund for (2008-09) against completion of switch over to accrual based double entry system (Rs.)	AA&FS for Incentive Fund (2008-09) against completion of switch over to accrual based double entry system (Rs.)	AA&FS for Incentive Fund (2008-09) against completion of Citizens Charter (Rs.)	AA&FS for Incentive Fund against best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	Allotment of Incentive Fund for creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	AA&FS for Incentive Fund (2008-09) against completion of Citizens Charter (Rs.)	Allotment of Incentive Fund against improving own source of revenue (Rs.)	AA&FS for Incentive Fund (2008-09) against improving own source of revenue (Rs.)	Allotment of Incentive Fund for expenditure for service delivery to the poor between 2007-08 to 2008-09 (Rs.)	Allotment of Incentive Fund for best innovations in citizen-centric services (Rs.)	Statement as on 25.03.2010	
													Total Allotment of Incentive Fund for Non-KMA ULBs (Rs.)	Total AA&FS (Rs.)
1	Ajmerdurg				200000								200000	0
2	Amambadh				200000								1200000	0
3	Asansol MC	1200000			200000								200000	0
4	Ashoknagar-Kalyanpur				200000								1400000	0
5	Baduria	2200000			200000								200000	2855381
6	Baharbat	1200000			200000								1400000	1400000
7	Barkura	1200000			200000								1400000	3300000
8	Baridhaman	1200000			200000								1400000	1398950
9	Basirhat	1200000			200000								2400000	2316928
10	Beldanga	1200000			200000								2400000	2190000
11	Berhampur	1200000			200000								4500000	4500000
12	Birbazar	2200000			400000								0	0
13	Bishnupur	1200000			200000								1400000	0
14	Bolpur	1200000			200000								1400000	0
15	Bongol	2200000			200000								3300000	3300000
16	Chakdih	2200000			200000								1400000	1400000
17	Chandirokua	1200000			200000								200000	0
18	Contai				200000								1400000	1383571
19	Cooh Behar	1200000			200000								1400000	200000
20	Cooper's Camp	1200000			200000								1400000	1394851.98
21	Dainhat	1199841.98			200000								1400000	1387345
22	Dalkhola	1200000			200000								200000	0
23	Dariding	1200000			200000								200000	0
24	Dhulian				200000								200000	0
25	Dhupuri				200000								1400000	1200000
26	Diamond Harbour	1200000			200000								1400000	0
27	Dinbata				200000								2400000	2158562
28	Dubraipur	1200000			200000								200000	0
29	Durgapur	1158562			200000								1400000	1399848
30	Egra				200000								1400000	559919.53
31	English Bazar	1199950			200000								1400000	1400000
32	Gangarampur	381060			200000								1400000	1400000
33	Ghatol	1200000			200000								1400000	1388620
34	Gobaridanga	1200000			200000								2300000	0
35	Gopinbata	1200000			200000								1400000	1398674
36	Habra	1200000			200000								1200000	0
37	Haldia				200000								1400000	1341000
38	Haldibari	1200000			200000								1400000	1368154
39	Isampur	1200000			200000								3500000	3440474
40	Jaigar-Mazipur	2140474			900000								200000	0
41	Jalpaiguri				200000								200000	0
42	Januria				200000								2600000	1999950
43	Janspur	800000			400000								0	0
44	Jhaila				200000								1400000	1200000
45	Jhargram	1200000			200000								1800000	1459825.4
46	Jaugar-Azimganj	1200000			200000								1400000	1400000
47	Kalawati	1200000			200000								200000	0
48	Kalimpur				200000								3500000	3500000
49	Kaha	2200000			400000								200000	0
50	Kandi				200000								4000000	4000000
51	Karwa	2200000			400000								1400000	0
52	Khataspur	1200000			200000								1400000	1400000
53	Kharar	1200000			400000								2500000	2500000
54	Khirpai	1200000			900000								200000	0
55	Krishnanagar				200000								0	0
56	Kuli				200000								0	0
57	Kurseong	1200000			200000								1400000	1370960
58	Nail	1200000			200000								1400000	200000
59	Matlabganj	1200000			200000								3300000	3270897
60	Mekligani	1200000			200000								1400000	1368359
61	Memari	1186359			200000								2300000	2300000
62	Midnapore	1200000			200000								200000	0
63	Minik				200000								200000	0
64	Murshidabad				200000								200000	0
65	Nabadwip	1200000			200000								1400000	1389243
66	Nalhati	1200000			200000								1400000	1394319
67	Old Malda	1198239			200000								1400000	200000
68	Panskura				200000								200000	0
69	Purulia				200000								200000	0
70	Raichanathpur				200000								200000	0
71	Raiganj				200000								200000	0

Allocation and AA&F's against Incentive Fund for Non KMA ULBs

Statement as on 31.03.2010

Sl. No.	Name of ULB	Allocation of Incentive Fund for Completion of DDP (Rs.)	AA&F's for Incentive Fund (2008-09) against completion of DDP (Rs.)	Allocation of Incentive Fund for completion of switch over to accrual based double entry system (Rs.)	AA&F's for Incentive Fund (2008-09) against completion of switch over to accrual based double entry system (Rs.)	Allocation of Incentive Fund for completion of Citizens Charter (Rs.)	AA&F's for Incentive Fund (2008-09) against completion of Citizens Charter (Rs.)	Allocation of Incentive Fund for best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	AA&F's for Incentive Fund against best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	Allocation of Incentive Fund against improving own source of revenue (Rs.)	AA&F's for Incentive Fund (2008-09) against improving own source of revenue (Rs.)	Allocation of Incentive Fund for maximum expenditure for service delivery to the poor between 2007-08 to 2008-09 (Rs.)	Allocation of Incentive Fund for best innovations in citizen centric services (Rs.)	Total Allocation of Incentive Fund for Non KMA ULBs (Rs.)	Total AA&F's (Rs.)
72	Rangibamphore	1200000	1200000	400000	400000	200000	188899							1800000	1788899
73	Rangpurhat	1200000	1200000			200000	200000							1400000	1200000
74	Rangpurhat	2200000	2200000			400000	400000							2800000	2800000
75	Rangpurhat	1200000				200000	200000							1400000	0
76	Santulia					200000	200000							200000	0
77	Santulia	1200000				400000	400000			1000000				2800000	0
78	Siliguri MC	1200000	1200000			200000	200000							1400000	1400000
79	Soradukhi	2200000	2200000			200000	196058							2400000	2390058
80	Suri	1200000	1154375			200000	200000							1400000	1354375
81	Talcherpur	2200000	2200000			200000	200000							2400000	2400000
82	Taki	1200000	1200000	400000	400000	200000	200000							1800000	1400000
83	Taraluk	1200000	1200000			200000	200000							1400000	1400000
84	Tarakeswar	2200000	2200000			400000	400000	1000000	1000000					4500000	3600000
85	Tufanazai	1200000	1200000			200000	198400							1400000	1398400
	Total :	75600000	64779163.98	10200000	7983572	18400000	10717857.93	3000000	2485391	10000000	6708328			121200000	92673012.9
	Component of work for which the fund can be used :		Slum Improvement Intra Municipal Infrastructure Trans Municipal Infrastructure Environment Management Plan Land Use	Livelihood & Poverty Alleviation Local Economic Development Primary Health Care Primary Education	Organisational Development Internal Process & System Improvement Citizen Interface Plan Financial Plan	Any Proposal included Local Economic Development / Livelihood & Poverty Alleviation	Any component of DDP	Any component of DDP	Any projects included in DDP relating to improvement of citizens' service						

Annexure - B

(2009-10) Allotment and AA&FS against Incentive Fund on the basis of 9 Criteria for Non KMA ULBs

Statement as on 25.03.2010

Sl. No.	Name of ULB	Allotment of Incentive Fund on the basis of 9 criteria (Rs.)	AA&FS for Incentive Fund on the basis of 9 criteria (Rs.)
1	Arambagh	1200000	
2	Balurghat	1200000	1200000
3	Barddhaman	1400000	1400000
4	Bongaon	400000	
5	Chakdah	400000	400000
6	Chandrokona	400000	
7	Dalkhola	400000	
8	Diamond Harbour	1000000	
9	Durgapur	1600000	
10	Jangipur	1000000	1000000
11	Jiaganj-Azimganj	600000	600000
12	Kaliaganj	1200000	1200000
13	Katwa	400000	400000
14	Kharagpur	400000	
15	Kharar	400000	400000
16	Khirpai	1200000	1200000
17	Memari	400000	400000
18	Nalhati	400000	400000
19	Old Malda	400000	400000
20	Raiganj	600000	
21	Ranaghat	1000000	1000000
22	Sainthia	400000	
23	Santipur	400000	400000
24	Siliguri MC	600000	
25	Taki	400000	
26	Tamluk	400000	
27	Tarakeswar	400000	
28	Tufanganj	400000	
Total :		✓ 19000000	10400000

This is untied Fund and can be used in any component of work.

Annexure - C

Sl.	ULB Name	Incentive tied with DDP (Rs.)	Untied Incentive (for 9 Criteria) (Rs.)	Total Incentive Admissible (Rs.)	Incentive booked upto Dec-09 (Rs.)	Balance Incentive to be booked (Rs.)	Unadjusted Adv. On 29.03.2010 as per ledger (rounded off to nearest rupee) (Rs.)	Provision made for other expenditure for Jan to Mar-2010 against unadjusted advance (Rs.)	Part of unadjusted advance to be converted to Grant towards Incentive (Rs.)	Amount to be released now as Grant towards Incentive (Rs.)	Mode of Release (Fund Transfer (FT) / DD (No. & Dt.))
1	2	3	4	5=3+4	6	7=5-6	8	9	10=8-9	11=7-10	12
1	Alipurduar	0	0	0	0	0	343188	343188	0	0	
2	Arambagh	0	1200000	1200000	0	1200000	419960	119960	300000	900000	FT on 30.3.10
3	Ashokenagar Kalyangarh	1400000		1400000	0	1400000	337312	137312	200000	1200000	043925 dt.30.3.10
4	Assansol M.C.	0	0	0	0	0	-124717	-124717	0	0	
5	Baduria	0	0	0	0	0	503720	503720	0	0	
6	Balughat	3400000	1200000	4600000	0	4600000	712009	112009	600000	4000000	FT on 30.3.10
7	Bankura	1400000		1400000	0	1400000	1266576	166576	1100000	300000	FT on 30.3.10
8	Bardhaman	3300000	1400000	4700000	0	4700000	516152	116152	400000	4300000	043926 dt.30.3.10
9	Basirhat	1400000		1400000	49950	1350050	192222	142172	50050	1300000	FT on 30.3.10
10	Beldanga	2400000		2400000	0	2400000	532970	132970	400000	2000000	043927 dt.30.3.10
11	Berhampore	2400000		2400000	0	2400000	740734	140734	600000	1800000	043928 dt.30.3.10
12	Bimagar	4500000		4500000	3579497	920503	941510	121007	820503	100000	FT on 30.3.10
13	Bishnupur	0	0	0	0	0	197423	197423	0	0	
14	Bolpur	1400000		1400000	0	1400000	299315	199315	100000	1300000	043929 dt.30.3.10
15	Bongaon	1400000	400000	1800000	0	1800000	198938	198938	0	1800000	FT on 30.3.10
16	Chakdah	3300000	400000	3700000	2122125	1577875	1550010	172135	1377875	200000	043930 dt.30.3.10
17	Chandrakona	1400000	400000	1800000	1266270	533730	233951	100221	133730	400000	043931 dt.30.3.10
18	Contai	0	0	0	0	0	613725	613725	0	0	
19	Coochbehar	1400000		1400000	108200	1291800	354116	162316	191800	1100000	043932 dt.30.3.10
20	Coopers Camp	1400000		1400000	0	1400000	459555	159555	300000	1100000	043933 dt.30.3.10
21	Dainhat	1400000		1400000	0	1400000	532931	132931	400000	1000000	FT on 30.3.10
22	Dalkhola	1400000	400000	1800000	0	1800000	650542	150542	500000	1300000	FT on 30.3.10
23	Darjeeling	0	0	0	0	0	425167	425167	0	0	
24	Dhulian	0	0	0	0	0	126669	126669	0	0	

Sl.	ULB Name	Incentive tied with DDP (Rs.)	Untied Incentive (for 9 Criteria) (Rs.)	Total Incentive Admissible (Rs.)	Incentive booked upto Dec- 09 (Rs.)	Balance Incentive to be booked (Rs.)	Unadjusted Adv. On 29.03.2010 as per ledger (rounded off to nearest rupee) (Rs.)	Provision made for other expenditure for Jan to Mar-2010 against unadjusted advance (Rs.)	Part of unadjusted advance to be converted to Grant towards Incentive (Rs.)	Amount to be released now as Grant towards Incentive (Rs.)	Mode of Release (Fund Transfer (FT) / DD (No. & Dt.))
1	2	3	4	5=3+4	6	7=5-6	8	9	10=8-9	11=7-10	12
25	Dhupguri	0	0	0	0	0	231930	231930	0	0	
26	Diamond Harbour	0	1000000	1000000	0	1000000	211527	111527	100000	900000	043939 dt 30.3.10
27	Dinhata	1400000		1400000	0	1400000	362718	162718	200000	1200000	FT on 30.3.10
28	Dubrajpur	1400000		1400000	0	1400000	450350	150350	300000	1100000	FT on 30.3.10
29	Durgapur M.C.	2400000	1600000	4000000	0	4000000	447148	147148	300000	3700000	043934 dt 30.3.10
30	Egra	0		0	0	0	385092	385092	0	0	
31	English Bazar	1400000		1400000	0	1400000	418267	118267	300000	1100000	043935 dt 30.3.10
32	Gangarampur	1400000		1400000	0	1400000	368860	168860	200000	1200000	FT on 30.3.10
33	Ghatal	1400000		1400000	0	1400000	138704	138704	1200000	200000	043936 dt 30.3.10
34	Gobardanga	1400000		1400000	0	1400000	898018	198018	700000	700000	043937 dt 30.3.10
35	Gushkara	2300000		2300000	0	2300000	262928	162928	100000	2200000	FT on 30.3.10
36	Habra	1400000		1400000	0	1400000	410089	110089	300000	1100000	043938 dt 30.3.10
37	Haldia	0		0	0	0	269618	269618	0	0	
38	Haldibari	1400000		1400000	0	1400000	147495	147495	0	1400000	FT on 30.3.10
39	Islampur	1400000		1400000	0	1400000	827778	127778	700000	700000	FT on 30.3.10
40	Jainagar-Mazilpur	3500000		3500000	1094652	2405348	1232765	127417	1105348	1300000	FT on 30.3.10
41	Jalpaiguri	0		0	0	0	273233	273233	0	0	
42	Jamuria	0		0	0	0	57940	57940	0	0	
43	Jangipur	2600000	1000000	3600000	0	3600000	1232495	132495	1100000	2500000	FT on 30.3.10
44	Jhalda	0		0	0	0	326159	326159	0	0	
45	Jhargram	1400000		1400000	0	1400000	103059	103059	0	1400000	FT on 30.3.10
46	Jiaganj-Azimganj	1600000	600000	2200000	0	2200000	2258131	158131	2100000	100000	043940 dt 31.3.10
47	Kaliaganj	1400000	1200000	2600000	150	2599850	342305	142455	199850	2400000	FT on 30.3.10
48	Kalimpong	0		0	0	0	458338	458338	0	0	
49	Kalna	3500000		3500000	64464	3435536	588234	152698	435536	3000000	FT on 30.3.10

Sl.	ULB Name	Incentive tied with DDP (Rs.)	Untied Incentive (for 9 Criteria) (Rs.)	Total Incentive Admissible (Rs.)	Incentive booked upto Dec-09 (Rs.)	Balance Incentive to be booked (Rs.)	Unadjusted Adv. On 29.03.2010 as per ledger (rounded off to nearest rupee) (Rs.)	Provision made for other expenditure for Jan to Mar-2010 against unadjusted advance (Rs.)	Part of unadjusted advance to be converted to Grant towards Incentive (Rs.)	Amount to be released now as Grant towards Incentive (Rs.)	Mode of Release (Fund Transfer (FT) / DD (No. & Dt.))
1	2	3	4	5=3+4	6	7=5-6	8	9	10=8-9	11=7-10	12
50	Kandi	0	0	0	0	0	328853	328853	0	0	
51	Katwa	400000	400000	440000	516031	3883969	2674702	190733	2483969	1400000	FT on 30.3.10
52	Kharagpur	1400000	400000	1800000	0	1800000	317780	117780	200000	1600000	FT on 30.3.10
53	Kharar	1400000	400000	1800000	739038	1060962	698633	137671	560962	500000	FT on 30.3.10
54	Khripai	2500000	1200000	3700000	177900	3522100	830746	108646	722100	2800000	FT on 30.3.10
55	Krishnagar	0	0	0	0	0	125571	125571	0	0	
56	Kulti	0	0	0	0	0	411485	411485	0	0	
57	Kurseong	1400000		1400000	0	1400000	158420	158420	0	1400000	043941 dt 31.3.10
58	Mal	1400000		1400000	0	1400000	162745	162745	0	1400000	043942 dt 31.3.10
59	Mathabhanga	3300000		3300000	1393670	1906330	960995	154665	806330	1100000	043943 dt 31.3.10
60	Mekhliganj	1400000		1400000	0	1400000	171536	171536	0	1400000	043944 dt 31.3.10
61	Memari	2300000	400000	2700000	117463	2582537	265240	182703	82537	2500000	FT on 30.3.10
62	Midnapore	0	0	0	0	0	381678	381678	0	0	
63	Mirik	0	0	0	0	0	235325	235325	0	0	
64	Murshidabad	0	0	0	0	0	349273	349273	0	0	
65	Nabwadip	1400000		1400000	0	1400000	1408167	108167	1300000	100000	FT on 30.3.10
66	Nalhati	1400000	400000	1800000	0	1800000	450772	150772	300000	1500000	FT on 30.3.10
67	Old Malda	1400000	400000	1800000	350	1799650	196501	96851	99650	1700000	043945 dt 31.3.10
68	Panskura	0	0	0	0	0	479302	479302	0	0	
69	Purulia	0	0	0	0	0	111413	111413	0	0	
70	Raghunathpur	0	0	0	0	0	213432	213432	0	0	
71	Raiganj	0	600000	600000	0	600000	512126	112126	400000	200000	FT on 30.3.10
72	Ramjibonpur	1800000		1800000	1270447	529553	310271	180718	129553	400000	043946 dt 31.3.10
73	Rampurhat	1400000		1400000	0	1400000	245731	145731	100000	1300000	FT on 30.3.10
74	Ranaghat	2600000	1000000	3600000	2300000	1300000	609632	109632	500000	800000	043947 dt 31.3.10

Sl.	ULB Name	Incentive tied with DDP (Rs.)	Untied Incentive (for 9 Criteria) (Rs.)	Total Incentive Admissible (Rs.)	Incentive booked upto Dec-09 (Rs.)	Balance Incentive to be booked (Rs.)	Unadjusted Adv. On 29.03.2010 as per ledger (rounded off to nearest rupee) (Rs.)	Provision made for other expenditure for Jan to Mar-2010 against unadjusted advance (Rs.)	Part of unadjusted advance to be converted to Grant towards Incentive (Rs.)	Amount to be released now as Grant towards Incentive (Rs.)	Mode of Release (Fund Transfer (FT) / DD (No. & Dt.))
1	2	3	4	5=3+4	6	7=5-6	8	9	10=8-9	11=7-10	12
75	Raniganj	1400000		1400000	0	1400000	231610	131610	100000	1300000	FT on 30.3.10
76	Sainthia	0	400000	400000	0	400000	224581	124581	100000	300000	FT on 30.3.10
77	Santipur	2600000	400000	3000000	0	3000000	254943	154943	100000	2900000	FT on 30.3.10
78	Siliguri M.C.	1400000	600000	2000000	6475	1993525	671307	177782	493525	1500000	043948 dt.31.3.10
79	Sonamukhi	2400000		2400000	0	2400000	486580	186580	300000	2100000	FT on 30.3.10
80	Suri	1400000		1400000	0	1400000	1428374	128374	1300000	100000	FT on 30.3.10
81	Taherpur	2400000		2400000	353879	2046121	537882	191761	346121	1700000	043949 dt.31.3.10
82	Taki	1800000	400000	2200000	0	2200000	293743	193743	100000	2100000	043950 dt.31.3.10
83	Tamluk	1400000	400000	1800000	0	1800000	594029	194029	400000	1400000	043951 dt.31.3.10
84	Tarakeswar	4500000	400000	4900000	1121190	3778810	559316	180506	378810	3400000	FT on 30.3.10
85	Tufanganj	1400000	400000	1800000	0	1800000	1228396	128396	1100000	700000	043952 dt.31.3.10
	TOTAL	114400000	19000000	133400000	16281751	117118249	45048249	15830000	29218249	87900000	

Guidelines
for implementing Projects from KUSP Fund
allotted as incentive to
85 Non-KMA ULBs



May - 2008

A. The Incentive which will be issued on 10 (ten) different components are as below :

Sl. No.	Incentive Fund to 85 Non-KMA ULBs	Items for which this Incentive Fund can be used
1.	Incentive for completion of DDP (accepted during internal appraisal process by DLB/CMU and finally approved by DPC) - Rs.12.00 lakhs each ULB. Total = $(85 \times 12) = \text{Rs.}10.20 \text{ Cr crores}$. This amount may be spent by ULBs for proposals included in their DDP in Component-1 i.e. Infrastructure, Land Use and Environment.	Infrastructure, Land use and Environment schemes as provided in DDP Component-1
2.	Incentive for first 10 DDPs to be approved - Rs.10.00 lakhs each ULB. Total (Rs.10.00 lakhs x 10) = Rs.1.00 crore. This amount may be spent by ULBs for proposals/projects included in Component-1 of the DDP i.e. Infrastructure, Land Use and Environment.	Infrastructure, Land use and Environment schemes as provided in DDP Component-1
3.	ULBs who switch over to accrual based double entry system (complete in all respects) - Rs.4.00 lakhs each - Total (Rs.85.00 lakhs x 4) = Rs.3.40 crores This amount may be spent by ULBs for proposals/projects included in Component-2 of their DDP i.e. Social and Livelihood Development (Strengthening of CDS and Thrift and Credit Groups should be taken up from this fund as a priority)	Social and Livelihood Development schemes (Strengthening of CDS and Thrift & Credit Groups-priority) as provided in DDP Component -2
4.	First 10 ULBs who switched over to accrual based double entry system (complete in all respects) - Rs.5.00 lakhs each. Total (Rs.5.00 x 10) = Rs.50.00 lakhs. This amount may be spent by ULBs on projects/proposals included in Component-2 of their DDP i.e. Social and Livelihood Development (Strengthening of CDS & Thrift and Credit Groups should be taken up from this fund as a priority)	Social and Livelihood Development schemes (Strengthening of CDS and Thrift & Credit Groups-priority) as provided in DDP Component-2
5.	ULBs who are able to develop good quality citizens' charter and display it for citizens at prominent places. Rs.2.00 lakhs each ULB. Total (Rs.2.00 lakhs x 85) = Rs.1.70 cores. This amount may be spent by the ULBs on projects/proposals included in Component-3 of their DDP i.e. Municipal Institutional strengthening	Municipal Institutional strengthening schemes as provided in DDP Component-3

Sl. No.	Incentive Fund to 85 Non-KMA ULBs	Items for which this Incentive Fund can be used
6.	First 10 ULBs in developing citizens' charter and displaying it for citizens'. Rs.2.00 lakhs each ULB. Total (Rs.2.00 lakhs x 10) = Rs.20.00 lakhs. This amount may be spent by the ULBs on projects/proposals included in Component-3 i.e. Municipal Institutional strengthening of their DDPs	Municipal Institutional strengthening schemes as provided in DDP Component-3
7.	Incentive for first 10 ULBs who improve own source of revenue between 2006-07 and 2007-08 and between 2007-08 and 2008-09 by more than 20% - Rs.10.00 lakhs per ULB for first 10 ULBs for both the years. Total (Rs.20.00 lakhs x 10) = Rs.2.00 crores. ULBs will only be eligible if they have made a minimum of 20% improvement in own source revenue. This amount may be spent by the ULBs in proposals/projects included in any of the components of DDP.	Any schemes like Infrastructure / Land use / Environment / Social & Livelihood Development / Municipal Institutional strengthening as provided in any Component of DDP.
8.	ULBs who have made maximum expenditure for service delivery to the poor between 2007-08 to 2008-09. First 10 ULBs - Rs.10.00 lakhs each. Total (Rs.10.00 lakhs x 10) = Rs.1.00 crore. This amount may also be spent by ULBs in proposals included in any of the Components in DDP.	Any schemes like Infrastructure / Land use / Environment / Social & Livelihood Development / Municipal Institutional strengthening as provided in any Component of DDP.
9.	ULBs who have the best performance in creation of livelihood opportunities (first 10 ULBs). Total (Rs.10.00 lakhs x 10) = Rs.1.00 crore. This amount may be spent by ULBs in any proposals/projects included in local economic development or livelihoods and poverty alleviation sub-components of DDP. (DDP Component - 2)	In any proposals / projects included in local economic development or livelihoods and poverty alleviation sub-components of DDP in DDP Component-2.
10.	Best innovations in citizen centric services (20 innovations x Rs.5.00 lakhs) = Rs.1.00 crores. This amount may be spent by ULBs for proposals/projects included in their DDP relating to improvement of Citizens' services. (DDP Component - 3)	In any proposals / projects included in DDP relating to improvement of citizens' services in DDP Component-3.

Government of West Bengal

DIRECTORATE OF LOCAL BODIES
PURTA BHAVAN, (1ST FLOOR)
BIDHANNAGAR, KOLKATA - 700 091

Office of
h
circulate
17/3

No. /DLB/e-governance/1-2010.

Dated, Kolkata, the

March, 2010.

ORDER

6930
AG/3/10
W.

Shri Santanu Mukherjee, WBCS (Exe.), who has recently joined as Deputy Director of Local Bodies, will work, in addition to his normal duties, with Change Management Unit under Kolkata Urban Services for the Poor for supervising the implementation of "e-governance" under KUSP.

This issues with the approval of Secretary, Municipal Affairs Department, Govt. of West Bengal.

sd/-

Director of Local Bodies, West Bengal
&
Ex-officio Joint Secretary,
M.A. Department.

No. 388/1(2)/DLB/e-governance/1-2010.

Dated, Kolkata, the 12th March, 2010.

Copy forwarded for information and taking necessary action to :

1. The Secretary, M.A. Department for kind information.
2. The Project Director, CMU, KUSP.
3. The Project Manager, CMU, KUSP.
4. The Joint Director of Local Bodies (Headquarters), W.B.
5. The Joint Director of Local Bodies (Audit & Accounts), W.B.
6. Deputy Directors of Local Bodies.
(Headquarters), W.B.
7. Shri Santanu Mukherjee, Dy. Director of Local Bodies, W.B.

12-3-10
Director of Local Bodies, West Bengal
&
Ex-officio Joint Secretary,
M.A. Department.



KOLKATA URBAN SERVICES FOR THE POOR

CHANGE MANAGEMENT UNIT

Memo. No. CMU-338/2006/3080(40)

Bharat Chandra Saha, IAS

Project Director

Date: 10.03.2010

From: Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....40..... Municipal Corporation / Municipality

Sub: Expenditure on account of different component of KUSP works against allotment (2009-11)

Sir / Madam,

You are aware that KUSP programme will end in March 2011. The total allotment against SLIF & IMIF work for the year 2009-2011 is Rs. 48.06 crore and Rs. 58.46 crore respectively. All the works of SLIF, IMIF and other component of works like Health, LED, Capacity Building etc. have, therefore, to be positively completed and expenditure booked within December, 2010.

In view of above, the ULBs were requested to forecast the expenditure they expect to incur during the period Nov. 2009 to Dec. 2010 against different component of works within different time period like Nov. 09 to Jan.10, Feb. 10, March 10 and onwards. I am enclosing herewith 4 (four) statements showing ULB's commitment vs actual expenditure upto Jan. 2010. From the statements it may please be seen that expenditure of many of the ULBs are far below their forecast. Two columns showing ULB's commitment in Feb & March 10 are shown in this statement. Other three columns of expected expenditure-commitment by ULBs for April, May & June 2010 are also added in columns 10, 11 & 12 of the statements which may kindly be filled in.

I reiterate that allotment against any component of work, which will remain unspent after Dec. 2010, will lapse. You are, therefore, requested to please make necessary arrangement to stick to your commitment with regard to expenditure including shortfall that has taken place so far against all component of works like SLIF, IMIF, Capacity Building, LED, Health etc.

In order to make the KUSP programme successful and utilise the total fund, which is mostly grant, you will have to complete work of all components and book expenditure as per your commitment. **It may please be noted that if the actual expenditure against expenditure forecast of any component of work of any ULB is found to be highly disproportionate within April 2010, CMU may have no other alternative than to divert the unspent fund to other ULBs whose work is hindering for want of fund. The blank columns of the enclosed statement may kindly be filled in and sent to this office within 31st March 2010.**

This may please be treated urgent.

Thanking you,

Encl: 4 (four) statements

Copy to:

- 1) Project Manager, CMU
- 2) All Experts, CMU (H-E)

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU


Project Director, CMU

Encls/Letter MIF

CMU - A REGISTERED SOCIETY UNDER MUNICIPAL AFFAIRS DEPTT., GOVT. OF WEST BENGAL
ILGUS BHAVAN, HC - BLOCK, SECTOR - 3, BIDHANNAGAR, KOLKATA - 700 106
PH. : 033-2334 2660 (Direct), 2337 8723 / 6226 (Extn. 101), FAX : 033-2337 7318 / 6229
E-mail : kuspcmu@vsnl.net, Website : www.changekolkata.org

Statement showing commitment of ULBs vs actual expenditure (2009-11)

(-) Negative figure in col. 6 shows less expenditure
(+) Positive figure in col. 6 shows excess expenditure

Sl. No.	Name of ULB	(3)		(4)		(5)		(6)		(7)		(8)		(9)		(10)		(11)		(12)	
		SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF
1	Baidyabati	28.93	64.16	0	0	0.29	0.97	0.29	0.97	0	0			0	0						
2	Bally	77.61	211.54	0	91.11	15	71.04	15	-20.07	14	0			14	120.43						
3	Bansberia	29.57	114.61	5	46.17	1.48	31.18	-3.52	-14.99	6	18.2			5.5	21						
4	Baranagar	169.31	181.43	67.24	111	46.5	92.99	-20.74	-18.01	28.4	25.5			27.39	25.5						
5	Barasat	50	142.83	10	10	0.66	0	-9.34	-10	15	20			11.52	50						
6	Barrackpore	50	189.38	24.7	92.5	0	62.12	-24.7	-30.38	10.8	21.9			5.4	26.95						
7	Baruipur	34.6	27.74	34.6	26.61	0.87	17.01	-33.73	-9.6	0	0			0	0						
8	Bhadreswar	120.95	115.53	60	50	31.29	9.94	-28.71	-40.06	50	50			10.95	15.53						
9	Bhatpara	285.64	260.89	10.5	52.5	24.38	15.5	13.88	-37	42.01	5.5			43.33	2.88						
10	Bidhannagar	50	97.28	20	40	50.46	14.43	30.46	-25.57	20	30			10	26.85						
11	Budge Budge	37.75	35.56	8.5	27	0	0.16	-8.5	-26.84	11.42	4			12.8	4.56						
12	Chandannagar	41.48	63.69	8.41	1.61	1.62	0	-6.79	-1.61	6	34			16	19.92						
13	M.C.	70.11	150.21	35.5	114.1	19.42	5.04	-16.08	-109.06	14	36.11			0	0						
14	Dum Dum	63.9	112.67	12.79	20	3	3	-9.79	-17	28.15	30			13.84	40						
15	Garulia	33.98	39.75	8	21.16	5.08	10.67	-2.92	-10.49	2	0			1.37	0						
16	Gayeshpur	53.82	31.98	9.76	12.28	0	0	-9.76	-12.28	31.81	11.1			12.87	8.59						
17	Halisahar	72.28	177.13	14.45	35.42	2.74	15.26	-11.71	-20.16	21.68	53.14			36.14	88.56						
18	Hooghly Chinsurah	66.86	155.17	36.35	79.42	0.41	59.01	-35.94	-20.41	10	20.05			20.49	55.61						
19	Howrah M.C.	615.49	622.3	42.05	12.45	6.45	36.68	-35.6	24.23	83.13	93.39			142.54	249.06						
20	Kalyani	283.86	50.58	58	6.5	0.45	0	-57.55	-6.5	6.41	4			18	9.23						

Statement showing commitment of ULBs vs actual expenditure (2009-11)

(-) Negative figure in col. 6 shows less expenditure
(+) Positive figure in col. 6 shows excess expenditure

Rs. in lakh

Sl. No.	Name of ULB	(3)		(4)		(5)		(6)		(7)		(8)		(9)		(10)		(11)		(12)	
		SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF	SLIF	IMIF
21	Kamarhati	116.92	275.73	62	100	28.26	163.51	-33.74	63.51	40	70			15.92	78						
22	Kanchrapara	25.73	67.79	13	47	3.09	0	-9.91	-47	0	20.79			0	0						
23	Khardah	50	111.27	50	85.32	0.01	50.83	-49.99	-34.49	0	15.56			0	0						
24	Konnagar	50	44.55	50	44.55	30.63	31.61	-19.37	-12.94	0	0			0	0						
25	Madhyamgram	100.84	116.39	33.19	46.56	0	0	-33.19	-46.56	17.54	29.1			8.92	34.92						
26	Maheshtala	885.93	238.12	0	0	0	3.65	0	3.65	171.24	0			158.71	0						
27	Naihati	62.75	132.91	20.75	27.35	0	0	-20.75	-27.35	4	13.67			4	3.67						
28	New Barrackpore	23.4	151.65	21.2	100	23.4	69.23	2.2	-30.77	2.2	29.52			0	22.13						
29	North Barrackpore	25	176.54	10.08	0	0.26	2.82	-9.82	2.82	7.92	52.8			7	88						
30	North Dum Dum	144.01	236.08	70	100	0.58	65.45	-69.42	-34.55	-45	100			29.01	36.08						
31	Panihati	107.72	214.93	14	8.45	15.14	0	1.14	-8.45	18.5	58.52			19.5	49						
32	Pujali	25	71.06	22	66.64	0	11.75	-22	-54.89	3	4.42			0	0						
33	Rajarhat-Gopalpur	72.79	143.52	72.79	143.52	12.69	53.88	-60.1	-89.64	0	0			0	0						
34	Rajpur-Sonarpur	416.2	207.53	87.6	130	64.89	122.27	-22.71	-7.73	65.25	10			65.45	30						
35	Rishra	50	60.47	42.47	40	7.93	21.05	-34.54	-18.95	7.53	20.47			0	0						
36	Serampore	34.94	117.16	29.54	112.16	0.03	89.38	-29.51	-22.78	5.4	5			0	0						
37	South Dum Dum	188.91	292.1	47	73.02	3.4	0.1	-43.6	-72.92	37.7	58.42			37.7	58.42						
38	Titagarh	53.63	76.62	20	40	0.36	7.39	-19.64	-32.61	19	20			10.96	15.42						
39	Uluberia	95.39	124.68	0	0	0	0	0	0	0	0			0	0						
40	Uttarpara-Kotrung	41.21	142.83	15	70	2.29	37.13	-12.71	-32.87	10	15			6	22						
Total:		4806.51	5846.36	1146.47	2084.4	403.06	1175.05	-743.41	-909.35	855.09	980.16	0	0	765.31	1202.31						

Statement showing commitment of ULBs vs actual expenditure in Capacity Building (2009-11)

(-) Negative figure in col. 6 shows less expenditure

(+) Positive figure in col. 6 shows excess expenditure

Sl. No.	Name of ULB	Allotment of 2009-11	ULB's commitment for expenditure in Nov-Jan 10	Actual expenditure in Nov-Jan 10	Shortfall upto Jan 10	ULB's commitment for expenditure in Feb 10	Actual expenditure in Feb 10	ULB's commitment for expenditure in March 10	ULBs commitment for expenditure in April 10	ULB's commitment for expenditure in May 10	ULB's commitment for expenditure in June 10
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	Baidyabati	16.24	0.00	2.26	2.26	0.00		0.00			
2	Bally	43.40	0.50	0	-0.50	0.00		2.75			
3	Bansberia	15.67	0.00	0.26	0.26	2.50		4.00			
4	Baranagar	37.59	12.45	7.39	-5.06	7.93		7.32			
5	Barasat	36.47	11.50	7.51	-3.99	8.79		6.40			
6	Barrackpore	21.32	9.30	0.24	-9.06	4.20		6.08			
7	Baruipur	6.74	2.44	2.69	0.25	0.69		0.16			
8	Bhadreswar	20.32	3.95	2.26	-1.69	5.00		1.00			
9	Bhatpara	93.66	3.38	0	-3.38	8.34		7.33			
10	Bidhannagar	25.18	0.59	0	-0.59	7.02		0.00			
11	Budge Budge	11.32	1.57	2.74	1.17	0.00		0.00			
12	Chandannagore	15.49	1.50	0.7	-0.80	5.00		2.04			
13	M.C	24.33	14.83	0.37	-14.46	1.63		0.56			
14	Dum Dum	15.20	4.55	0.84	-3.71	2.50		1.50			
15	Garulia	11.59	2.20	0.76	-1.44	0.92		0.00			
16	Gayeshpur	13.01	8.36	0.56	-7.80	0.00		0.00			
17	Halisahar	19.12	16.08	6.07	-10.01	2.54		0.50			
18	Hooghly Chinsurah	25.53	25.53	0.03	-25.50	0.00		0.00			
19	Howrah M.C.	221.73	14.04	0	-14.04	19.65		35.27			
20	Kalyani	17.28	2.00	1.56	-0.44	1.06		1.53			
21	Kamarhati	47.24	10.06	2.54	-7.52	0.00		21.30			

Statement showing commitment of ULBs vs actual expenditure in Capacity Building (2009-11)

(-) Negative figure in col. 6 shows less expenditure

(+) Positive figure in col. 6 shows excess expenditure

Rs. in lakh

Sl. No.	Name of ULB	Allotment of 2009-11	ULB's commitment for expenditure in Nov-Jan 10	Actual expenditure in Nov-Jan 10	Shortfall upto Jan 10	ULB's commitment for expenditure in Feb 10	Actual expenditure in Feb 10	ULB's commitment for expenditure in March 10	ULBs commitment for expenditure in April 10	ULB's commitment for expenditure in May 10	ULB's commitment for expenditure in June 10
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
22	Kanchrapara	19.06	8.89	0.78	-8.11	2.00		1.49			
23	Kharchah	16.18	0.37	0.18	-0.19	7.89		7.92			
24	Konnagar	10.83	9.18	4.78	-4.40	0.00		0.00			
25	Madhyamgram	23.33	12.07	0	-12.07	2.90		2.90			
26	Maheshala	68.87	0.00	0.92	0.92	0.00		0.00			
27	Naihati	32.54	0.50	5.95	5.45	1.00		2.78			
28	New Barrackpore	12.48	0.00	0.56	0.56	3.06		3.02			
29	North Barrackpore	22.24	5.69	0.34	-5.35	3.13		5.28			
30	North Dum Dum	43.71	5.55	0.03	-5.52	6.39		8.64			
31	Panihati	68.79	1.00	0.51	-0.49	15.87		12.17			
32	Pujali	5.08	0.00	0.16	0.16	0.00		0.00			
33	Rajarhat-Gopalpur	47.92	0.00	4.73	4.73	0.00		2.40			
34	Rajpur-Sonarpur	59.20	0.00	0	0.00	0.00		0.00			
35	Rishra	22.60	0.00	0.38	0.38	5.78		2.66			
36	Serampore	28.15	15.22	9.45	-5.77	0.00		0.00			
37	South Dum Dum	60.37	0.00	5	5.00	0.00		33.86			
38	Titagarh	20.03	1.00	0.67	-0.33	1.76		2.97			
39	Uluberia	35.22	4.67	1.31	-3.36	0.00		0.00			
40	Uttarpara-Kotrung	22.65	5.20	0.92	-4.28	3.50		5.20			
Total:		1357.68	214.17	75.45	-138.72	131.05	0	189.03			

Statement showing commitment of ULBs vs Actual Expenditure in Health (2009-11)

Sl. No.	Name of ULB	Allotment (2009-2011)	ULB's commitment for expenditure in Nov-Jan '10	Actual expenditure in Nov-Jan, '10	Shortfall upto Jan, '10	ULB's commitment for expenditure in Feb '10	Actual expenditure in Feb, '10	ULB's commitment for expenditure in Mar '10	ULB's commitment for expenditure in Apr '10	ULB's commitment for expenditure in May '10	ULB's commitment for expenditure in June '10
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	Bhaipara	23.19	5.5	5.25	-0.25						
2	Barrackpore	17.47	9.42	1.20	-8.22	1.81		0.88			
3	Bidhanagar	20.32	0.00	0.16	0.16	0.00		0.00			
4	Baranagar	30.34	4.65	0.27	-4.38	4.02		5.82			
5	Barasat	27.92	10.42	0.31	-10.11	5.00		5.00			
6	Baripur	5.44	2.96	0.00	-2.96	0.25		0.30			
7	Budge Budge	6.51	6.50	6.50	0.00	0.00		0.00			
8	Bally	31.66	31.00	14.32	-16.68	0.86		0.00			
9	Baidyabati	9.63	1.20	0.00	-1.20	2.13		1.00			
10	Bansberia	11.05	0.00	0.00	0.00	0.00		0.00			
11	Bhadreswar	12.83	1.85	0.58	-1.27	3.72		4.94			
12	Chandernagore MC	19.63	10.02	0.68	-9.34	5.75		5.75			
13	Chandani	12.50	7.00	7.82	0.82	4.37		1.00			
14	Dum Dum	12.26	6.00	4.08	-1.92	3.00		1.00			
15	Garulia	8.91	0.00	0.00	0.00	8.91		0.00			
16	Gayeshpur	5.77	1.77	0.10	-1.67	0.00		0.00			
17	Halisahar	15.07	13.09	5.28	-7.81	1.17		0.20			
18	Howrah MC	122.11	39.40	3.52	-35.88	33.86		24.37			
19	Hooghly Chinsurah	20.60	1.88	0.76	-1.12	0.50		0.50			
20	Kanchrapara	15.27	2.32	0.00	-2.32	0.46		5.18			
21	Khardah	13.37	0.00	0.00	0.00	6.00		7.06			
22	Kamarhati	38.05	19.68	1.89	-17.79	1.07		1.38			
23	Kalyani	9.92	5.88	0.95	-4.93	0.34		0.34			
24	Konnagar	8.74	0.00	1.33	1.33	0.00		1.74			
25	Madhyamgram	17.63	11.12	6.15	-4.97	5.83		0.68			
26	Mareshala	47.12		0.00	0.00	14.00		2.41			
27	Nahali	26.08	10.00	9.30	-0.70	4.00		4.00			
28	New Barrackpore	10.07	8.47	10.02	1.55	0.75		0.00			
29	North Barrackpore	14.59	0.00	1.47	1.47	0.00		10.13			
30	North Dum Dum	26.63	14.00	1.45	-12.55	3.96		0.35			
31	Panihati	41.92	0.38	10.37	10.00	11.43		9.34			
32	Pujali	4.10	0.36	0.00	-0.36	0.82		0.29			
33	Rajarhat Gopalpur	32.90	5.77	7.70	1.93	1.30		1.50			
34	Rajpur Sonarpur	40.19	0.26	0.00	-0.26	0.30		5.10			
35	Rishra	13.71	0.00	0.46	0.46	0.75		0.00			
36	South Dum Dum	46.63	4.00	0.06	-3.94	4.69		4.00			
37	Serampore	23.96	6.28	0.00	-6.28	10.00		0.00			
38	Titagarh	15.04	13.82	0.00	-13.82	1.16		0.00			
39	Uluberia	24.46	15.97	0.00	-15.97	1.10		2.78			
40	Uttarpara Kotung	17.17	6.87	0.00	-6.87	3.40		1.70			
	Total	900.76	272.31	101.98	-175.85	146.50		102.96	102.96	102.96	102.96



01.03.09

CHANGE MANAGEMENT UNIT (CMU)

NOTE -

Kolkata Urban Services for the Poor has organised a symposium on the issue of "Impact of Climate Change and Urban Planning - Copenhagen Experience" on 4th March 2010 at 2.30 P.M. at the SUDA Conference Hall, ILGUS Bhawan, HC-Block, Bidhannagar. In that symposium, Hon'ble MIC, Municipal Affairs & Urban Development Deptt. and other dignitaries will remain present as distinguish speakers.

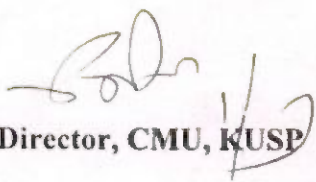
You are requested kindly to remain present at the symposium.


(Bharat Chandra Saha)

Project Director, CMU, KUSP

Copy to:

1. Project Manager, CMU
2. Engineering Expert, CMU
3. Financial Adviser & Municipal Finance Expert, CMU
4. OD Expert, CMU
5. Urban Planner, CMU
- ✓ 6. Health Expert, CMU
7. Procurement Expert, CMU
8. Poverty Monitoring Expert, CMU
9. Shri T.K. Mitra, Consultant CMU
10. Economist, CMU
11. Financial Adviser, CMU
12. Accounts Officer, CMU
13. IT Expert, CMU
14. Computer Programmer, CMU


Project Director, CMU, KUSP



No.CMU- 150 / 2004 (Pt - III) / 2378

Date: 26-02-2010

ORDER

Sub: Environmental Study and Energy Audit Study in different municipalities under KMDA

In suppression of previous order as circulated by this office in November 2009, it is decided that henceforth the above works would be looked after by Procurement Expert in addition to his normal duties.

The order is issued in the interest of CMU.

Sri Saibal Thakurata, Urban Planner, CMU, is requested to hand over the charges to Sri A K Halder, Procurement Expert, immediately. Sri Halder is requested to take over the charges.

(Bharat Chandra Saha)
Project Director, CMU, KUSP

Copy forwarded for kind information and necessary action to:

- (1) Project Manager, CMU, KUSP
- (2) Municipal Finance Expert & FA, CMU, KUSP
- (3) Engineering Expert, CMU, KUSP
- (4) OD Expert, CMU, KUSP
- (5) Urban Planner, CMU, KUSP
- (6) Health Expert, CMU, KUSP
- (7) Procurement Expert, CMU, KUSP
- (8) Poverty Monitoring Expert, CMU, KUSP
- (9) Shri T K Mitra, Consultant, CMU, KUSP
- (10) Economist, CMU, KUSP
- (11) Accounts Officer, CMU, KUSP
- (12) IT Expert, CMU, KUSP
- (13) Computer Programmer, CMU, KUSP

Project Director, CMU, KUSP



Misc file

Dr. Kallol Kr. Mukherjee

WBCS (Exe)
Project Manager

No.CMU- 25/2002(M-II)/2904

February 17, 2010
18

NOTICE

PD desires to take a meeting with all the experts of CMU on 19/02/2010 regarding the booking of expenditure in regard to their sectors at SUDA Conference Hall at 3-30 p.m. All the experts are requested kindly to remain present in the meeting.

KW

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy forwarded for kind information and necessary action to:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

KW

Project Manager, CMU, KUSP



CHANGE MANAGEMENT UNIT (CMU)

NOTE

15-2-2010

The copy of the tour programme of UK National Audit Office is enclosed.

From the programme it is obtained that they will visit Barrackpore Municipality on 17th February'10. They will visit one slum there at 10-00 a.m. and meet with the municipality's elected representatives and staff of the Barrackpore Municipality at 11-00 a.m. The team will reach CMU office at about 1-00 p.m. At CMU office they will meet with Secretary, Municipal Affairs Department at about 2-00 p.m. and at 2-30 p.m. they will meet with the officials of Project Change Management Unit regarding the financial processes and documentation. As discussed, Shri Gopal Chandra Sarker, EE-1 and Shri Atanusasan Mukhopadhyay, MFE, will accompany the team during the field visit at Barrackpore Municipality. During the discussion of the team at CMU Office, MFE and AO will take necessary measures to meet up the queries of the DFID team.

PD may like to instruct the officer concerned accordingly and request all the experts to remain present during the discussion. Shri A K Halder, Procurement Expert, is requested kindly to make box lunch for the DFID team.

Encl: As stated above.

Project Director, CMU, KUSP

KJ. 15/2
(Kallol Kumar Mukherjee)
Project Manager, CMU, KUSP

pt. circulate -

office -

Be
15/2

15/2

Project Director

From: Anjali Sablok [A-Sablok@dfid.gov.uk]
Sent: Monday, February 15, 2010 11:31 AM
To: kuspamu@vsnl.net; Project Director, CMU; Kallol Mukherjee
Subject: NAO-Kolkata programme.doc

Dear Mr Saha/Dr Mukherjee,

Please see attached soft copies of the NAO programme and the covering letter for Secretary(MAD). I will be faxing them across to the Secretary and you in a while.

Regards,

Anjali

DFID, the Department for International Development: leading the UK Government's fight against world poverty. Find out more at <http://www.dfid.gov.uk>.

This e-mail has been scanned for all viruses by Peapod. The service is powered by MessageLabs. For more information on a proactive anti-virus service working around the clock, around the globe, visit: <http://www.peapod.co.uk/cleanmail>

NOD32 4866 (20100214) Information

This message was checked by NOD32 antivirus system.
<http://www.eset.com>

15-Feb-10



Department for
International
Development

Leading the British government's fight against world poverty

Mr. Alapan Bandopadhyay
Secretary
Municipal Affairs Department
Government of West Bengal
Writers Building
B B D Bagh, Kolkata 700 001
Fax : 21143632



DFID India - West Bengal
British Deputy High Commission
16 Jubilee Court
11/1 Ho Chi Minh Sarani
Kolkata - 700 071

Email: C-Chalmers@dfid.gov.uk
GTN:

11th February 2010

AUDIT OF DFID INDIA BY UK NATIONAL AUDIT OFFICE

I am writing to inform you of the proposed visit by the UK National Audit Office (NAO) to undertake a financial audit of DFID India from 14th – 20th February 2010.

All central government departments in the UK are audited by the National Audit Office (NAO), which is independent of Government. The NAO reports to the UK Parliament on the efficiency, economy and effectiveness with which departments have used public money. The NAO also reports on specific areas of public spending and whether these represent value for money.

Since the West Bengal programme is our largest State programme in India, NAO have specifically asked to visit the State on **Wednesday 17th February 2010** to review DFID's support to the Kolkata Urban Services for the Poor (KUSP) project, and to the Health Systems Development Initiative (HSDI). I am attaching a draft visit programme with suggested meeting times.

The visiting team will be working closely with DFID India staff but also wish to specifically interact with senior Government of West Bengal officials from the Municipal Affairs Department and the KUSP team. The NAO team would also be interested to review project financial and audit processes and documentation. The NAO team have proposed making a field visit to a Municipality to gain a first hand perspective of DFID's support to the urban sector. During the field visits, they would like to interact with local elected representatives, municipal level officials, finance and accounts staff, and undertake a slum visit.

I would be grateful if you could confirm your availability to meet the NAO team on Wednesday 17th February. Our office in Kolkata will be in touch with you to finalise the programme details.

With kind regards,

Yours sincerely,

Chris Chalmers
Acting Head, DFID India

cc. Bharat Saha, Project Director, KUSP
Shantanu Das, DFID State Representative, West Bengal



Tel +91 033 2282 6320 / 2282 6321
Fax +91 033 2282 6322
www.dfid.gov.uk

NAO VISIT TO WEST BENGAL, Kolkata, February 2010

Kolkata Urban Services for the Poor (KUSP) and Health Systems Development Initiative (HSDI)	
Wednesday 17 th February 2010	
Programme for Roseanna Grundy, James Gale, Jim Malbon Accompanied by: Debbie Menezes, Jaydeep Biswas	
08.15 – 09.00	Breakfast briefing meeting with DFID team: Overview on visit programme and on DFID in West Bengal Venue: Hotel Check out of hotel
09.00 – 10.00	Transfer by car for field visit to Barrackpore Municipality
10.00 – 11.00	Visit to slum, interaction with the community
11.00 – 12.00	Meeting with Municipality elected representatives and staff
12.00 – 13.00	Travel back to Kolkata by car
Programme for Roseanna Grundy – HSDI Accompanied by: Rashmi Kukreja, Jaydeep Biswas	
13.00 – 13.30	Meeting with Technical Assistance Support Team (TAST) (box lunch) Venue: TAST office, Swasthya Bhawan (Salt Lake) Accompanied by: Rashmi Kukreja, Jaydeep Biswas (DFID)
13.30 – 14.00	Overview meeting with Additional Chief Secretary, Department of Health and Family Welfare
14.00 – 15.30	Meeting with the Project Director and the Strategic Planning Sector Reform Cell (SPSRC) officials; and review of HSDI financial processes and documentation
15.30 – 16.30	Travel to Writers Building by car, accompanied by Jaydeep Biswas
Programme for James Gale and Jim Malbon – KUSP Accompanied by: Debbie Menezes, Shantanu Das	
13.00 – 14.00	Meeting with KUSP team (box lunch) Venue: CMU Office, Salt Lake Accompanied by: Debbie Menezes, Shantanu Das (DFID)

14.00 – 14.30	Meeting with Principal Secretary, Municipal Affairs Venue: CMU Office, Salt Lake
14.30 – 15.30	Meeting with Project Change Management Unit (CMU), followed by review of KUSP financial processes and documentation Venue: CMU Office, Salt Lake
15.30 – 16.30	Travel to Writers Building by car, accompanied by DFID staff
Programme for Roseanna Grundy, James Gale and Jim Malbon Accompanied by: Shantanu Das, Jaydeep Biswas, Debbie Menezes	
16.30 – 17.15	Meeting with Finance Secretary Venue: Writer's Building, Kolkata
17.15 – 18.30	Travel to Hotel by car for onward transfer to the airport, accompanied by DFID staff
19.45	Depart for Delhi



05.02.09

CHANGE MANAGEMENT UNIT (CMU)

NOTE

Shri Abhijit Shankar Roy, Urban Adviser, DFID has informed me regarding the programme of DFID, today by phone.

The detailed programme is as below:

- 9th and 10th February 2010 - Abhijit Shankar Roy will meet Secy., MA Deptt. and Project Director, CMU.
- 11th February 2010 - A senior Journalist from London Times will visit KUSP programme at Kalyani Municipality.
- 16th, 17th & 18th February 2010 - DFID Audit team along with DFID country team members will visit KUSP programme. During the visit they will consult and accounts of KUSP and will also visit some of the ULBs to get an idea regarding the mode of spending of fund and utilisation etc.

For the Kalyani visit EE-I may be requested to take the necessary measures.

For the visit of the Audit Team, Financial Adviser, CMU and Accounts Officer, CMU may be requested to take all necessary measures to face the Audit team.

Placed before Project Director, CMU.

[Signature] 5/2/2010.

(Kolloi Kr. Mukherjee)
Project Manager, CMU

Project Director, CMU

[Signature]

[Signature]
9/2/10

The programme of DFID has changed
Now the Senior Journalist from London Times will
visit CLTS programme of Kalyani Municipality on
18th Feb 10 instead of 11th Feb 2010. and the DFID
Audit Team will visit KUSP on 17th Feb 10.
For perusal and necessary instruction.

[Signature]
9/2/10.

[Signature]

We have discussed in details today
for the visit of the Audit Team
reg. visit of Sr. Journalist,
all the reqd steps may be

URGENT - be taken.

Head of CMU / AO / FA / EE-I for nla M. *[Signature]*

AO / FA / EE-I / Dr. S. Chowdhary *[Signature]*

11/2

Project Director

From: Abhijit Ray [as-ray@dfid.gov.uk]
Sent: Wednesday, February 03, 2010 9:51 AM
To: Shibani Goswami
Cc: Project Director; Project Director, CMU
Subject: FW: Thanks for your help- CLTS

Importance: High

Dear Dr.Goswami,

Please see an email below regarding CLTS. You had earlier send us a number of photographs - we have been asked by our external communications team to send them replies to three questions against these photos (I am trying to send you these photos also).

The questions are:

1. What difference has it made in your life ?
2. How do you feel ?
3. What do you want to say to the people who have helped you with this ?

You may want to ask the Kalyani representative to send you these answers urgently. Appreciate if you can get back to me by Friday evening.

Regards
 Abhijit

Abhijit Sankar Ray | Infrastructure and Urban Adviser | DFID India, British High Commission | B-28 Tara Crescent, Qutab Institutional Area | New Delhi 110016 | Tel: +91 (0)11 4279 3482 or +91 (0)11 2652 9123 | Fax: +91 (0)11 2652 9296 | <http://www.dfid.gov.uk/Where-we-work/Asia-South/India/>

From: Jeena Abraham
Sent: 01 February 2010 10:28
To: Abhijit Ray
Subject: Thanks for your help- CLTS
Importance: High

Abhijit, many thanks for agreeing to help with this. I want to have personal quotes in response to these 3 questions in 2-3 lines please ? And each of them should give their names and occupation and if possible daily wages. Can I have it by the end of this week please ?

What difference has it made in your life ? How do you feel ? What do you want to say to the people who have helped you with this ?

DFID, the Department for International Development: leading the UK Government's fight against world poverty. Find out more at <http://www.dfid.gov.uk>.

This e-mail has been scanned for all viruses by Peapod. The service is powered by MessageLabs. For more information on a proactive anti-virus service working around the clock, around the globe, visit:
<http://www.peapod.co.uk/cleanmail>

03-Feb-10

Urgent
 Dr. ~~Ray~~ Goswami
 3/2



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo. No. CMU-279/2005(Pt.II)/2760(85)

Date : 02.02.2010

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....85.....Non KMA ULBs ,

Sub : Utilization of KUSP Incentive Fund by Non KMA ULBs

Sir / Madam,

You are aware that this is the last year of KUSP Programme. The expenditure which can not be booked within 31st December 2010 after completion of work, will lapse.

There is provision for making allotment of Incentive Fund against completion of different component of works as noted below. It transpires that many of the ULBs have not yet been able to complete these works for which there is apprehension of lapse of fund by them.

Sl. No.	Name of Work	Incentive Fund per ULB
1.	Incentive for completion of DDP for 85 Non KMA ULBs	Rs. 12.00 lakh
2.	Incentive for first 10 ULBs for completion of DDP	Rs. 10.00 lakh
3.	Incentive for completion of switch over to accrual based double entry system for 85 Non KMA ULBs	Rs. 4.00 lakh
4.	Incentive for first 10 ULBs for completion of switch over to accrual based double entry system	Rs. 5.00 lakh
5.	Incentive for completion of Citizens' Charter for 85 Non KMA ULBs	Rs. 2.00 lakh
6.	Incentive for first 10 ULBs for completion of Citizens' Charter	Rs. 2.00 lakh
7.	Incentive for first 10 ULBs on best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08	Rs. 10.00 lakh
8.	Incentive for first 10 ULBs on improving own source of revenue	Rs. 10.00 lakh
9.	Incentive for first 10 ULBs on maximum expenditure for service delivery to the poor between 2007-08 to 2008-09	Rs. 10.00 lakh
10.	Incentive for first 20 ULBs on best innovations in citizen centric services	Rs. 5.00 lakh

In order to expedite the above work as well as submission of schemes against allotment already made in favour of the ULBs, a meeting has been arranged with the Executive Officer, Finance Officer (if available), Urban Planner and Accounts & Finance Coordinator of each ULB. The venue and time of the programme is enclosed. Please note that the all of the above-named officials of each ULB should be present in the meeting without fail.

\\Server\sabyachi\Letter CMU, KUSP..3.doc



You are requested to kindly instruct the Executive Officer, Finance Officer, Urban Planner and Accounts & Finance Coordinator to attend the meeting. A statement showing position of preparation of different component of Incentive work, allotment and AA&FS as on 19.01.2010 is enclosed for your information. You are also requested to please see that the above works are completed within February 2010.

Thanking you,

Yours faithfully,

Enclo : A statement and date, time & venue of meeting


(Bharat Chandra Saha)
Project Director, CMU

Copy to :

1. Director, SUDA -----
2. Project Manager, CMU
3. Financial Adviser, CMU
4. Engineering Expert, CMU
5. OD Expert, CMU
6. Urban Planner, CMU
7. Economist, CMU
8. Poverty Monitoring Expert, CMU
9. Health Expert, CMU
10. IT Expert, CMU

She is requested to please arrange to book the SUDA Conference Hall for the period 17.02.2010 to 19.02.10 & 22.02.2010 in favour of CMU.

They are requested to please attend the meeting.


Project Director, CMU

Date, Time & Venue of the meeting

Venue : SUDA Conference Hall

Sl. No.	Name of ULB	Date & Time of meeting
1	Alipurduar	17th February 2010 12.00 Noon to 1.30 PM
2	Arambagh	
3	Asansol MC	
4	Ashokenagar-Kalyangarh	
5	Baduria	
6	Balurghat	
7	Bankura	
8	Bardhaman	
9	Basirhat	
10	Beldanga	
11	Berhampore	
12	Birnagar	17th February 2010 2.30 PM to 4.00 PM
13	Bishnupur	
14	Bolpur	
15	Bongaon	
16	Chakdah	
17	Chandrokona	
18	Contai	
19	Cooch Behar	
20	Cooper's Camp	
21	Dainhat	
22	Dalkhola	
23	Darjeeling	18th February 2010 12.00 Noon to 1.30 PM
24	Dhulian	
25	Dhupguri	
26	Diamond Harbour	
27	Dinhata	
28	Dubrajpur	
29	Durgapur	
30	Egra	
31	English Bazar	
32	Gangarampore	
33	Ghatal	
34	Gobardanga	18th February 2010 2.30 PM to 4.00 PM
35	Gushkara	
36	Habra	
37	Haldia	
38	Haldibari	
39	Islampur	
40	Jainagar-Mazilpur	
41	Jalpaiguri	
42	Jamuria	
43	Jangipur	
44	Jhalda	

Sl. No.	Name of ULB	Date & Time of meeting
45	Jhargram	19th February 2010 12.00 Noon to 1.30 PM
46	Jiaganj-Azimganj	
47	Kaliaganj	
48	Kalimpong	
49	Kalna	
50	Kandi	
51	Katwa	
52	Kharagpur	
53	Kharar	
54	Khirpai	
55	Krishnanagar	
56	Kulti	19th February 2010 2.30 PM to 4.00 PM
57	Kurseong	
58	Mal	
59	Mathabhanga	
60	Mekliganj	
61	Memari	
62	Midnapore	
63	Mirik	
64	Murshidabad	
65	Nabadwip	
66	Nalhati	
67	Old Malda	22nd February 2010 12.00 Noon to 1.30 PM
68	Panskura	
69	Purulia	
70	Raghunathpur	
71	Raiganj	
72	Ramjibanpore	
73	Rampurhat	
74	Ranaghat	
75	Raniganj	
76	Sainthia	
77	Santipur	
78	Siliguri MC	22nd February 2010 2.30 PM to 4.00 PM
79	Sonamukhi	
80	Suri	
81	Taherpur	
82	Taki	
83	Tamluk	
84	Tarakeswar	
85	Tufanganj	

2015-10-15

Total Allotment and AA&FS against Incentive Fund for Non KMA ULBs

Sl. No.	Name of ULB	AA&FS for Incentive Fund for completion of CDP (Rs.)	AA&FS for Incentive Fund for completion of switch over to accrual based double entry system (Rs.)	AA&FS for Incentive Fund (2008-09) against completion of switch over to accrual based double entry system (Rs.)	AA&FS for Incentive Fund (2008-09) / 2009-10 against completion of Citizens' Charter (Rs.)	AA&FS for Incentive Fund for best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	AA&FS for Incentive Fund against best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	AA&FS for Incentive Fund (2008-09) against improving own source of revenue (Rs.)	AA&FS for Incentive Fund for maximum service delivery to the poor between 2007-08 to 2008-09 (Rs.)	Allocation of Incentive Fund for best innovations in citizen centric services (Rs.)
1	Alipurdahar				200000			1000000		
2	Arambath				200000					
3	Asansol MC				200000					
4	Adokenagar-Kalyanagar	1200000			200000					
5	Baduria				200000					
6	Balrghat	2200000			200000	1000000				
7	Bankura	1200000			200000			1000000		
8	Bardhaman	1200000			200000			1000000		
9	Basirhat	1200000			190950			1000000		
10	Beldanga	1200000			400000			1000000		
11	Berhampur									
12	Birgaon									
13	Bishnupur									
14	Bolpur	1200000								
15	Bongaon	1200000			200000					
16	Bongaon	1200000			200000					
17	Chandrakona	1200000			200000					
18	Chandrapur	1200000			200000					
19	Chandrapur	1200000			200000					
20	Cooper's Camp	1200000			200000					
21	Dainhat	1199641.99			196210					
22	Dalkhola	1192557			71400					
23	Daridling				200000					
24	Dhulia				200000					
25	Durgam				200000					
26	Durgam				200000					
27	Durgam				200000					
28	Durgam				200000			1000000		
29	Durgam				200000					
30	Egra				200000					
31	English Bazar	1200000			200000					
32	Gangarampur	381060			198829.53					
33	Ghat	1200000			200000					
34	Gobardanga				190620					
35	Goskara	1200000			200000					
36	Halva	700000			200000			1000000		
37	Halva				200000					
38	Haldibari	1200000			200000					
39	Haldibari				198154					
40	Jaisagar-Mazgaon				400000					
41	Jalpaiguri				200000					
42	Jalpaiguri				200000					
43	Jamshedpur	1200000			84450			1000000		
44	Jhads				200000					
45	Jhads	1200000			259625.4					
46	Jaisani-Azingani	1200000			400000					
47	Kalimpong	1200000			100000					
48	Kalimpong	1200000			400000					
49	Kalimpong	1200000			400000					
50	Kalimpong	1200000			400000					
51	Karwa	2200000			400000	1000000	600000			
52	Kharagpur	1200000			200000					
53	Kharagpur	1200000			200000					
54	Kharsa	1200000			400000					
55	Kruthanagar	1200000			400000					

Sl. No.	Name of ULB	Allocation of Incentive Fund for Completion of DDP (Rs.)	AA&FS for Incentive Fund (2008-09 / 2009-10) against completion of DDP (Rs.)	Allocation of Incentive Fund for completion of switch over to accrual based double entry system (Rs.)	AA&FS for Incentive Fund (2008-09) against completion of Switch over to accrual based double entry system (Rs.)	Allocation of Incentive Fund for completion of Citizens Charter (Rs.)	AA&FS for Incentive Fund (2008-09 / 2009-10) against completion of Citizens' Charter (Rs.)	Allocation of Incentive Fund for best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	AA&FS for Incentive Fund against best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08 (Rs.)	Allocation of Incentive Fund against improving own source of revenue (Rs.)	AA&FS for Incentive Fund (2008-09) against improving own source of revenue (Rs.)	Allocation of Incentive Fund for maximum expenditure for service delivery to the poor between 2007-08 to 2008-09 (Rs.)	Allocation of Incentive Fund for best innovations in citizen centric services (Rs.)
57	Kurseong	1200000	*			200000	200000						
58	Mai	1200000	*			200000	200000						
59	Mathabanga	1200000	1200000	900000	883672	200000	187328			1000000	1000000		
60	Mekligani	1200000	1190359	900000		200000	200000						
61	Memari	1200000	1200000	900000	900000	200000	200000						
62	Midnapore					200000							
63	Mirik					200000							
64	Murshidabad					200000							
65	Nabadwip	1200000	388750			200000	194906						
66	Nalhati	1200000	1199269			200000							
67	Old Malda	1200000	*			200000	200000						
68	Panskura					200000							
69	Purulia					200000							
70	Raghunathpur					200000							
71	Raiganj					200000							
72	Ramchandrapore	1200000	1200000	400000		200000	189898						
73	Rampurhat	1200000	1200000			200000							
74	Ranaghat	2200000	2200000			400000	400000						
75	Raniganj					200000							
76	Santhia					200000							
77	Santipur	1200000	*			400000				1000000			
78	Siliguri MC	1200000	*			200000							
79	Sonamukhi	2200000	1745322			200000							
80	Suri	1200000	1154379			200000	200000						
81	Talcherpur	2200000	2200000			200000	200000						
82	Taki	1200000	*	400000		200000	200000						
83	Tamluk	1200000	1200000			200000							
84	Tarakeswar	2200000	2200000	900000		400000	400000						
85	Tufanganj	1200000	1200000			200000	199400						
Total :		76000000	52228850.99	10200000	6041872	18400000	7681670.93	30000000	16000000	10000000	4000000		

55 Period - 39



CHANGE MANAGEMENT UNIT

Review by DFID.
13-15 Jan'10

NOTE

11-01-2010

It has been obtained that the annual review programme for KUSP project will be held during 13th to 15th January 2010. The copy of the e-mail from DFID is enclosed. The detailed programme of the annual review is given below:

Day	Date	Details of Programme
Day-1	13-01-2010	DFID Team No.-1 will visit Bhatpara Municipality. They will visit a slum and office of the Bhatpara Municipality. From KUSP the following officials will accompany the team: 1) Project Director, CMU, KUSP 2) Municipal Finance Expert, CMU, KUSP 3) Economist, CMU, KUSP DFID Team No.-2 will visit Chandannagar Municipal Corpn. The following officials will accompany the DFID team: 1) Project Manager, CMU, KUSP 2) Engineering Expert, CMU, KUSP 3) OD Expert, CMU, KUSP 4) Poverty Monitoring Expert, CMU, KUSP
Day-2	14-01-2010	A team from DFID will visit Panihati Municipality. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP, will accompany the DFID team. The other members of DFID team will discuss the progress of work of KUSP with the Experts of CMU, Project Director, KEIP and Trustee Manager, WBMDFT at CMU office on 14-01-2010 from 10-30 a.m. At about 3-00 p.m. members of DFID team will make a courtesy meeting with Secretary, Municipal Affairs Department and Hon'ble Minister-in-Charge, Municipal Affairs & Urban Development Departments at Writers' Buildings.
Day-3	15-01-2010	At about 11-00 a.m. PD will make a presentation on the progress of KUSP work before the DFID team. From 12-00 noon wrap up of the discussion in presence of Secretary, Municipal Affairs Department. From 1-30 p.m. to 2-30 p.m. lunch for the DFID team.

All the experts of CMU are requested kindly to attend the programme as per the above schedule. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP, is requested kindly to make necessary arrangements of working lunch for the DFID team on 14th January 2010 and lunch programme at a suitable hotel in Salt Lake area for the DFID team and other dignitaries.

(Bharat Chandra Saha)

Project Director, CMU, KUSP

To:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP
13. Trustee Manager, WBMDFT.

Project Director, CMU, KUSP

Project Director

From: Anjali Sablok [A-Sablok@dfid.gov.uk]
Sent: Tuesday, January 05, 2010 4:39 PM
To: kuspcmu@vsnl.net; dr
Subject: TERMS OF REFERENCE Jan 2010 AR Review.doc

Dear Mr Saha,

Please see attached Terms of Reference for the forthcoming KUSP Annual Review on 13-15 January 2010. There will be about 7-8 people coming from DFID and will be divided into two groups for day 1. On day 2, Abhijit, Soumen & Debbie will not go for field visit and would like to meet various experts to finalise their costed workplans.

The team would like to visit 2 KMA ULBs each on day 1 (week performing) and 2 KMA ULBs (average performing) on day 2 (i.e. 14 January). Given that Abhijit, Soumen & Debbie will not go for field visit, the remaining would like to go as one team and visit 2 ULBs on day 2.

I would request you to set up meetings with CMU in the first half of day 3. The wrap with Secretary, MAD could be fixed from 1:30 to 2:30pm. If possible, core group (3-4 team members) of KUSP would like to have a courtesy meeting with the Minister, Urban Department.

You are requested to give your comments on the Terms of Reference, if any. You are also requested to fill in the progress against outputs 1-4 in the second attachment and send it to us by afternoon of Monday 11th January. You may not be able to write more than 150 words in each row. If required, please attach a separate word documents on the progress of the project. Please do not delete or add any row or column in the document.

I will call you up tomorrow to discuss the itinerary for the Annual Review tomorrow. Please let me know the time convenient to you.

Regards,

Anjali Sablok | Programme Officer, Maturing States and Partnerships Team, DFID India |
 British High Commission | B28 Tara Crescent, Qutab Institutional Area, New Delhi,
 110016 | email: a-sablok & dfid.gov.uk | telephone: +91 (0) 11 4279
 3475 | fax: +91 (0) 11 2625 9296 | FTN: 8272 3475 |
[url:www.dfid.gov/countries/asia/india](http://www.dfid.gov/countries/asia/india)

DFID, the Department for International Development: leading the UK Government's fight against world poverty. Find out more at <http://www.dfid.gov.uk>.

The road to Copenhagen: the UK Government's ambition for a global deal on climate change. Find out more at <http://www.actoncopenhagen.gov.uk> and about DFID's work at <http://www.dfid.gov.uk/climate>.

This e-mail has been scanned for all viruses by Peapod. The service is powered by MessageLabs. For more information on a proactive anti-virus service working around the clock, around the globe, visit: <http://www.peapod.co.uk/cleanmail>

_____ NOD32 4749 (20100106) Information _____

This message was checked by NOD32 antivirus system.
<http://www.eset.com>

07-Jan-10

TERMS OF REFERENCE

Annual Review 13-15 January 2010

1. Background

1.1. The DFID supported Kolkata Urban Services for the Poor Programme (KUSP) launched in early 2004 aims at sustainable improved well-being of the urban poor through a process of municipal and urban sector reforms. The Municipal Affairs Department (MAD) of the Government of West Bengal is the lead department for this project. A "Change Management Unit" (CMU) staffed with multi disciplinary specialists has been established under the MAD to oversee the implementation of the project.

1.2. Although targeted at 40 ULBs within the Kolkata Metropolitan Area, KUSP is designed to catalyse systemic changes in approaches and practices across the range of mandated functions of ULBs and other support agencies in the urban sector in the state, as a whole. This includes improvements in practice in some or all of the core functions in these agencies including that in planning, budgeting, expenditure management, procurement of works, goods & services, accounting and audit processes, leading to improved delivery of core municipal services, particularly for the poor.

1.3. The goal of the project is **reduced poverty in West Bengal**, and its purpose is to **achieve improved quality of life and opportunity for 2.4 million poor people** in the Kolkata Metropolitan Area

2. Objective of the Review

2.1. The annual review will seek to assess progress against and the likelihood of achievement of the purpose and outputs against the programme logical framework. This review will also seek to identify impacts from KUSP interventions with a view to move towards a more impact-based assessment of the programme in the following years.

- assess progress against the recommendations from the last Annual Review and the subsequent discussions;
- review progress made on the recommendations put forth by the Mid-Term Review (MTR) and identify how to mainstream these into KUSP programme;
- assess progress against (revised) logframe outputs and the risk matrix;
- assess key impacts of KUSP programme with specific focus on progress achieved on social and gender exclusion, as well as increased access to credit by the poor;
- assess ways of harmonising the project with other national programmes including Jawaharlal Nehru National Urban Renewal Mission;
- recommend integration of climate change aspect in to the programme and support that the project may require from us;
- assess institutional mechanisms to ensure sustainability of reforms – role of WBUPEM, progress on creation of municipal cadres, and support organisation strengthening;
- recommendations for KUSP graduation strategy and mainstreaming it to the overall West Bengal Graduation Strategy; and
- follow up progress on KEIP components since it subsumed under KUSP in April 2009 and report against output 4 in the logframe

3. Recommendation from the Last Review

3.1. Progress against recommendations made in the last review will be made including:

- Increasing slum coverage and linkage with National programmes: KUSP and JNNURM targeting greater number of slums realigning cost items of KUSP FA where savings being noted
- Municipal E-Governance including Grievance Redressal: Grievance redressal effectively linked to right for information (RTI) ; Citizens Report card findings hosted on CMU & DLB websites
- Urban Planning and Governance: Social benefit & Performance management systems in ULBs to be piloted;
- Performance monitoring of urban local bodies (ULBs): put in place a performance monitoring system measuring ULB performance on delivery of core municipal services
- Linking priorities of DDPs with Annual Plans and municipal budgets: need to link priorities expressed in DDPs and in citizens' report cards to municipal budgets and Annual Budget Plans.
- Urban sanitation policy: finalisation of the draft urban sanitation policy and put into place implementation support arrangements.
- Scaling up of thrift and credit groups across ULBs: strengthen UPAs to increase coverage of thrift and credit groups, and promote bank linkages for the poor in urban areas. This should also form part of the roll out of the KUSP initiatives to non-KMA ULBs.
- Operation and maintenance: KUSP to assess strength of Bustee Works Management Committees (BWMCs) and provide support to them where they are weak, possibly through civil society organisations.
- Sustainability of institutions: of CMU, I/CF, WBUPEM and WBMDf to be ensured as part of Graduation Strategy
- Unit area based tax assessment: pilot the unit area based tax assessment in a limited number of ULBs in preparation for a state-wide roll out.

3.2. Other areas of focus will be:

1. identifying means for gauging impacts of KUSP led interventions and targeting these in the following years;
2. roll out of e-governance;
3. status of the environment study and potential linkages with climate change issues and municipal energy audits;
4. status of WBUPEM and way forward including on further strengthening work under the seven-point charter of Basic Services for Urban Poor component of JNNURM;
5. strengthening of support organisation and progress on creation of municipal cadre;

6. roll out of community linked total sanitation (CLTS) in KMA ULBs towards achieving open defecation free (ODF) status;
7. linkages with national programmes in areas of urban development, urban health, urban livelihoods, climate change, etc.;
8. establishing social and environmental benefits of slum interventions;
9. roll out to non KMA ULBs;
10. performance management of ULBs;
11. sustainability of Innovative/Challenge Fund initiatives as well as the livelihood component initiatives;
12. sustainability and impacts of WBMDf;
13. procurement reforms;
14. improving tenure security for the poor;
15. communication strategy;
16. key learning that could be replicated in other states.

4. **Scope and Conduct of Work**

4.1. The review will focus on progress since the last annual review on the logframe outputs (the new logframe will be utilised) and purpose level OVIs.

5. **Outputs**

5.1. The team will prepare an *aide memoire* of the review highlighting key issues and recommendations for the annual work plan and management arrangements. The *aide memoire* also record key impacts achieved by KUSP programme, as well as list key progress and challenges. It will also document the agreed working relationship between KEIP-Capacity Building Component and KUSP once the former is merged into the latter.

5.2. The team will also produce an Output-to-Purpose review (with focus on key impacts) which is part of the DFID annual review process.

6. **Schedule**

6.1. The team from Delhi will break into two groups

Day 1: Visits to two KMA (week performing) ULBs each by group of 3-4 persons (Group 1: Abhijit Ray, Debbie Menezes, Anjali Sablok & Althea Prasad) (Group 2: Soumen Bagchi, Jaydeep Biswas, Geetika Hora & Sudha Menon).

Day 2: Visits to two KMA (average performing) ULBs each by the two groups (except Abhijit, Soumen & Debbie). These people would like to sit with each expert on their costed workplan and finalise these over the course of the day.

Day 3: In the morning session, brief presentations by CMU and various concerned consultants/managers on progress of the Programme since 2009 annual review. Wrap up session with Secretary, Municipal Affairs Department and Hon'ble Minister Municipal Affairs and Urban Development to present key findings/recommendations of the Annual Review in the post lunch session.

7. **Timing**

7.1. The review will be undertaken from 13 -15 January, 2010.

8. **Team Composition**

8.1. The review will be undertaken jointly by DFID, Government of India and GOWB (Municipal Affairs Department). The DFID review team will consist of Abhijit Ray (Task Team Leader), Debbie Menezes (Programme Manager), Soumen Bagchi (Economic Adviser), Jaydeep Biswas (Governance Adviser) Geetika Hora (Social Development Consultant), Shantanu Das (State Representative-West Bengal), Anjali Sablok (Project Officer), Althea Prasad (Assistant Programme Officer) & Sudha Menon (Assistant Programme Officer from the Poorest State Team. Representatives from MoUD/MoHUPA will be invited to join the review.



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Dr. Kallol Kr. Mukherjee
WBCS (Exe)
Project Manager

Memo No CMU - 14/2002(Pt - VIII)/2538

Date: 11.01.2010

The Chairman
Bhatpara Municipality
P.O.- Bhatpara, Dist.- 24 pgs. (North),
PIN - 743 123.

Sub : Visit of DFID Team

Sir,

A DFID Team of 4-5 members will be visiting Bhatpara Municipality on 13.01.2010 to overview the KUSP Programme during the forthcoming KUSP Annual Review. Four to five officials of CMU will also remain present during the visit. CDS and BWMC members may be requested to remain present at Malakar Para Slum during the visit.

Programme of visit :

- Reach Bhatpara Municipality - 11.00 A.M.
- Presentaion by Chairman on KUSP - 11.00 A.M. to 11.15 A.M.
- To overview KUSP Programme like Organisational Development, Accounting Reforms, Citizens' Charter etc. - 11.15 A.M. to 12.30 P.M.
- Working Lunch - 12.30 P.M. to 1.00 P.M.
- Visit to Health Programme - 1.00 P.M. to 1.15 P.M.
- Visit to Innovative / Challenge Fund site - 1.15 P.M. to 2.00 P.M.
- Visit to Malakar Para Slum - 2.00 P.M. to 3.00 P.M.
- Leave Bhatpara Municipality - 3.00 P.M.

You are requested to please make necessary arrangement for the visit.

Yours faithfully,

K.K.

(Dr. Kallol Kr. Mukherjee)
Project Manager, CMU

Copy to :

- ✓ 1. Health Expert, CMU
2. Economist, CMU
3. Municipal Finance Expert, CMU

They are requested to please remain present during the visit.

K.K.

Project Manager, CMU

Copy forwarded for kind information to:

1. Project Director, CMU
2. Shri Santanu Das, DFID India

K.K.

Project Manager, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Dr. Kallol Kr. Mukherjee
WBCS (Exe)
Project Manager

Memo No CMU - 14/2002(Pt - VIII)/2539

Date: 11.01.2010

The Chairman
Kanchrapara Municipality
42, Lenin Sarani (East),
P.O.- Kanchrapara, Dist.- 24 pgs. (North),
PIN - 743 145.

Sub : Visit of DFID Team

Sir,

A DFID Team of 4-5 members will be visiting Kanchrapara Municipality on 13.01.2010 to overview the KUSP Programme during the forthcoming KUSP Annual Review. Four to five officials of CMU will also remain present during the visit.

Programme of visit :

- Reach Kanchrapara Municipal office - 3.30 P.M.
- Presentaion by Chairman on KUSP - 3.30 P.M. to 3.45 P.M.
- To overview KUSP Programme like Organisational Development, Accounting Reforms, Citizens' Charter etc. - 3.45 P.M. to 5.00 P.M.
- Leave Kanchrapara Municipality - 5.00 P.M.

You are requested to please make necessary arrangement for the visit.

Yours faithfully,

Kr.

(Dr. Kallol Kr. Mukherjee)
Project Manager, CMU

Copy to :

- ✓ Health Expert, CMU
2. Economist, CMU
3. Municipal Finance Expert, CMU

They are requested to please remain present during the visit.

Kr.

Project Manager, CMU

Copy forwarded for kind information to:

1. Project Director, CMU
2. Shri Santanu Das, DFID India

Kr.

Project Manager, CMU



23-12-09

CHANGE MANAGEMENT UNIT (CMU)

NOTE

It has already communicated that Secretary, Municipal Affairs Department, will take a meeting on the progress of KUSP work as per the timeline calendar submitted by the Experts of CMU on 30th December 2009 at 4-30 p.m. at SUDA Conference Hall, ILGUS Bhavan. It is proposed that we may discuss the issue before the meeting.

A review meeting on the above issue will be held at 2-00 p.m. at SUDA Conference Hall, ILGUS Bhavan on 24th December'09. All the Experts of CMU are requested kindly to remain present in the meeting.

KJ. 23/12

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP.

To:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

KJ. 23/12

Project Manager, CMU, KUSP



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo. No. CMU-338/2006/2467(40)

Date: 01.01.2010

From: Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....40..... Municipal Corporation / Municipality

Sub: Booking of expenditure under KUSP Programme against AA&FS issued in (2008-09)

Sir / Madam,

It transpires that some of the ULBs have not been able to complete the work and book the expenditure against AA&FS issued during 2008-09 for the following component of works within the extended last date i. e. 31.12.2009 and have prayed for extension of time for booking of expenditure.

1. Slum Level Infrastructure
2. Incentive
3. Intra Municipal Infrastructure
4. Local Economic Development
5. Capacity Building
6. Health
7. Technical Expertise (Consultancy)

In view of above, the last date for booking of expenditure after completion work at site against AA&FS issued during (2008-09) is further extended upto 31.03.2010.

In this connection, it may please be noted that expenditure of all the works of AA&FS issued against allotment (2009-11) must be booked within **31.12.2010** after completion of work. No further extension of time for booking of expenditure beyond **31.12.2010** will be possible, as this is last year of KUSP Programme. You are, therefore, requested to please take necessary steps to book the expenditure within **31.12.2010** so that no fund lapses and no liability remains unpaid thereafter .

Thanking you,

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU



Copy to:

1. Director of Local Bodies
2. Project Manager, CMU
3. Chief Engineer, CMU
4. Financial Adviser, CMU
5. Accounts Officer, CMU
6. Engineering Expert, CMU
7. Economist, CMU
8. OD Expert, CMU
9. Poverty Monitoring Expert, CMU
- ✓ 10. Health Expert, CMU
11. Accounting Support Agency, CMU

Project Director, CMU

CHANGE MANAGEMENT UNIT (CMU)

NOTE

Shri Subir Dutta, Data Entry Operator, CMU, will look after the following works in addition to his own work:

- 1) Maintenance of the record/returns of store and store related issues.
- 2) Supply of materials to the officials from store.
- 3) Maintenance of the files and keeping day-to-day records of Project Manager, CMU. *Office*
- 4) Organising the various KUSP meetings.
- 5) To collect the photographs of the various programmes of KUSP and to keep store them.

All concerned are requested to give necessary assistance to Shri Dutta for conducting his duties.

R.V. 24/11/09.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

To:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

R.V. 24/11/09.

Project Manager, CMU, KUSP



KOLKATA URBAN SERVICES FOR THE POOR.
CHANGE MANAGEMENT UNIT

Dr. Kallol Kr. Mukherjee

WBCS (Exe)
Project Manager

D.O. No. CMU- 527/2008/2387

December 23, 2009

Dear Colleague,

You will be glad to know that we have recently undertaken the work for preparation of a database at CMU for Urban Poverty Eradication Mission. This data bank will help us to meet the requirement of data in respect of urban poverty alleviation programme and for formulating plans and programmes of urban related issues.

I would like to request you to kindly provide the soft copies of the reports generated by you from time to time under the KUSP programme. Shri Tanmoy Ganguly has been entrusted the job for preparation of data bank and he will collect the soft copies from your end. Besides this, you are also requested to supply necessary feedback from your section to Shri Ganguly to keep updating the proposed data bank.

I am confident that you will render all possible assistances to us for preparing the data bank and to keep it updated.

Sincerely yours,

K. K. Mukherjee, 23/12/09

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

To:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP
13. Fund Manager, I/CF

NOTICE

No. CMU-25 (2009 (Pt-III)) 9359

December 21, 2009

Secretary, Municipal Affairs Department, will take a review meeting on the progress of KUSP works on the basis of time line calendar of the Experts of CMU, KUSP. The meeting will be held on 30th December '09 at 4-30 p.m. at the SUDA Conference Hall. All the Experts, CMU, KUSP, are requested kindly to remain present at the meeting.

K. 21/12/09

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy forwarded to:

- 1) Project Director, CMU, KUSP
- 2) PA to Secretary, Municipal Affairs Department

K. 21/12/09

Project Manager, CMU, KUSP

Copy forwarded for kind information and necessary action to:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP

K. 21/12/09

Project Manager, CMU, KUSP

Copy for information to:

- 1) Sri Sabyasachi Majumder, CMU, KUSP
- 2) Sri Tanmoy Ganguly, CMU, KUSP

You are requested kindly to make necessary arrangement in respect of projector machine, booking of SUDA Conference Hall etc.

K. 21/12/09

Project Manager, CMU, KUSP



21-12-09

CHANGE MANAGEMENT UNIT (CMU)

NOTE

1. Hon'ble MIC, Municipal Affairs Department and Urban Development Department will lay Foundation Stone of the Training cum Marketing Centre under SJSRY (Swarna Jayanti Sahari Rojgar Yojana) at Block DC-35, Sector-I, Bidhannagar, Kolkata, on December 22, 2009 at 10-00 A.M. Secretary, Ministry of Housing & Urban Poverty Alleviation, Government of India and Mission Director, JNNURM and Joint Secretary, Ministry of Housing & Urban Poverty Alleviation, Government of India, will also remain present at the programme.

Dr Sujay Mitra, Poverty Monitoring Expert, CMU, KUSP, is requested kindly to attend the programme along with all the Reports>Returns related to this issue.

2. Hon'ble MIC will also take a meeting on the activities of SUDA and Urban Poverty Alleviation programme at the SUDA Conference Hall on 22nd December'09 at 11-00 A.M. Secretary, Ministry of Housing and Urban Poverty Alleviation, Government of India, Mission Director, JNNURM and Joint Secretary, Ministry of Housing and Urban Poverty Alleviation, Government of India and Secretary, Municipal Affairs Department, Government of West Bengal, will also remain present at that meeting. All the Experts of CMU are requested to make them available in the Office so that they may be contacted to get the feedback of their sectors in case of urgency.

Dr Sujay Mitra, Poverty Monitoring Expert, CMU, KUSP, is requested kindly to remain present at the meeting of Hon'ble MIC along with all the Reports>Returns of Urban Poverty Alleviation programme of Government of West Bengal.

KJ. 21/12/09.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

To:

1. Municipal Finance Expert & FA, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Expert, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Accounts Officer, CMU, KUSP
11. IT Expert, CMU, KUSP
12. Computer Programmer, CMU, KUSP



01-12-09

CHANGE MANAGEMENT UNIT (CMU)

NOTE

PD will take a meeting with the Experts on the progress of KUSP work on 2nd December '09 at 4-00 p.m. at the SUDA Conference Hall. The agenda of the meeting are as follows:

- 1) Fund utilisation under KUSP programme and the action plan.
- 2) DFID relates issues:
 - i) Follow up action on the Brain Storming Session of DFID
 - ii) Annual Review of KUSP work of DFID team
- 3) Re-appropriation of KUSP budget
- 4) Engagement of communication Experts/Agency
- 5) Resource Mobilisation at the ULB level
- 6) Study of social and environmental benefits of infrastructure component
- 7) Urban Poverty Mission:
 - i) Follow up the action points of Executive Committee meeting and Advisory Committee meeting.
 - ii) Publication of the documents of KUSP
 - iii) Utilisation of the Incentive Fund, I/CF Fund and Economic Development Fund.
- 8) Preparation of Urban Strategy Paper.
- 9) Miscellaneous.

All the Experts are requested kindly to remain present at the above meeting along with the reports/returns and to participate in the discussion.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

To:

- 1) Municipal Finance Expert, CMU, KUSP
- 2) Engineering Expert, CMU, KUSP
- 3) OD Expert, CMU, KUSP
- 4) Urban Planner, CMU, KUSP
- ✓ 5) Health Expert, CMU, KUSP
- 6) Procurement Consultant, CMU, KUSP
- 7) Poverty Monitoring Expert, CMU, KUSP
- 8) Shri T K Mitra, Consultant, CMU, KUSP
- 9) Economist, CMU, KUSP
- 10) Internal Audit Officer & FA, CMU, KUSP
- 11) Accounts Officer, CMU, KUSP
- 12) IT Expert, CMU, KUSP
- 13) Computer Programmer, CMU, KUSP

Project Manager, CMU, KUSP

Copy for kind perusal of:

- (1) Project Director, CMU, KUSP

Project Manager, CMU, KUSP



Memo. No. CMU-97/2003(Pt.III)/2116(85)

Date : 01.12.2009

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....85..... Municipal Corporation / Municipality

Sub : Utilization of KUSP Incentive Fund by Non KMA ULBs

Ref : Memo. No. CMU-279/2005(Pt.II)/1796(85) dated 29.10.2009

Sir / Madam,


Kindly refer to the above cited letter under which you were intimated to submit the scheme against Incentive Fund to CMU by 30.11.2009. It transpires that many of the ULBs have failed to submit their schemes within 30.11.2009 and requested CMU to extend the date of submission of the schemes.

In view of this, the last date for submission of the schemes is extended upto **31.12.2009**. It may please be noted that no further extension will be allowed. The last date for booking of expenditure of the works against this Incentive Fund is also extended from 31.12.2009 to **31.12.2010**.

You are aware that KUSP project will end in 2010. As such, you are requested to book the expenditure of all works after its completion within 31.12.2010. In case any ULB fails to complete the work and book its expenditure within 31.12.2010, the value of the unbooked expenditure of the completed work / value of the incomplete work will have to be borne by ULB.

Thanking you,

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU

\\Server\sabyachi\Letter CMU, KUSP..3.doc



Copy to :

1. Secretary, MA Deptt., - for kind information.


Project Director, CMU

Copy for taking necessary action to :

1. Director of Local Bodies
2. Project Manager, CMU
3. Financial Adviser, CMU
4. Accounts Officer, CMU
5. Municipal Finance Expert, CMU
6. Engineering Expert, CMU
7. OD Expert, CMU
8. Urban Planner, CMU
9. Procurement Expert, CMU
10. Economist, CMU
11. Poverty Monitoring Expert, CMU
- ✓ 12. Health Expert, CMU
13. IT Expert, CMU
14. Accounting Support Agency, CMU


Project Director, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Bharat Chandra Saha, IAS
Project Director

Memo. No. CMU-602/2009/2102

Date 30.11.2009

ORDER

Shri Arun Kumar Halder, who is at present working as Engineering Expert -2, is requested to act as Procurement in addition to his own duties until further order.


(Bharat Chandra Saha)
Project Director, CMU

Copy forwarded for information to :

1. Project Manager, CMU
2. Municipal Finance Expert, CMU
3. Financial Adviser, CMU
4. Accounts Officer, CMU
5. Procurement Expert, CMU
6. Engineering Expert, CMU
7. OD & ED Expert, CMU
8. Urban Planner, CMU
9. Consultant, CMU
10. Health Expert, CMU
11. Economist, CMU
12. Poverty Monitoring Expert, CMU
13. IT Expert, CMU
14. Computer Programmer, CMU


Project Director, CMU



Memo. No. CMU-97/2003(Pt.III)/2034(125)

Date : 24.11.2009

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....125.....Municipal Corporation / Municipality

Sub : Allotment of Incentive Fund 2009-10 to KMA & Non KMA ULBs on the basis of 9 (nine) criteria

Sir / Madam,

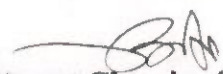
Allotment of Incentive Fund 2009-10 has been made on the basis of performance of the ULBs during the year 2008-09 on 9 (nine) criteria. After evaluation of the performance, allotment has been made in favour of 56 ULBs. The allotment (2009-10) against 9 criteria is enclosed (Annexure – I).

You are aware that the KUSP programme will end on 31.12.2010 and the Incentive Fund so allotted will be utilized on the schemes to be approved by CMU. Keeping this in mind, the awarding ULBs are requested to please prepare the schemes against Incentive Fund as per guideline (Annexure – II). The scheme should be submitted positively within **15.01.2010** to MED/CMU for technical approval and getting AA&FS.

Thanking you,

Yours faithfully,

Enclo : Annexure I & II


(Bharat Chandra Saha)
Project Director, CMU

Copy for kind information to :

1. Secretary, MA Deptt., GoWB
2. PS to MIC, MA & UD Deptt., GoWB


Project Director, CMU

\\Server\sabyachi\Letter CMU, KUSP..3.doc



Copy along with enclosures is forwarded for information and necessary action to:

1. Director of Local Bodies
2. Sri G.P. Kundu, DDLB, Headquarter
3. Sri A.K. Chandra, DDLB, Headquarter
4. Project Manager, CMU
5. Chief Engineer, MED
6. Director, SUDA
7. Jt. Director, ILGUS
8. Financial Adviser, CMU
9. Poverty Monitoring Expert, CMU
10. Engineering Expert I, CMU
11. OD Expert, CMU
- ✓ 12. Health Expert, CMU
13. Economist, CMU
14. Municipal Finance Expert, CMU
15. Accounts Officer, CMU
16. Accounting Support Agency, CMU

Project Director, CMU

Kolkata Urban Services for the Poor



Guidelines for

**Incentive Fund (IF) to KMA & Non
KMA ULBs on the basis of 9 (nine)
criteria for the year 2009-Dec. 2010**

Change Management Unit

Guidelines for Incentive Fund (IF) to KMA & Non KMA ULBs on the basis of 9 (nine) criteria for the year 2009-10

The Incentive Fund under KUSP Programme to KMA & Non KMA ULBs on the basis of 9 (nine) criteria for the year (2009-10) amounting to Rs. 450.00 lakh has been allotted to 56 Urban Local Bodies (ULBs) as per norms finalized by Government.

This Incentive Fund can be used by the ULBs for infrastructure development work inside or outside of any slum, socio-economic development work, organizational development or any other work that ULBs may decide. However, provision for the same in the DDP and ADP (2009-10) of the ULBs should be there.

1. For implementation of infrastructure development (civil Engineering construction) work, inside or outside slums, the following steps have to be followed :

- a) Preparation of estimates by ULBs as per current schedule of rates of P.W.D. / P.H.E.D / KMDA. The rates, which are available in PWD schedule, can not be taken from any other schedule.
- b) Sending the estimates to Municipal Engineering Directorate (MED) by ULBs for sanction.
- c) MED will accord Technical Sanction of the estimate after scrutiny and send it to Change Management Unit (CMU).
- d) CMU will accord Administrative Approval and Financial sanction (AA & FS) on the Technically Sanctioned estimate and send it to ULBs for taking up the work with copy to MED.

Please note that work can only be started after receipt of Administrative Approval and Financial Sanction from CMU.

2. For development work not concerned with civil engineering construction works, the following steps may be followed :

- a) Preparation of estimates by ULBs.
- b) Sending the estimates by ULBs to CMU for according AA & FS.
- c) ULBs will implement development work only after receipt of AA & FS from CMU.

3. Apart from development work, the ULBs can also use this fund for purchase of equipments, machineries and other tools for their capacity building. But there shall be provision for that in the DDP & ADP (2009-10) of the ULBs. It may be noted that no inspection vehicle (**car / jeep or any other type of vehicle**) for the purpose of site visit or for any other purpose can be purchased from this fund.

For this purpose, the following steps are to be followed :

- a) Preparation of estimates by ULBs.
- b) Sending the estimates by ULBs to CMU for according AA & FS.
- c) ULBs will purchase equipments, machineries and other tools after receipt of AA & FS from CMU, following Procurement Rules approved by GoWB and DFID.

Please note that no purchase of land is allowable from Incentive Fund.

The total expenditure from Incentive Fund during 2009-10 shall not exceed its allotment.

ABSTRACT SHEET**Allotment of Incentive Fund (2009-10)**

Sl. No.	Name of ULB	Allotment criteria (1) : Expenditure incurred for the poor out of own source revenue	Allotment criteria (2): Per capita revenue (tax and non tax)	Allotment criteria (3) : Performance in immunization and holding of anti natal clinic and post natal clinic	Allotment criteria (4) : Percentage of BPL Households given Household Water Connection	Allotment criteria (5) : Percentage of BPL Households having own toilets	Allotment criteria (6) : No. of DWCUA Groups given bank loans and no. of T&CG Groups given revolving funds	Allotment criteria (7) : No. of children enrolled in Shishu Shiksha Prakaipa Kendras during the year	Allotment criteria (8): Holding of Annual General Meeting and Half-yearly General Meeting of Ward Committee and attendance thereof	Allotment criteria (9) : Percentage of cost recovery from water charges	Total
1	Arambagh							6.00	6.00		12.00
2	Baidyabati							6.00			6.00
3	Bally			4.00							4.00
4	Balughat						6.00	6.00			12.00
5	Barackpore		4.00	4.00		4.00	4.00		6.00		22.00
6	Barurpur			6.00		4.00					10.00
7	Bhadreswar	6.00									6.00
8	Bhatpara				4.00						4.00
9	Bidhannagar		6.00								6.00
10	Bongaon	4.00									4.00
11	Budge Budge										6.00
12	Burdwan							4.00	4.00		14.00
13	Chakdaha									4.00	4.00
14	Champdany			6.00	6.00						12.00
15	Chandannagar						4.00				4.00
16	Chandrakona			4.00							4.00
17	Dalkhola	4.00						4.00			10.00
18	Diamond Harbour		6.00								10.00
19	Dum Dum		6.00	4.00				6.00			16.00
20	Durgapur		4.00				6.00				10.00
21	Halisahar				6.00				4.00		4.00
22	Hooghly Chinsurah						4.00				4.00

(Rs. in lakh)

Annexure - I

Sl. No.	Name of ULB	Allotment criteria (1) : Expenditure incurred for the poor out of own source revenue	Allotment criteria (2): Per capita revenue (tax and non tax)	Allotment criteria (3): Performance in immunization and holding of anti natal clinic and post natal clinic	Allotment criteria (4): Percentage of BPL Households given Household Water Connection	Allotment criteria (5): Percentage of BPL Households having own toilets	Allotment criteria (6): No. of DWCUA Groups given bank loans and no. of T&CG Groups given revolving funds	Allotment criteria (7): No. of children enrolled in Shishu Shiksha Prakaipa Kendras during the year	Allotment criteria (8): Holding of Annual General Meeting and Half-yearly General Meeting of Ward Committee and attendance thereof	Allotment criteria (9): Percentage of cost recovery from water charges	Total
23	Howrah				4.00						4.00
24	Jangipur				4.00			6.00			10.00
25	Jiaganj Azimganj					6.00					6.00
26	Kaliyaganj						6.00		6.00		12.00
27	Kalyani	4.00	6.00					4.00			14.00
28	Kamarhati	4.00			6.00						10.00
29	Kanchrapara	6.00							4.00		10.00
30	Kaiba									4.00	4.00
31	Kharagpur	4.00								4.00	4.00
32	Kharar									4.00	4.00
33	Khardaha			4.00	6.00	6.00				6.00	26.00
34	Khirpai					6.00					12.00
35	Konnagar		4.00								4.00
36	Madhyamgram				4.00						4.00
37	Mahestala	6.00									6.00
38	Memari					4.00					4.00
39	Nalhati					4.00					4.00
40	New Barrackpore			6.00	6.00	6.00				6.00	24.00
41	North Dum Dum			6.00							6.00
42	Old Malda							4.00			4.00
43	Pujail		6.00	6.00		4.00			4.00	6.00	26.00
44	Raiganj						6.00				6.00
45	Ranaghat		4.00							6.00	10.00
46	Rishra				4.00						4.00
47	Saithia						4.00				4.00

Annexure - I

[illegible]



12-11-09

CHANGE MANAGEMENT UNIT (CMU)

NOTE

Shri Abhijit Sankar Ray, Infrastructure & Urban Adviser, DFID India has sent a Draft Agenda (copy enclosed) for One Day Brain Storming/Workshop which will be held on 18/11/2009 at Barasat Circuit House.

From the agenda paper it has been obtained that the Experts of CMU will have to make presentation on the following points:

- 1) Original vision and achievement so far
- 2) Challenges and concerns
- 3) Way Forward

It has been decided that Shri Jayanta Chakrabarti, OD Expert, CMU, will coordinate the issue with the concerned Experts. All the Experts of CMU are requested kindly to contact with Shri Chakrabarti to get necessary advice for making the presentation fruitful.

kv. 12/11/09
(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Encl: As stated above.

To:

- (1) Municipal Finance Expert, CMU, KUSP
- (2) Engineering Expert, CMU, KUSP
- (3) OD Expert, CMU, KUSP
- (4) Urban Planner, CMU, KUSP
- (5) Health Expert, CMU, KUSP
- (6) Procurement Consultant, CMU, KUSP
- (7) Poverty Monitoring Expert, CMU, KUSP
- (8) Shri T K Mitra, Consultant, CMU, KUSP
- (9) Economist, CMU, KUSP
- (10) Internal Audit Officer & FA, CMU, KUSP
- (11) Accounts Officer, CMU, KUSP
- (12) IT Expert, CMU, KUSP
- (13) Computer Programmer, CMU, KUSP

kv. 12/11/09
Project Manager, CMU, KUSP

Copy for kind perusal of:

- (1) Project Director, CMU, KUSP

kv. 12/11/09
Project Manager, CMU, KUSP

Project Director

From: Abhijit Ray [as-ray@dfid.gov.uk]
Sent: Tuesday, November 10, 2009 4:54 PM
To: Project Director, CMU; kuspcmu@vsnl.net
Subject: Proposed agenda for W/S

Dear Mr.Saha/Mr.Mukherjee,

Please see enclosed the draft agenda for our one-day brainstorming/workshop with a set of notes at the end for presenters. I understand that a venue has been fixed at Barasat (Circuit House?). Looking at available time, we were wondering if it is possible to move this venue somewhere more closer wherein we can start earlier (and have some more time for discussions), but I leave the decision to you. Alternatively, it will be good if we can start from KUSP office at 9.30 am instead of 10.00 am and start our schedule 30 min earlier - again I leave the decision on this to you.

Abhijit

Abhijit Sankar Ray | Infrastructure and Urban Adviser | DFID India, British High Commission | B-28 Tara Crescent, Qutab Institutional Area | New Delhi 110016 | Tel: +91 (0)11 4279 3482 or +91 (0)11 2652 9123 | Fax: +91 (0)11 2652 9296 | <http://www.dfid.gov.uk/Where-we-work/Asia-South/India/>

DFID, the Department for International Development: leading the UK Government's fight against world poverty. Find out more at <http://www.dfid.gov.uk>.

The road to Copenhagen: the UK Government's ambition for a global deal on climate change. Find out more at <http://www.actoncopenhagen.gov.uk> and about DFID's work at <http://www.dfid.gov.uk/climate>.

This e-mail has been scanned for all viruses by Peapod. The service is powered by MessageLabs. For more information on a proactive anti-virus service working around the clock, around the globe, visit: <http://www.peapod.co.uk/cleanmail>

_____ NOD32 4594 (20091111) Information _____

This message was checked by NOD32 antivirus system.
<http://www.eset.com>

11-Nov-09

WHITHER KUSP?

Determining the Forward Agenda for KUSP (Graduation Strategy), 18 Nov 2009

Workshop Objective: At completion of this workshop, participants will have developed a common Vision (upto 2011 and beyond 2011), and agreed to a common Future Agenda for KUSP programme.

Time	Agenda	Lead Person for the Session
10.00 am	Departure from KUSP Office	
11.00 am – 11.05 am	Background to the Workshop <i>An introduction to workshop objectives</i>	Mr.Bharat Saha
11.05 am – 11.10 am	Introduction to the Day's Proceedings	Mr.Abhijit Ray
11.10 am – 11.40 pm	Whither KUSP? <i>Developing a common vision for KUSP – what does it mean to the CMU team?</i>	Mr.A.Bandyopadhyay Mr.Bharat Saha Mr.Abhijit Ray
11.40 pm – 11.50 pm	Tea Break (+ informal team building exercises)	DFID
11.50 am – 12.50 pm (15 min combined presentation; 10 min comments; 25 min discussions; 10 min wrap up & timelines)	Planning and Finance Functions – Presentation and Way Ahead 1. Accounting reforms 2. Planning reforms 3. Budgeting reforms	Mr.S.Thakurula Mr.Atanu S.Mukhopadhyay Mr.Abhijit Ray Ms.Ashufta Alam
12.50 pm – 01.00 pm	Informal Team Building Exercise	DFID
01.00 pm – 01.45 pm	Working Lunch – Discussions on Communicating KUSP Effectively	Mr.A.Bandyopadhyay Mr.Bharat Saha Mr.K.Mukherjee Ms.D.Menezes Mr.Shantanu Das Ms.Bidisha Pillai
01.45 pm – 02.30 pm (5 min presentation; 10 min comments; 25 min discussions; 5 min wrap up & timelines)	Innovative/Challenge Fund – Presentation and Way Ahead	Mr.Saikat Sengupta Mr.Soumen Bagchi
02.30 – 03.15 pm (5 min presentation; 10 min comments; 15 min discussions; 5 min wrap up & timelines)	Environment and Climate Risk Reduction – Presentation and Way Ahead (with Working Tea) Break-away Group: West Bengal Municipal Development Fund	Mr.Haldar Mr.Abhijit Ray Ms.Ashufta Alam Mr.Dasgupta Mr.K.Mukherjee Mr.Soumen Bagchi
03.15 pm – 03.25 pm	Tea Break (+ informal team building exercises)	DFID
03.25 pm – 04.10 pm (10 min presentation; 10 min comments; 20 min discussions; 5 min wrap up & timelines)	West Bengal Urban Poverty Eradication Mission – Presentation and Way Ahead	Mr.K.Mukherjee Mr.S.Mitra Mr.Abhijit Ray
04.10 pm – 05.00 pm	Way Ahead – Agreeing a Common Strategy (and Agenda)	Mr.Bharat Saha Mr.Alapan

Time	Agenda	Lead Person for the Session
	<i>What strategic and programmatic interventions are required over next 15 months to take KUSP towards agreed Vision? Timelines and responsibilities for achieving these will be finalised and agreed.</i>	Bandyopadhyay Mr.Abhijit Ray
05.00 pm	Reflections on the Workshop	Ms.Debbie Menezes
05.15 pm	Departure for KUSP	

Note: CMU presenters have to make a three-slide presentation (max) on the following:

Slide 1 – original vision and achievements so far

Slide 2 – challenges and concerns

Slide 3 – way forward

Comments indicate to comments from Secretary MAD (Mr.A.Bandyopadhyay) and DFID on expectations/actions – the time will be split equally between the Secretary and DFID.



No. CMU- 218/2004/1912

Date: 09-11-2009

NOTICE

Sixth Annual General Meeting of the Society (Change Management Unit) will be held at 3-00 P.M. on 11th November 2009 in the Conference Hall of SUDA in the premises of ILGUS Bhavan, HC Block, Sector-3, Bidhannagar, Kolkata-700106 to discuss the following Agenda. All the experts and officials of CMU are requested to remain present at the AGM positively.

[Signature]

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Municipal Finance Expert, CMU, KUSP
2. Financial Adviser, CMU, KUSP
3. Engineering Expert, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
- ✓ 6. Health Expert, CMU, KUSP
7. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. Sri Tapas Ghatak, GIS Adviser, KUSP
12. Internal Audit Officer, CMU, KUSP
13. Accounts Officer, CMU, KUSP
14. IT Expert, CMU, KUSP
- 15) Computer Programmer, CMU, KUSP

[Signature]

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

1. Project Director, CMU, KUSP

[Signature]

Project Manager, CMU, KUSP



Memo. No. CMU- 279/2005(Pt-II)/1796 (85)

Date : 29.10.2009

From : **Bharat Chandra Saha, IAS**
Project Director, CMU

To : **The Mayor / Chairperson**
.....85.....Municipal Corporation / Municipality

Sub : Utilisation of KUSP Incentive Fund by Non KMA ULBs

Sir / Madam,

You are aware that Change Management Unit (CMU), KUSP had declared that the Non KMA ULBs, who have completed the following works, will get Incentive Fund under KUSP Programme. This Incentive Fund is to be utilised for the purpose as prescribed in the Guidelines issued vide Memo No.: CMU-279/2005/426(85) dt..June 04, 2007.

Sl. No.	Name of Work	Incentive Fund
1.	Incentive for completion of DDP for 85 Non KMA ULBs	Rs. 12.00 lakh
2.	Incentive for first 10 ULBs for completion of DDPs	Rs. 10.00 lakh
3.	Incentive for completion of switch over to accrual based double entry system for 85 Non KMA ULBs	Rs. 4.00 lakh
4.	Incentive for first 10 ULBs for completion of switch over to accrual based double entry system	Rs. 5.00 lakh
5.	Incentive for completion of Citizens Charter for 85 Non KMA ULBs	Rs. 2.00 lakh
6.	Incentive for first 10 ULBs for completion of Citizens Charter	Rs. 2.00 lakh
7.	Incentive for first 10 ULBs on best performance in creation of Livelihood Opportunity during 2006-07 and 2007-08	Rs. 10.00 lakh
8.	Incentive for first 10 ULBs on improving own source of revenue	Rs. 10.00 lakh
9.	Incentive for first 10 ULBs on maximum expenditure for service delivery to the poor between 2007-08 to 2008-09	Rs. 10.00 lakh
10.	Incentive for first 20 ULBs on best innovations in citizen centric services	Rs. 5.00 lakh

Accordingly, allotment of fund (**Annexure – I**) has been made in favour of ULBs, who have completed the above works, with request to prepare the schemes as per Guidelines (already sent) and submit the same to MED/CMU for implementation of work and book expenditure after getting AA&FS from CMU. A copy of Guidelines is further enclosed (**Annexure – II**) for your ready

Contd..2



reference. It will transpire from Annexure – I that many of the ULBs have not as yet completed the above mentioned work for which no allotment could be made in favour of them. It will also transpire that many of the ULBs have not as yet submitted schemes though allotment of fund has been made to them.

Last date for booking expenditure after completion of work against this Fund has already been extended upto **31.12.2009**. It may please be noted that this Incentive Fund for Non KMA ULBs could not be kept open for indefinite time.

I would, therefore, request the ULBs, who have already received allotment of fund, to submit their schemes immediately for getting AA&FS from CMU. The ULBs, who have not as yet received allotment of fund for non completion of above mentioned work by them, are requested to please complete the work for getting allotment of fund from CMU immediately.


It may please be noted that allotment of fund is likely to lapse, if the schemes are not submitted within **30.11.2009**.

The ULBs, who have already submitted the schemes, may ignore this letter.

Thanking you,

Yours faithfully,

Enclo : Annexure I & II


(Bharat Chandra Saha)
Project Director, CMU

28.10.09

Copy along with enclosure is forwarded to :

1. Secretary, MA Deptt., - for kind information.


Project Director, CMU

Copy for taking necessary action to :

1. Director of Local Bodies
2. Project Manager, CMU
3. Financial Adviser, CMU
4. Accounts Officer, CMU
5. Municipal Finance Expert, CMU
6. Engineering Expert, CMU
7. OD Expert, CMU
8. Urban Planner, CMU
9. Procurement Expert, CMU
10. Economist, CMU
11. Poverty Monitoring Expert, CMU
12. Health Expert, CMU
13. IT Expert, CMU
14. Accounting Support Agency, CMU


Project Director, CMU

Total Allotment versus AA&FS against Incentive Fund for Non-KMA ULEBs as on 16.10.2009

[illegible]

Sl. No.	Name of ULB	Completion of DBP		Completion of Switch over to accrual based double entry system		Completion of Citizens Charter		Best Performance in Creation of Livelihood Opportunity during 2006-07 and 2007-08		Improving own source of revenue		Maximum Expenditure for service delivery to the poor between 2007-08 to 2008-09		Best Innovations in Citizen Centric Services		Total AA&FS (Rs.)
		Allotment	AA&FS	Allotment	AA&FS	Allotment	AA&FS	Allotment	AA&FS	Allotment	AA&FS	Allotment	AA&FS	Allotment	AA&FS	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
42	Jamuria					2.00										0.00
43	Jangipur	12.00				4.00				10.00						0.00
44	Jhalda															0.00
45	Jhargram	12.00				2.00										0.00
46	Jaganj-Azinganj	12.00				4.00										0.00
47	Kaliaganj	12.00				2.00										0.00
48	Kalimpong					2.00										0.00
49	Kalna	22.00		9.00		4.00	4.00									4.00
50	Kandi					2.00										0.00
51	Katwa	22.00	22.00			4.00	2.89	10.00	6.00							30.89
52	Kharagpur					2.00										0.00
53	Kharar	12.00	12.00			2.00	2.00									14.00
54	Khirpai	12.00	12.00	9.00		4.00	4.00									16.00
55	Krishnanagar					2.00										0.00
56	Kulti															0.00
57	Kurseong	12.00				2.00										0.00
58	Mal	12.00				2.00										0.00
59	Mathabhanga	12.00	12.00	9.00		2.00	1.87			10.00	10.00					23.87
60	Mekliganj	12.00				2.00										0.00
61	Memari	12.00		9.00	9.00	2.00	1.25									10.25
62	Midnapore					2.00										0.00
63	Mirik					2.00										0.00
64	Murshidabad					2.00										0.00
65	Nabadwip	12.00				2.00										0.00
66	Nalhati	12.00				2.00										0.00
67	Old Malda	12.00				2.00										0.00
68	Panskura					2.00										0.00
69	Purulia					2.00										0.00
70	Raghunathpur					2.00										0.00
71	Raiganj					2.00										0.00
72	Raniganj	12.00	12.00			2.00	1.90									13.90
73	Rampurhat	12.00				2.00										0.00
74	Ranaghat	22.00	22.00			4.00	4.00									26.00
75	Raniganj					2.00										0.00
76	Sainthia					2.00										0.00
77	Santipur	12.00				4.00				10.00						0.00
78	Siliguri MC	12.00				2.00										0.00
79	Sonamukhi	22.00				2.00										0.00
80	Suri	12.00				2.00										0.00
81	Taberpur	22.00	9.95			2.00	2.00									11.95
82	Taki	12.00				2.00	2.00									2.00
83	Tamluk					2.00										0.00
84	Tarakeswar	22.00	22.00	9.00		4.00	4.00	10.00								26.00
85	Tufanganj	12.00				2.00										0.00
	TOTAL	688.00	234.93	90.00	30.33	184.00	46.72	30.00	6.00	100.00	30.00	0.00	0.00	0.00	0.00	347.98

Guidelines
for implementing Projects from KUSP Fund
allotted as incentive to
85 Non-KMA ULBs



May - 2008

11
12

A. The Incentive which will be issued on 10 (ten) different components are as below :

Sl. No.	Incentive Fund to 85 Non-KMA ULBs	Items for which this Incentive Fund can be used
1.	Incentive for completion of DDP (accepted during internal appraisal process by DLB/CMU and finally approved by DPC) - Rs.12.00 lakhs each ULB. Total = $(85 \times 12) = \text{Rs.}10.20 \text{ Cr crores.}$ This amount may be spent by ULBs for proposals included in their DDP in Component-1 i.e. Infrastructure, Land Use and Environment.	Infrastructure, Land use and Environment schemes as provided in DDP Component-1
2.	Incentive for first 10 DDPs to be approved - Rs.10.00 lakhs each ULB. Total $(\text{Rs.}10.00 \text{ lakhs} \times 10) = \text{Rs.}1.00 \text{ crore.}$ This amount may be spent by ULBs for proposals/projects included in Component-1 of the DDP i.e. Infrastructure, Land Use and Environment.	Infrastructure, Land use and Environment schemes as provided in DDP Component-1
3.	ULBs who switch over to accrual based double entry system (complete in all respects) - Rs.4.00 lakhs each - Total $(\text{Rs.}4.00 \text{ lakhs} \times 85) = \text{Rs.}3.40 \text{ crores}$ This amount may be spent by ULBs for proposals/projects included in Component-2 of their DDP i.e. Social and Livelihood Development (Strengthening of CDS and Thrift and Credit Groups should be taken up from this fund as a priority)	Social and Livelihood Development schemes (Strengthening of CDS and Thrift & Credit Groups-priority) as provided in DDP Component -2
4.	First 10 ULBs who switched over to accrual based double entry system (complete in all respects) - Rs.5.00 lakhs each. Total $(\text{Rs.}5.00 \times 10) = \text{Rs.}50.00 \text{ lakhs.}$ This amount may be spent by ULBs on projects/proposals included in Component-2 of their DDP i.e. Social and Livelihood Development (Strengthening of CDS & Thrift and Credit Groups should be taken up from this fund as a priority)	Social and Livelihood Development schemes (Strengthening of CDS and Thrift & Credit Groups-priority) as provided in DDP Component-2
5.	ULBs who are able to develop good quality citizens' charter and display it for citizens at prominent places. Rs.2.00 lakhs each ULB. Total $(\text{Rs.}2.00 \text{ lakhs} \times 85) = \text{Rs.}1.70 \text{ cores.}$ This amount may be spent by the ULBs on projects/proposals included in Component-3 of their DDP i.e. Municipal Institutional strengthening	Municipal Institutional strengthening schemes as provided in DDP Component-3

Sl. No.	Incentive Fund to 85 Non-KMA ULBs	Items for which this Incentive Fund can be used
6.	First 10 ULBs in developing citizens' charter and displaying it for citizens'. Rs.2.00 lakhs each ULB. Total (Rs.2.00 lakhs x 10) = Rs.20.00 lakhs. This amount may be spent by the ULBs on projects/proposals included in Component-3 i.e. Municipal Institutional strengthening of their DDPs	Municipal Institutional strengthening schemes as provided in DDP Component-3
7.	Incentive for first 10 ULBs who improve own source of revenue between 2006-07 and 2007-08 and between 2007-08 and 2008-09 by more than 20% - Rs.10.00 lakhs per ULB for first 10 ULBs for both the years. Total (Rs.20.00 lakhs x 10) = Rs.2.00 crores. ULBs will only be eligible if they have made a minimum of 20% improvement in own source revenue. This amount may be spent by the ULBs in proposals/projects included in any of the components of DDP.	Any schemes like Infrastructure / Land use / Environment / Social & Livelihood Development / Municipal Institutional strengthening as provided in any Component of DDP.
8.	ULBs who have made maximum expenditure for service delivery to the poor between 2007-08 to 2008-09. First 10 ULBs - Rs.10.00 lakhs each. Total (Rs.10.00 lakhs x 10) = Rs.1.00 crore. This amount may also be spent by ULBs in proposals included in any of the Components in DDP.	Any schemes like Infrastructure / Land use / Environment / Social & Livelihood Development / Municipal Institutional strengthening as provided in any Component of DDP.
9.	ULBs who have the best performance in creation of livelihood opportunities (first 10 ULBs). Total (Rs.10.00 lakhs x 10) = Rs.1.00 crore. This amount may be spent by ULBs in any proposals/projects included in local economic development or livelihoods and poverty alleviation sub-components of DDP. (DDP Component – 2)	In any proposals / projects included in local economic development or livelihoods and poverty alleviation sub-components of DDP in DDP Component-2.
10.	Best innovations in citizen centric services (20 innovations x Rs.5.00 lakhs) = Rs.1.00 crores. This amount may be spent by ULBs for proposals/projects included in their DDP relating to improvement of Citizens' services. (DDP Component – 3)	In any proposals / projects included in DDP relating to improvement of citizens' services in DDP Component-3.

B. General Guidelines :

1. A Detailed Project Report (DPR) for the scheme has to be prepared by the ULB. The format for preparation of DPR is enclosed. (**Annexure – 1**)
2. The Detailed Project Report may be for schemes from any component of the DDP. Funding support from KUSP will be as given above. Engineering projects from **component 1** may cover Water supply, Sanitation, Roads, Drain, Building or other engineering work. Social development projects from **component 2** may cover livelihood generate projects, local economic development projects, Capacity building for Self Help Groups, Health Projects Education Projects etc. Municipal Institutional Strengthening projects from **component 3** may cover improving citizen's interface, organizational development, refurbishment, training and capacity building etc.
3. There must be provision for such projects in DDP and ADP (2008-09).
4. The page no. of DDP and ADP, where provision of such scheme has been kept, should be mentioned in the DPR.
5. The scheme estimate for engineering work should be prepared on the basis of rates of PWD / PWD (Roads) / PHED / PWD (Electricals), GoWB Schedule which is in vogue. The page mark of the schedule of rates should be mentioned against each item of Bill of quantities of the estimate. The estimate should be prepared following PWD norms. If rate is not available in any of the Govt. schedule of rate, the same may be obtained by inviting quotations for the concerned item of works / supply. The quotations should be submitted with the estimate. A drawing should be attached with each infrastructure scheme.
6. The estimate should be prepared and signed by the Engineer / Sub-Asst. Engineer / Overseer of the ULB and attached with the scheme.
7. With each estimate, an Abstract Sheet as per sample (Annexure – 2) should be attached.
8. The DPR which contains scheme and estimate should be Technically sanctioned by the BOC of the ULB, if the value of the scheme is less than Rs. 5.00 (Five) lakh only.
9. The Technically Sanctioned Scheme (3 copies) should be sent by the ULB directly to the Project Director, CMU for according Administrative Approval and Financial Sanction (AA & FS), if the value of the scheme is Rs. 5.00 (Five) lakh or less.
10. The DPR which contain scheme and estimate, whose value is more than Rs. 5.00 (Five) lakh, will be sent to the concerned Executive Engineer of the Municipal Engineering Directorate (MED), GoWB in 4 sets for Technical Sanction. After Technical Sanction, the MED will send the Technically Sanctioned schemes (1 set) to the Project Director, CMU for according Administrative Approval & Financial Sanction (AA&FS).

11. CMU will accord Administrative Approval & Financial Sanction (AA&FS) on the Technically Approved scheme after verification with DDP and ADP (2008-09) and send it to ULB for taking up the work.
12. For non-engineering work the DPR should be sent by ULB to CMU containing all details as given in the DPR format.
13. After receipt of AA&FS from CMU, tender / quotation should be invited following DFID approved Procurement Rules. The DFID approved Procurement Rules is annexed (Annexure – 3).
14. The concerned Sl. No. of 'A' of the guidelines, where the cost of the scheme is proposed for booking, should be mentioned. It may be any or more of Sl. No. 'A' - 1, 2, 3, 4, 5, 6, 7, 8, 9, & 10.
15. The ULB can utilize the full (100%) allotment under components of Sl. No. A - 3, A - 4, A - 5, A - 6 and A - 9 in non infrastructure work.
16. However, if any ULB desires to implement infrastructure (construction) work from the Incentive fund allotted under components of Sl. No. A - 3, A - 4, A - 5, A - 6 and A - 9, the cost of the infrastructure (construction) work shall be restricted to 60% of the fund allotment under any component.
17. KUSP Fund will be given in phases as advance in the dedicated Bank Account already opened by the ULB for KUSP works.
18. No Fund can be utilized for purchase of land / building / flat / vehicle except Ambulance.
19. The KUSP Fund account will be examined by the Accounting Support Agency engaged by CMU.
20. The physical verification of the infrastructure of works as well as its quality will be monitored by the Third Party Quality Support Agency engaged by CMU.
21. Release of fund may be suspended, if any adverse Report is received from the Accounting Support Agency / Third Party Quality Support Agency till the rectification work is completed.
22. The ULB should monitor project regularly so that output / outcome as conceived is achieved and benefits from the project accrue to the target population.
23. If the Infrastructure schemes like Water Supply, Sanitation, Drain, Road and Solid Waste Management is found to be more than one, such schemes may be clubbed together and submitted to MED / CMU as a composite scheme.

Annexure - 1

The Detailed Project Report (DPR) shall contain the following : -

A. GENERAL

- 1. Name of the ULB :**
- 2. Nodal Officer in-charge of executing the project :**
- 3. Name of the Project:**
- 4. DDP / ADP :**
 - a. Page no. of DDP**
 - b. Page no. of ADP**
- 5. Duration of the Project (months):**
- 6. Project objectives:**
- 7. Project Area:**
- 8. Target group (including number of beneficiaries):**
- 9. Outputs (in measurable terms):**
- 10. Involvement of community / other stakeholders if any:**
- 11. Project monitoring system:**
- 12. Any other matter not covered above:**

B. FINANCIAL

B1. FOR ENGINEERING PROJECT

- a. Detailed Plan and estimate (to be annexed)**
- b. Other costs :**
(Equipment / Implements / Consultancy / Study / Training /
Administrative Cost / Running expenses)
- c. Total cost**

B2. FOR NON-ENGINEERING PROJECTS

- 1. Activity wise cost**
- 2. Equipment / Implement cost**
- 3. Administrative cost / Running expenses.**
- 4. Total cost.**

B3. Total Budget for Project

- 1. From KUSP Fund**
- 2. Other Fund (if any)**
- 3. Beneficiary contribution (if any)**
- 4. Total**

Abstract of Detailed Estimate

Sl. No.	Description of Work	Unit	Quantity	Amount (in Rs.)
1	Laying of water supply line	Mtr.		
2	Tube Well	Each		
3	Sanitation (latrine)	Each		
4	Construction of drain	Mtr.		
5	Construction of road	Mtr.		
6	Construction of Guard Wall	Mtr.		
7	Construction of Culvert	Each		
8	Construction of building	Each		
9	Supply of materials for SWM	L.S.		
10	Supply of materials / equipment (please specify name)	L.S.		
11	Social Development Projects from DDP Component - 2 (Livelihood Generate Project, Local Economic Development Project, Capacity Building for SHG, Health Project, Education Project)	L.S.		
12	Municipal Institutional Strengthening Projects from DDP Component - 3 (Improving Citizens' Interface, Organizational Development, Refurbishment, Training & Capacity Building)	L.S.		
			Total :	

Memo. No.: 15/2009(M-V)/1718(8)

Date: 22.10.2009

To:

- 1) Dr. A.K. Majumdar, Dy. Director, IIT Kharagpur
- 2) Dr. Subir Roy, Senior Informatics Officer, NIC
- 3) Sri Asoke Chandra, Addl Director, DOEACC Society
- 4) Prof. Chandan Majumdar, Jadavpur University
- 5) Sri Mitro Chatterjee, Spl. Officer and Nodal officer-IT, GoWB
- 6) Sri Debotosh Dasgupta, Nodal officer-IT, Kolkata Municipal Corporation
- 7) Sri Anil Chandra, Kolkata Municipal Corporation
- 8) Sri Prasun Neogy

Sub: Invitation for meeting of e-governance on 24th October, 2009

Sir,

We are pleased to inform you that a meeting has been decided to be held on 24th October, 2009, from 2.30 p.m. onwards at SUDA conference hall, ILGUS Bhavan, HC Block, Salt Lake City, Kolkata -700106 to finalize the birth and death module of e-governance programme under CMU, KUSP, which is being developed by M/s. Wipro Ltd.

We are cordially inviting you to be present in the meeting to provide your valued inputs on the aforesaid matter.

Yours faithfully



(Bharat Chandra Saha)
Project Director, CMU, KUSP

Copy forwarded for kind information to:

1. Secretary, M.A. Department, Government of West Bengal



Project Director, CMU, KUSP

Copy forwarded for kind information to and request for presence in the meeting:

1. Project Manager, CMU, KUSP
2. IT Expert, CMU, KUSP
3. Dr. Shibani Goswami, CMU, KUSP
4. Sri Tapas Guha Thakurta, CMU, KUSP
5. Sri A.K. Halder, CMU, KUSP



Project Director, CMU, KUSP

**Government of West Bengal
Department of Municipal Affairs
Writers' Buildings, Kolkata.**

No. 1448/MA/O/C-3/O-13/2005

Dated, Kolkata, 20.10.2009

From: K.C. Mondal, WBCS (Exe.)
Special Secretary to the Govt. of West Bengal.

To : The District Magistrate
(All districts)

Sub: Meeting on 30.10.2009 with DMDOs / OCs (Municipal Affairs)

Sir,

In reference to my earlier letter dated 15.10.2009, I am directed to inform you that the meeting which was scheduled to be taken by Secretary, Municipal Affairs Department with the District Municipal Development Officers (DMDO) / Officer-in-Charge, Municipal Affairs of all districts on 20.10.2009, will now be held on 30.10.2009 at 1 p.m. at Conference Hall at SUDA, ILGUS Bhawan, HC Block, Sector-III, Bidhannagar, Kolkata 700106.

You are requested to please send District Municipal Development Officers (DMDO) / Officer-in-Charge, Municipal Affairs of your district, to attend the meeting.

Thanking you,

Yours faithfully,
Sd/-
Special Secretary

No.

Dated, Kolkata, 2009.

Copy forwarded for information to :

1. Director of Local Bodies & Project Director (CMU), KUSP;
2. Director, SUDA;
3. Chief Engineer, Municipal Engineering Directorate;
4. Private Secretary to MIC, MA & UD Deptts.;
5. P.A. to Secretary, Municipal Affairs Department.

Copy to :

Advisor / Tech. Advisor (s) / Dy Dir / AO
SOO (H) / Sandit may please attend.

Sd/- 21.10.09
Director, SUDA

Sd/- 20/10/09
Special Secretary

Dr. S. Goswami
P.O (H)



CHANGE MANAGEMENT UNIT

NOTICE

15-10-2009

It has been decided to review the progress related to sanction of the Detailed Project Report made under KUSP programme on 20th October 2009 at 12.00 noon at the under signed chamber.

The latest position of the Detailed Project Reports (as on 15.10.2009) head wise as follows :

Allotment Head	Total Allotment 2009-10 to 2010-11	No. of DPR Submitted	No. of AA & FS given	Total Financial Sanction 2009- 10 to 2010-11
SLUM	4806.51		54	1102.78
Intra – Municipal	5846.36	635	632	3556.75
Capacity Building	1357.68		85	484.81
LED	1412.24			644.28
Health	900.76	175	158	577.70
Total	14323.55			6366.32

You are requested to make it convenient to attend the said review meeting.

RW. 15/10/09
Dr. Kallol Mukherjee
Project Manager, CMU

Copy forwarded to :

1. Engineering Expert -I CMU, KUSP
2. OD Expert, CMU, KUSP
3. Health Expert, CMU, KUSP
4. Poverty Monitoring Expert, CMU, KUSP
5. Economist, CMU, KUSP
6. Mr. Arun Halder, EE-II, CMU, KUSP



CHANGE MANAGEMENT UNIT (CMU)

NOTE

08-10-09

Action points for the Ministry of Urban Development Department during the 11th 5-Year Plan is enclosed.

Municipal Affairs Department has requested CMU to communicate a report on this issue vide Memo Nos.348(13)/MA/C-10/2S-9/2009 dt.20-05-2009 and 637(11)/MA/C-10/2S-9/2009 dt.14-09-2009.

PD may like to request the concerned Experts of CMU to give their valuable suggestions, remarks etc. in this regard.

KM 08/10/09
(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Encl: As stated above

PM
Project Director, CMU, KUSP

All the concerned experts/officials
may pl. provide the
information/suggestions.
SKM

pl. circulate among the Expts. 12/10
and collect their valued feed back.
After this we will prepare the report.
pl. submit the reports, within 20th Oct. 09.

Satyajit Sakhvi.

KS
14/10.

Government of West Bengal
Municipal Affairs Department
Writers' Buildings, Kolkata-700 001

No. 637(11)/MA/C-10/2S-9/2009

Dated, Kolkata, the 14th September, 2009

From: Shri D. Mitra,
Joint Secretary to the Government of West Bengal.

To : Project Director,
Change Management Unit,
ILGUS Bhavan, HC Block,
Sector-III, Bidhannagar,
Kolkata-700 106.



Sub: Action Points for the Ministry of Urban Development during the 11th Five Year Plan.

Sir,

I am directed to refer to this Department Memo. No. 348(13)/MA/C-10/2S-9/2009 dated 20.05.2009 (copy along with enclosure enclosed for ready reference) on the subject noted above and to say that no reply from your end in the matter has yet been received in this Department.

I am, therefore, directed to request you kindly to arrange for submission of your reply immediately so as to enable this Department to furnish the consolidated report to the Urban Development Department at an early date.

This may be treated as most urgent.

Encl: As stated

Yours faithfully,


Joint Secretary

Government of West Bengal
Municipal Affairs Department
Writers' Buildings, Kolkata-700 001

No. 348(13)/MA/C-10/25-9/2009

Dated. Kolkata. the 20th May, 2009

From: Shri D. Mitra,
Joint Secretary to the Government of West Bengal.

To : Project Director,
Change Management Unit,
ILGUS Bhavan, HC Block,
Sector-III, Bidhannagar,
Kolkata-700 106.

Sub: Action Points for the Ministry of Urban Development during the 11th Five Year Plan.

Sir,

In enclosing herewith a copy of the Memo No. 1305(2)-UD/O/M/JNUM-12/07(Pt.IV) dated 02.04.2009 along with its enclosures, received from the Urban Development Department, Government of West Bengal pertaining to Urban Development in the 11th Five Year Plan Document, I am directed to request you to send a report relating to your Department/Office with regard to the para/paras of the statement format contained in the Memo., at your earliest convenience for taking necessary action at this end

Yours faithfully,

Sd/- D. Mitra

Joint Secretary

17

GOVERNMENT OF WEST BENGAL
URBAN DEVELOPMENT DEPARTMENT
"NAGARAYAN"
DF-8, SECTOR-1, SALT LAKE
KOLKATA - 700 064

NO 1305(2)-UD/O/M/JN/M-12-07(P: IV)

Dated 2nd April 2009

From The Joint Secretary
to the Govt. of West Bengal

- To
1. The Chief Executive Officer
Kolkata Metropolitan Development Authority
 2. The Joint Secretary, Municipal Affairs Department



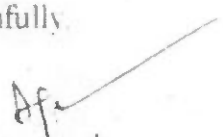
Sub Action points for the Ministry of Urban Development during the 11th Five Year Plan

Sir,

I am directed to send herewith a copy of the letter No. 471/08/2008-Coord Dated 11.2.2009 received from the Ministry of Urban Development, Government of India, alongwith enclosure for taking necessary action at your end.

Yours faithfully,

Encl: As Stated above


Joint Secretary to the
Government of West Bengal



1137
5.3.09

DEPT. DEPT.
13/03/09
1973

Aditi S. Ray
Economic Adviser

☎: 23061397; Fax: 23062602

e-mail: aditisray@nic.in

भारत सरकार
जल निकासी विभाग का
निर्माण भवन

GOVERNMENT OF INDIA
MINISTRY OF URBAN DEVELOPMENT
NIRMAN BHAVAN

नई दिल्ली 110011, भारत

Phone: 23061397, 23062602

D.O No 471/08/2008-Coord
February 11 2009

Dear Sir,

Planning Commission had highlighted certain issues pertaining to Urban Development in the 11th Five Year Plan Document, Chapter XI, titled "Urban Infrastructure, Housing, Basic Services & Poverty Alleviation". There are certain areas on which action is required to be taken by the State Governments and by the Urban Local Bodies (ULBs). These areas have been listed in a statement format, a copy of which is enclosed herewith.

2 It is requested that necessary action on these areas may be taken and report relating thereto may be furnished to the Ministry within two weeks for the Ministry to monitor the implementation of the Plan objectives or addressing concerns.

Yours sincerely,

Encls. As stated

Shri P.K. Pradhan,
Principal Secretary (UD & MA)
Govt. of West Bengal,
Writer's Building,
F Block, 3rd Floor,
Kolkata - 700001
Fax - 033-22143632

(Aditi S. Ray)

ACTION POINTS FOR THE MINISTRY OF URBAN DEVELOPMENT DURING THE 11TH FIVE YEAR PLAN

A. Observations made in the Plan Document on which ACTION REST WITH STATES AND ULB

S.No	Statement made in the Plan document
1	<p><i>VISION Indian cities will be the locus and engine of economic growth over the next two decades and realization of an ambitious goal of 9-10% growth in GDP depends fundamentally on making Indian cities much more liveable, inclusive, bankable, and competitive</i></p> <p style="text-align: right;">[Para 11.4]</p>
2	<p>Policy makers need to focus on new ways to achieve results and on different benchmarks that capture efficiency, effectiveness, quality and sustainability in governance, service delivery, inter-Governmental and municipal finances and social development. For example, the Strategy of Urban Development could be:</p> <p>Strengthening urban local Governments through capacity building and better financial management;</p> <p>Increasing the efficiency and productivity of cities by deregulation and development of land.</p> <p>Dismantling public sector monopolies, over urban infrastructure and creating conditions for the private sector to invest,</p> <p>Establishing autonomous regulatory framework to oversee the functioning of the public and private sector,</p> <p>Reducing incidence of poverty and</p> <p>Using technology and innovation in a big way</p> <p style="text-align: right;">[Para 11.6 and Box 11.2]</p>
3	<p>The governance requirements under the 74th Constitutional Amendment Act in respect of DPC and MPC have not met in a number of states. It has been observed that the District Planning Committee and Metropolitan Planning Committees have not been met in a number of States.</p> <p style="text-align: right;">[Para 11.4 & 11.11]</p>
4	<p>Special attention is needed for management and governance of urban areas which are at present fragmented between different state-level agencies and ULBs, with lack of coordination.</p> <p style="text-align: right;">[Para 11.5]</p>
5	<p>The regional development plans at the State level need to be formulated as a broad policy and vision document for the development of urban and rural growth centres in an integrated manner.</p> <p style="text-align: right;">[Para 11.8]</p>

Statement made in the Plan document

State Governments should play a facilitating role to facilitate urban local bodies in order to provide an enabling endowment to ULBs to function as effective units of self-governance.

An independent regulatory institution with professional urban managers is needed at the State level to ensure that the ULB operate with autonomy but within the framework decided by the regulatory institution

[Para 11.9 & 11.125]

- 7 Private participation in water supply and sanitation sector should be encouraged aiming at full cost recovery of the utilities provided

[Para 11.10]

- 8 To achieve 100% coverage of population with urban water supply by the end of the Eleventh Five Year Plan, the following steps need to be taken -

- (i) To bring out State ground water legislation based on the Model Ground Water legislation brought out by the Central Ground Water Board (CGWB)
- (ii) Keeping in view the National Water Policy, the States should formulate State Water Policy to meet drinking water needs.
- (iii) Under JNNURM, special attention be given to cities and towns which are affected by water contamination due to presence of chemicals such as iron and fluoride. Water Quality Testing Laboratories may be set up in all cities and towns and existing labs be strengthened to check water borne diseases.
- (iv) Suitable strategy be evolved by the States/ULBs for meeting O&M costs. Metering of water may be made mandatory generating sufficient revenues. Telescopic water tariff/user charges should be formulated and levied to discourage excessive use of water
- (v) Need to check the leakages and unaccounted Water, particularly in cities where it is as high as 50%. Such losses should be minimized or eliminated through intensive leak detection and rectification programme
- (vi) The State Governments/ULBs should take up reform measures under JNNURM, for water and energy audit, reuse and recycling, levy of realistic user charges, efficient water use and its equitable distribution, rain water harvesting, commercial accounting systems, consumer orientation, cost recovery, artificial recharge of ground water etc.
- (vii) To meet the requirement of funds, efforts should be made to step up the quantum of funds through institutional financing, foreign direct investment, assistance from bilateral, multi-lateral agencies, newly launched Pooled Finance Development Scheme (PFDS), Tax Free Municipal Bonds, PPPs, MPLAD Funds etc.

[Para 11.49]

Statement made in the Plan document .

To deal with the Solid Waste Management, the States should encourage the PPP mode projects.

[Para 11.51]

10 With rapid industrialization, growth of services sector and rise in incomes, the rate of waste generation has gone up manifold. The following steps need to be taken for its management:-

- (i) Cities and towns be provided with appropriate solid Waste Management facilities with emphasis on use of low energy consuming technologies for processing and treatment of municipal solid waste
- (ii) Compulsory production of compost from solid waste and application of this organic manure in agriculture and horticulture to improve soil fertility
- (iii) Implementation of the recommendations of Report of the Inter-Ministerial Task Force on the "Integrated Plant Nutrient Management using City Compost" in managing the city garbage in a sustainable manner.
- (iv) Segregation & storage of waste, door-to-door collection & transportation along with appropriate plant design should be enforced as per Municipal Solid Waste Management & Handling Rules, 2000. NGOs should be encouraged to provide organizational support and identity to the rag pickers, who play an important role in recycling of the waste.
- (v) Adequate land should be earmarked/allotted at the planning stage itself for setting up of sanitary land-fills, compost plants and other processing units including provision for future expansion

[Para 11.49]

11 To achieve 100% population coverage for sewerage, sewage treatment and low cost sanitation facilities in urban areas during Eleventh Plan, the following steps need to be taken:-

- (i) Install more plants to treat, recycle and reuse sewage
- (ii) Industrial and commercial establishments must reuse and recycle treated sewage to reduce fresh water demand.
- (iii) ULBs should amend their bye-laws to make it mandatory for all residents to connect their toilets to the existing sewerage system.
- (iv) Fringe areas of cities and colonies of economically weaker sections and slum dwellers be covered with low cost sanitation facilities, either on individual household basis or community basis with "pay & use system" with adequate maintenance arrangements. Necessary penal clause be enforced effectively to stop open defecation practice as well as indiscriminate throwing of garbage/litter in public places.
- (v) Targeted subsidy may be given to urban poor for taking water supply/sewerage house service connections, metering, construction of toilets.
- (vi) Comprehensive storm water drainage system be developed in all cities and towns in order to avoid water logging during monsoon.

[Para 11.55]

Statement made in the Plan document

In all stages of planning, formulation and execution of water and sanitation projects, poor and disadvantaged sections of society and SC/ST population should be included and their needs accorded top priority. The programmes of other Central Ministries such as SC/ST Plans, Tribal Welfare Plan may be suitably dovetailed with JNNURM. CDPs should give special attention to the problems and needs of these vulnerable sections of society

[Para 11.59]

- 13 For an effective urban planning system, there is need to have inter-related plans at three levels namely perspective/Structure Plans(20-25 years), Short-term Integrated Infrastructure Development Plans (5 years) coterminous with the National Five Year Plans and plans of specific projects and schemes.

[Para 11.113]

- 14 The State spatial plans should be prepared by taking into account demographic and economic potentials, broad land use configurations, infrastructure requirements, project implementation schedules including mechanism for public-private partnerships.

[Para 11.114]

- 15 Each district should prepare a District Development Plan that integrates the plans for its constituent urban and rural areas as well as the sectoral allocations for various schemes under the purview of existing district agencies

[Para 11.115]

- 16 The legal and institutional framework should provide the municipalities with adequate infrastructure and manpower to undertake the preparation of these plans. Further, the process of preparation of development plans should be facilitated by developing urban and regional information system and providing access to remotely sensed data, aerial photographs, Geographic Information System (GIS), etc. Setting up MIS cells to build data base at national and State level. Evolving suitable mechanism for strong data base for all cities/towns with regard to coverage of urban population with water supply, sewerage, drainage and solid waste management facilities is most essential in the wake of large number of infrastructure projects that are being considered by different States.

[Para 11.117]

17. The scope of PHE training programmes needs to be widened so as to provide requisite training for increasing the skills and expertise of all personnel involved in the water supply and sanitation sector. The infrastructure being developed by various ULBs/State departments for drinking water supply, sewerage, sanitation, drainage, SWM under JNNURM would require more qualified and trained manpower for better planning, designing, implementation and O&M of water supply and sanitation schemes.

[Para 11.118]

Statement made in the Plan document

- 8 Technical and financial assistance from external support agencies like WHO, UNDP, World Bank, ADB and bilateral agencies needs to be explored on a case to case basis. It is also essential that the external donor agencies cut short their processing/decision making time to less than a year, so that projects planned under JNNURM are able to get financial and technical support of external donor agency without hampering the progress of project implementation.
[Para 11.119]

- 19 The 10% lump sum pool of resources of Ministry of Urban Development and Non Lapsable Central Pool of Resources (NLCPR) under Ministry of DoNER meant for North Eastern States and Sikkim provide funding for creation of urban infrastructure including water supply, sewerage, drainage and solid waste management on the same pattern of funding as that of JNNURM i.e. 90:10 basis. These programmes need to be integrated with JNNURM to avoid duplicity in projects by different Ministries and adherence to projects based on City Development Plans.
[Para 11.120]

- 20 The Constitution (Seventy-fourth Amendment) Act (CAA). The Act has ensured decentralization and successfully created a set up of democratic institutions of self-government. However, despite 15 years of enactment, most of the States are yet to implement its several provisions. While the CAA envisions decentralization of functions, finances and functionaries to enable ULBs to function as "institutions of self government," in reality, fiscal and administrative decentralization have lagged behind political decentralization. The amended Municipal Acts do not specifically assign functions and financial powers to ULBs, including town planning. To achieve the twin objectives of ambitious growth, paired with inclusive growth the country needs to functionalize the institutional framework that fosters livable, bankable and competitive cities.
[Para 11.122]

- 21 Lack of skilled manpower to undertake various additional tasks entrusted to ULBs is a cause of concern. Many of the ULBs have only one or two engineers for preparing projects and almost no town planner for preparing City Development Plan and Project Reports. During Eleventh Plan, emphasis would be laid on the capacity building of the functionaries of ULBs. There is a need to set up an apex agency to coordinate the activities of all national and State level training institutions. Administrative Reforms Commission has proposed the creation of a 3-5 years 'urban governance capacity building programmes' to be initiated by the Central and State Governments. Deficiencies of the ULBs need to be addressed through various capacity building programmes under JNNURM and other Centrally sponsored schemes.
[Para 11.124]

Statement made in the Plan document

2 The following steps need to be initiated for augmenting revenue generation by ULBs -

- (i) **Land as a resource** Land is a good resource to generate revenue for the local bodies and should be explored by the ULBs to the extent possible
- (ii) **New Levies** New Levies/cess should be levied to augment revenue resources such as drainage fee, parking fee, hoarding fees, vacant land tax, development impact fee etc
- (iii) **Pooled Financing** New thrusts for mobilizing urban infrastructure finance - State Level Pooled Financing Mechanism is working successfully in Tamil Nadu, with the financial assistance from the USAID. Central government has set up a Pooled Finance Development Fund (PFDF) with the objective to facilitate development of bankable urban infrastructure projects through appropriate capacity building measures and financial structuring. An amount of Rs.100 crore has been provided to the Ministry of Urban Development for 2007-08 for Pooled Finance Development Fund.
- (iv) **Secondary Markets** ULBs will have to be made credible and accountable institutions so as to tap India's increasingly sophisticated financial markets including secondary markets
- (v) **Accessing Capital Markets** To ensure sound local government credit markets, Government will have to evolve effective financial institutions and instruments for financial market regulations and supervision. ULBs credit worthiness would be enhanced on a stand-alone basis so that the supply of bankable projects could be increased.

[Para 11.129]



Memo. No. CMU-338/2006/1587(40)

Date : 06.10.2009

From : Bharat Chandra Saha, IAS
Project Director, CMU

To : The Mayor / Chairperson
.....40.....Municipal Corporation / Municipality

Sub : Booking of expenditure under KUSP Programme against AA&FS issued in (2008-09)

Sir / Madam,

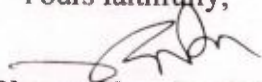
It transpires that some of the ULBs have not been able to complete the work and book the expenditure against AA&FS issued during 2008-09 for the following component of work during the year 2008-09 within 30th September 2009 and have prayed for extension of time for booking of expenditure.

1. Slum Level Infrastructure
2. Incentive
3. Intra Municipal Infrastructure
4. Local Economic Development
5. Capacity Building
6. Health
7. Technical Expertise (Consultancy)

In view of the above, the last date for booking of expenditure after completion of work at site against AA&FS (2008-09) is extended upto **31st December 2009**.

Thanking you,

Yours faithfully,


(Bharat Chandra Saha)
Project Director, CMU

Copy to :

1. Director of Local Bodies
2. Project Manager, CMU
3. Chief Engineer, MED
4. Financial Adviser, CMU
5. Accounts Officer, CMU
6. Engineering Expert 1, CMU
7. Economist, CMU
8. OD Expert, CMU
9. Poverty Monitoring Expert, CMU
10. Health Expert, CMU
11. Accounting Supporting Agency, CMU


Project Director, CMU

\\Server\sabyachi\Letter CMU, KUSP..3.doc



CHANGE MANAGEMENT UNIT (CMU)

NOTE

16.09.2009

As a part of austerity measure, it is proposed that in the general meetings of CMU only tea and biscuits will be served to the participants as refreshment. In case of any special arrangement, the proposal should be approved by Project Director, CMU and the proposal should be submitted to Project Director, CMU through Project Manager, CMU.

Placed before P.D. for favour of his kind perusal and approval.

P.D., CMU.

(Kallol Kr. Mukherjee)
Project Manager, CMU.

yes, Sir.

22-9-09

~~Pl. show all concerned.~~

Pl. show all concerned.

23/09/09

office



CHANGE MANAGEMENT UNIT (CMU)

NOTE

15-09-09

Shri Abhijit Shankar Roy, Urban Adviser, DFID (India) along with another representative of DFID (India) will visit CMU Office on 16th September 2009. The programme of his visit is given below:

Time	Programme
10-30 a.m.	DFID team will reach at CMU Office
10-30 a.m. to 11-00 a.m.	Preliminary discussion with PD & PM of CMU
11-00 a.m. to 11-30 a.m.	A presentation by IPE on training impact analysis and discussion with PD, PM, Shri A K Halder, Shri Jayanta Kr. Chakrabarti, Dr. Sujay Mitra
11-30 a.m. to 1-30 p.m.	Discussion with PD and PM.

All the experts are requested kindly to remain present at the Office on 16th September 2009 and may take part in the discussion as and when required. Shri Arun Kr Halder, Shri Jayanta Kr Chakrabarti and Dr Sujay Mitra may kindly attend the presentation programme of IPE. Shri Sabyasachi Majumder is requested to take necessary arrangements for the presentation programme preferably at the SUDA Conference Hall at ILGUS Bhavan.

Rw. 15/09/09
(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

To:

1. Municipal Finance Expert, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Consultant, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Internal Audit Officer & FA, CMU, KUSP
11. Accounts Officer, CMU, KUSP
12. IT Expert, CMU, KUSP
13. Computer Programmer, CMU, KUSP
14. Shri Sabyasachi Majumder, MIA, CMU, KUSP

Rw. 15/09/09
Project Manager, CMU, KUSP

Copy for kind perusal of:

- (1) Project Director, CMU, KUSP

Rw. 15/09/09
Project Manager, CMU, KUSP



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Arnab Roy, IAS
Project Director

Memo. No. CMU-601/2009/1329

Date : 03.09.09

From : Arnab Roy
Project Director, CMU

To : The Chairperson
Dankuni Municipality
Monoharpur, Uttar Subhash Pally
P.O. Dankuni, Dist. Hooghly
Pin. 712311

Sub : Allotment of fund for the year 2009-10 to 2010-11 (upto December 2010) for the work under Kolkata Urban Services for the Poor (KUSP)

Madam,

I am pleased to inform you that the allotment of KUSP fund for the year 2009-10 to 2010-11 (upto December 2010) for the following component of works in favour of Dankuni Municipality are as below :

1. Slum Level Infrastructure Fund (SLIF) : Rs. 40.00 lakh
2. Fund for preparation of Draft Development Plan (DDP) : Rs. 19.92 lakh
3. Capacity Building (Accounting Reforms & Citizens' Charter) : Rs. 1.20 lakh

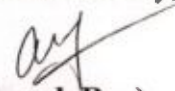
Total : Rs. 61.12 lakh

You are requested to please prepare schemes of each component of work as per guideline and submit the same to Municipal Engineering Directorate (MED) / Change Management Unit (CMU) within 31.10.2009.

The time for implementation of the schemes and booking of expenditure thereof will be till December 2010 after which any unspent amount will lapse. However, it is requested that implementation may be completed well before the dead line.

Thanking you,

Yours faithfully,


(Arnab Roy)
Project Director, CMU

Copy for kind information to :

1. Secretary, Municipal Affairs Department
2. PS to MIC, Municipal Affairs Department


Project Director, CMU

\\Server\sabyachi\Letter CMU, KUSP..3.doc



Copy for kind information to:

1. Director of Local Bodies
2. Director, SUDA
3. Chief Engineer, MED
4. Joint Director, ILGUS
5. Project Manager, CMU
6. Financial Adviser, CMU
7. Engineering Expert 1, CMU
8. Municipal Finance Expert, CMU
9. Accounts Officer, CMU
10. Urban Planner, CMU
11. OD Expert, CMU
12. Poverty Monitoring Expert, CMU
- ✓ 13. Health Expert, CMU
14. Procurement Expert, CMU
15. Economist, CMU
16. Consultant (HDRP), CMU


Project Director, CMU



CHANGE MANAGEMENT UNIT (CMU)

NOTE

01-09-09

Secretary, Municipal Affairs Department, desired that all the Experts of CMU will submit timeline calendar and action plan of their sectors for 2009-10 and 2010-11. In the mean time most of the Experts have submitted the draft copy of the format of the timeline calendar which were placed before Secretary, MA Dept. For the finalisation of the timeline calendar, Secretary, Municipal Affairs Department will discuss with the concerned Experts of CMU as per the following schedule at his chamber at CMU on 4th September 2009.

Time	Sector	Expert will remain present
10-30 a.m. to 11-30 a.m.	Slum improvement programme and Intra Municipal Development work	Shri G C Sarker, Engineering Expert
11-30 a.m. to 12-30 p.m.	Capacity Building and OD	Shri Jayanta Kr Chakrabarti, OD Expert
12-30 p.m. to 1-00 p.m.	Urban Poverty Eradication Mission	Dr Sujay Mitra, Poverty Monitoring Expert

All the Experts as given in the table above are requested kindly to remain present at the discussion with all relevant reports and returns.

For the remaining sectors for example, Health, Local Economic Development, Innovative/Challenge Fund, Accounting Reforms, Environment Programmes, Draft Development Plan etc. the date of discussion will be communicated in due course.

Kr. 1/09/09.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

To:

1. Municipal Finance Expert, CMU, KUSP
2. Engineering Expert, CMU, KUSP
3. OD Expert, CMU, KUSP
4. Urban Planner, CMU, KUSP
- ✓ 5. Health Expert, CMU, KUSP
6. Procurement Consultant, CMU, KUSP
7. Poverty Monitoring Expert, CMU, KUSP
8. Shri T K Mitra, Consultant, CMU, KUSP
9. Economist, CMU, KUSP
10. Internal Audit Officer, CMU, KUSP
11. Accounts Officer, CMU, KUSP
12. IT Expert, CMU, KUSP
13. Computer Programmer, CMU, KUSP

Copy submitted before:

- (1) Project Director, CMU, KUSP

Kr. 1/09/09.

Project Manager, CMU, KUSP

401552
27-8-09
423
C.M. Bachhawat, IAS

Principal Secretary
Finance Department
Government of West Bengal
Writers' Buildings
Kolkata - 700 001
☎ 2214-3695 Fax : 2214-4010
e-mail : f_secy@yahoo.co.in

No 1126 (75)-F.B.

August 25, 2009.

Mr A Bandyopadhyay, IAS
Secretary
Municipal Affairs Department
Government of West Bengal.

Sub : Enquiry regarding availability of discounted Air-fare tickets while undertaking official tours/LTC.

Dear Sir,

1. It has been learnt that some of the officers have not been enquiring about the availability of the discounted air-fare tickets while undertaking official tours. Attention is drawn to the Memo No.1301(75)-F.B. dated October 13, 2008 of the Principal Secretary, Finance Department, Government of West Bengal and Memo No.454-F.B. dated June 11, 2008 of the Chief Secretary, Government of West Bengal, wherein certain instructions were issued regarding observance of various economy measures for reducing avoidable Government expenditure.

2. It is reiterated that the touring officials may please check with the Travelling Agents concerned availability of discounted air-tickets, while booking their air tickets for official journeys or check the same from the internet directly for the airlines concerned in case of direct booking. This is also required as per para 1(F) of the Circular vide Memo No.454-F.B. dated June 11, 2008 issued by the Chief Secretary.

3. Certain clarifications have also been sought by some of the officers regarding claim for cancellation charges/modification charges, as applicable, for cancellation/modification of the date of journey due to certain official exigencies such as change in the date of meeting or cancellation of meeting. It is also clarified that cancellation charges/modification charges, as applicable, will be

SS(RCM)

may be shown
to all officers
20/9/09

SS(RCM)
For wide
circulation
As 2/8/09

Try to
DLB, WB
PD, CMU
CE, MED
Director SODA
Member Secy WBVB
TS (AG) cell-3/5
3/8/09

IS (AG)
Chen me/A
Bandyopadhyay
3

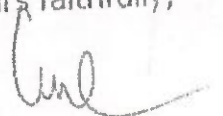
allowed whenever cancellation or modification in the date of journey has to be effected in case of discounted air-fare tickets.

4. It is also hereby reiterated that a mention may please be made in the proposal for obtaining prior approval for official tour as to whether journey is being taken on discounted air-fare or on full fare, with brief reasons for availing the full fare.

5. It is further requested that the officials may avail discounted air-fare tickets while undertaking official foreign tours, where expenditure is borne by the Government of West Bengal and travels in connection with LTC.

Thanking you,

Yours faithfully,



(C.M. Bachhawat)

24th August, 2009

NOTICE

Shri S. Das, State Representative of DFID vide his Fax Message dated 24.08.2009 has informed us about the visit of UK Cabinet Minister for the Department for International Development (DFID), Mr. Douglas Alexander MP and the UK Cabinet Minister for the Department of Energy and Climate Change, Mr. Ed Milliband MP to Kolkata on 1st September, 2009. They will reach Kolkata at about 4.30 P.M. on 01.09.2009 and leave for Delhi on the same day at 8.50 P.M. During their short stay in West Bengal, the Ministers would like to visit Jyoti Nagar Slum in Rajarhat-Gopalpur Municipality. Shri Das has requested us to make all official arrangements for this visit.

All the Experts of CMU are requested to take necessary action concerning them for the above visit.

KJ.

(Kallol Kr. Mukherjee)
Project Manager, CMU, KUSP.

Copy submitted before P.D., CMU for favour of his kind information.

KJ.

Project Manager, CMU, KUSP.

Distribution:

1. Financial Adviser, CMU.
2. Municipal Finance Expert.
3. Consultant, CMU.
4. Engineering Expert – 1.
5. Shri A.K. Halder.
- ✓ 6. Health Expert, CMU.
7. O.D. & E.D. Expert, CMU.
8. Urban Planner, CMU – with the request to kindly prepare the brochure on KUSP.
It would be helpful if the brochure is made available to the undersigned positively within 27.08.2009.
9. Poverty Monitoring Expert, CMU.
10. Internal Audit Officer, CMU.
11. Economist, CMU.
12. Accounts Officer, CMU.
13. I.T. Expert, CMU.
14. Shri Tapas Ghatak, GIS Adviser, CMU.

KJ.

Project Manager, CMU, KUSP.



CHANGE MANAGEMENT UNIT (CMU)

NOTE

19.08.2009

Secretary, M.A. Department may kindly recall his instructions given in the meeting held on 12.08.2009 regarding implementation of various components of KUSP within the stipulated timeframe. I have in the meantime taken a review meeting with the concerned Experts of CMU on 17.08.2009. My observations are as follows:

(a) Budgetary provision and expenditure:

Total DFID Budget : Rs. 636.16 crores.

Expenditure incurred
from 1.4.2003
to 31.03. 2009 : Rs. 360.29 crores

Expenditure incurred
during the period from
1.4.2009 to 30.06.2009 : Rs. 17.29 crores

Thus, the balance amount of the fund is Rs. 258.58 crores.

(b) Current status of the DPRs submitted to CMU

Figures in Rs. Lakhs

Allotment Head	Total Allotment 2009-10 to 2010-11	No. of DPR submitted	No. of AA&FS given	Total financial sanction issued
SLUM	4806.51	37	24	412.00
Intra-Municipal	5846.36	128	120	521.48
Capacity Building	1357.68	59	12	63.13
LED	1412.24	94	17	132.47
Health	900.76	80	32	186.00

From the above information it is clear that the position of issue of AA&FS in respect of the slum development, intra-municipal development works, capacity building, LED and Health Sector is far from satisfactory. During the discussion it was obtained that a large number of schemes are pending at the MED office for approval and the different Municipalities are not submitting the schemes regularly for getting approval from the end of CMU. Besides, there is enough scope for improved action on the part of CMU to give necessary sanction for the DPRs which have already been submitted to CMU.

For release of fund under different schemes, we may take the following actions:

- 1) MED may be requested to set up necessary mechanism so that pending DPRs may be cleared as early as possible from their end;
- 2) All Experts of CMU may be requested to put utmost efforts so that the DPRs may get necessary sanction from their end;
- 3) To speed up the process of sanctioning the DPRs, it is proposed that all the Experts of CMU should keep close contact with the ULBs. Shri A.K.Halder, Expert of CMU may be given the responsibility to coordinate between the ULBs and MED and he will ensure that the pending DPRs could be available regularly to CMU within the stipulated timeframe.
- 4) Shri A.K. Halder, Expert of CMU will examine the technical vetting of different schemes under the components of Health and Capacity Building;

Contd.....Page....2



CHANGE MANAGEMENT UNIT (CMU)

-2-

- 5) It is also proposed that a meeting with the technical persons and the urban Planner of all the 40 KMA ULBs will be held at CMU to expedite submission of the DPRs from the ULBs.
- 6) Review of the progress of release of fund will be held fortnightly at CMU level and the findings will be placed before the Secretary, M.A. Department for favour of his kind perusal and necessary action.

Submitted before Secretary, M.A. Department for favour of his kind perusal and approval.

h 19/08/09.

(Kallol Kr. Mukherjee)
Project Manager, CMU, KUSP.

Secretary,
M.A. Department.

h 21/8/09

U NO: CMU-13/2002 (PE-II)/72
Date: 19.08.2009

PM, CMU, KUSP

We may circulate this among the concerned experts of CMU and CE, MED for taking necessary action.

h
24/08/09.

Copied to:

- 1) ODE / CMU
- 2) Economist / CMU
- 3) P.M.E / CMU
- 4) H.E / CMU
- 5) Sri Arun Halder, P.E / CMU
- 6) E.E-1 / CMU
- 7) C.E / MED

h 24/08/09.
Project Manager

h 24/08/09

~~To Mr. J. E. I.~~

20TH August, 2009

NOTICE

Secretary, M.A. Department will take a meeting on 21ST August, 2009 at 4.00 P.M. in the office of CMU to review the issue of AA&FS for different projects and other fund related issues.

All Experts of CMU are requested to kindly remain present in the meeting.

R.K. 20/08/09

(Kallol Kr. Mukherjee)
Project Manager, CMU, KUSP.

Distribution:

1. Financial Adviser, CMU.
2. Municipal Finance Expert, CMU.
3. Shri T.K.Mitra, Consultant, CMU.
4. EE-1, CMU.
5. Shri A.K. Halder, EE-2, CMU.
6. Accounts Officer, CMU.
7. Poverty Monitoring Expert, CMU.
8. Urban Planner, CMU.
9. Economist, CMU.
- ✓ 10. Health Expert, CMU.
11. Internal Audit Officer, CMU.
12. I.T. Expert, CMU.
13. Computer Programmer, CMU.



No.CMU-13/2002(Pt-II)/ III

August 17, 2009

NOTICE

Smt. Anjali Sablok, Programme Officer, DFID (India), has informed that a DFID team comprising Smt. Sablok and Shri Soumen Bagchi will visit Change Management Unit from 20th August '09. During their visit they will meet different Experts of CMU as per the following schedule:

Date	Time	
20-08-09	09-30 A.M.	(1) Audit discussion with Financial Adviser, CMU & PM, CMU. Discussion on major observation of the Audit Report with FA.
	11-30 A.M.	(1) Revenue Announcement and account reforms Discussion with MFE, CMU
	02-30 P.M.	<u>WBMDFT - Renewal performance assessment of PDC:</u> Manager, Trustee Board is requested kindly inform the PDC so that a presentation on the works completed by MDF may be placed before the DFID team. He also requested to prepare a detailed note on the agreement-wise performance criteria and the achievement obtained against the criteria and also brief the DFID team on the future actions of the MDF Fund.
21-08-09	09-30 P.M.	<u>I/CF Review:</u> The team will discuss on the I/CF programs with Economist, CMU and also meet with the new Fund Manager team. A presentation on the activities of the I/CF and the future actions will be presented before the DFID team.

All the Experts of CMU are requested kindly take necessary measures in this regard and make it convenient remain present during the visit of DFID.


(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

-continued-

CMU - A REGISTERED SOCIETY UNDER MUNICIPAL AFFAIRS DEPTT., GOVT. OF WEST BENGAL
ILGUS BHAVAN, HC - BLOCK, SECTOR - III, SALT LAKE, KOLKATA - 700 106
PH. : 033-2337 7315 (Direct); 2337 8723 / 6226 (Extn. 102), FAX : 033-2337 7318 / 6229
E-mail : kuspcmu@vsnl.net, Website : www.changekolkata.org



Copy to:

1. Municipal Finance Expert, CMU, KUSP
2. Financial Adviser, CMU, KUSP
3. Engineering Expert, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
- ✓ 6. Health Expert, CMU, KUSP
7. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. Internal Audit Officer, CMU, KUSP
12. Accounts Officer, CMU, KUSP
13. IT Expert, CMU, KUSP
14. Computer Programmer, CMU, KUSP

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

- 1) Project Director, CMU, KUSP – For favour of his kind perusal.

Project Manager, CMU, KUSP



Memo No. CMU- 127/2003/1098

14th August, 2009

The Chief Engineer,
Municipal Engineering Directorate,
Bikash Bhavan, Bidhannagar,
Kolkata 700 091.

Sub: Review meeting on KUSP Programme

Sir,

We have entered into last two years of the KUSP Programme. All the KUSP work shall have to be completed and expenditure booked within 31.12.2010. Any left over amount will get lapsed after 31.12.2010. We will, therefore, have to make special drive for completion of the work and booking of the fund, which is a grant, within this period.

Secretary, Municipal Affairs Department may be requested to take a meeting on 21.08.2009 to review the present status as on 18.08.2009 showing the position of the schemes submitted by the ULBs against the Technical Sanction accorded by MED. You are requested to please attend the meeting with the concerned Engineers of MED.

A Format is enclosed in this respect, which may please be filled in and placed in the meeting for discussion.

Yours faithfully,

(Kallol Kr. Mukherjee)
Project Manager, CMU, KUSP.

Encl: As stated.

Contd.....Page....2

Copy forwarded to:

P.A. to the Secretary, Municipal Affairs Department, Govt. of West Bengal.

Copy to:

1. Financial Adviser, CMU.
2. Municipal Finance Expert.
3. Consultant, CMU.
4. Engineering Expert -- 1.
5. Shri A.K. Halder.
- ✓ 6. Health Expert, CMU.
7. O.D. & E.D. Expert, CMU.
8. Urban Planner, CMU.
9. Internal Audit Officer, CMU.
10. Economist, CMU.
11. Accounts Officer, CMU.
12. I.T. Expert, CMU.
13. Shri Tapas Ghatak, GIS Adviser, CMU.



Project Manager, CMU, KUSP.



11-08-09

NOTICE

It has been decided to review the progress related to sanction of the Detailed Project Reports made under KUSP programme on 17th August 2009 at 12.00 Noon at the under signed chamber.

The latest position of the Detailed Projects Reports (as on 07.08.2009) head wise as follows :

Allotment Head	Total Allotment 2009-10 to 2011- 12	No. of DPR Submitted	No. of AA&FS given	Total Financial Sanction 2009-10 to 2011-12
SLUM	4206.51	32	23	392.36
Intra-Municipal	5846.36	59	48	272.54
Capacity Building	1357.68	59	10	41.62
LED	1412.24	94	14	110.53
Health	900.76	60	20	92.35

You are requested to make it convenient to attend the said review meeting.

K. M. 11/08/09.

Dr. Kallol Mukherjee
Project Manager, CMU

Copy forwarded to :

1. Engineering Expert – 1, CMU, KUSP
2. OD Expert, CMU, KUSP
3. ✓ Health Expert, CMU, KUSP
4. Poverty Monitoring Expert, CMU, KUSP
5. Mr. Arun Haldar, EE-II, CMU, KUSP



CHANGE MANAGEMENT UNIT (KUSP)

School HE. part

An introductory session with the CMU by Board Members of Dum Dum Municipality will be held on 14.08.2009 at Dum Dum Municipality. The session will be on the following agenda.

1. Background & objectives of KUSP
2. The different funds of KUSP & accounting reforms
3. DDP & ADP
4. E-governance
5. Any other factor that may require attention & / or discussion for smooth operation of KUSP programmes in Dum Dum municipality

The following experts are requested to please make it convenient to attend the meeting and explain the KUSP programme looked after by him and get necessary feed back from the ULB.

1. OD Expert, CMU
2. Urban Planner, CMU
3. AFC (Posted at DLB Office)
4. Poverty Monitoring Expert, CMU
5. IT Expert, CMU
6. Economist, CMU
- ✓ 7. Health Expert, CMU
8. Engineering Expert 1, CMU

hw. 06/08/09.

Project Manager, CMU

Copy to -

1. PA to Secretary, MA Deptt., Govt. of W.B.
2. Special Officer, MA Deptt., Govt. of W.B.
3. Sri G. Sarker, EE-1, he will act as co-ordinator for this programme

hw. 06/08/09.

Project Manager, CMU

U. O No: - CMU - 65/2003/67

Date: - 06.08.2009.

Enidahi Hearn van. 6.8.09.
Kalyani

3158/km Jt. 29.7.09 — ODP.

Solid rock
Mafic in
water test.
cleanly comp



Memo. No. CMU-98/2003(Pt.VI)/972 (15)

Date : 29.07.09

From : Arnab Roy
Project Director, CMU

To : 1. The Chairman, Baidyabati Municipality
2. The Chairman, Barasat Municipality
3. The Chairman, Barrackpore Municipality
4. The Chairman, Baruipur Municipality
5. The Chairman, Bidhannagar Municipality
6. The Chairman, Budge Budge Municipality
7. The Chairman, Garulia Municipality
8. The Chairman, Gayeshpur Municipality
9. The Chairman, Khardah Municipality
10. The Chairman, Konnagar Municipality
11. The Chairman, Naihati Municipality
12. The Chairman, North Barrackpore Municipality
13. The Chairman, Pujali Municipality
14. The Chairman, Rishra Municipality
15. The Chairman, Titagarh Municipality

Sub : Extra allotment for SLIF (2009-11)

Sir,

It has been decided to provide extra allotment for the next two years 2009-2010 to 2010-2011 (upto December 2010) against Slum Level Infrastructure Work in favour of the following ULBs who have zero allotment or allotment less than Rs. 20.00 lakh, as below :

Sl. No.	Name of ULB	Extra allotment of SLIF (Rs. in lakh)
1.	Baidyabati	25.00
2.	Barasat	50.00
3.	Barrackpore	50.00
4.	Baruipur	25.00
5.	Bidhannagar	50.00
6.	Budge Budge	25.00
7.	Garulia	25.00
8.	Gayeshpur	50.00
9.	Khardah	50.00
10.	Konnagar	50.00
11.	Naihati	50.00
12.	North Barrackpore	25.00
13.	Pujali	25.00
14.	Rishra	50.00
15.	Titagarh	50.00

\\Server\sabyachi\Letter CMU, KUSP..3.doc



You are requested to please prepare schemes of SLIF work against this allotment and submit the same to MED as per existing Guidelines positively within **31.08.2009**.

The time for implementation of the schemes and booking of expenditure thereof will be till **December 2010** after which any unspent amount will lapse. However it is requested that implementation may be completed well before the deadline.

I seek your cooperation for submission of schemes before **31.08.2009**.

Thanking you,

Yours faithfully,

(Arnab Roy)

Project Director, CMU

Copy for kind information to:

1. Principal Secretary, Municipal Affairs Department
2. PS to MIC, Municipal Affairs Department

Project Director, CMU

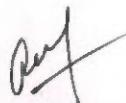
Copy for information to:

1. Director of Local Bodies
2. Director, SUDA
3. Chief Engineer, MED
4. Joint Director, ILGUS
5. Commissioner, Howrah Municipal Corporation
6. Project Manager, CMU
7. Financial Adviser, CMU
8. Engineering Expert 1, CMU
9. Municipal Finance Expert, CMU
10. Accounts Officer, CMU
11. Urban Planner, CMU
12. OD Expert, CMU
13. Poverty Monitoring Expert, CMU
- ✓ 14. Health Expert, CMU
15. Procurement Expert, CMU
16. Economist, CMU
17. Consultant (HDRP), CMU

Project Director, CMU

A farewell meeting for Sri P.K. Pradhan, Principal Secretary, MA Deptt. will be held in SUDA Conference Hall on 28.07.2009 at 4-00 P.M. after the Governing Body Meeting of CMU is over.

He is requested to please remain present in the meeting.



Project Director, CMU

Project Manager, CMU
Financial Adviser, CMU
Municipal Finance Expert, CMU
Accounts Officer, CMU
Internal Audit Officer, CMU
Engineering Expert, CMU
Economist, CMU
OD Expert, CMU
Urban Planner, CMU
Computer Programmer, CMU
Procurement Expert, CMU
Consultant, CMU
Poverty Monitoring Expert, CMU
Health Expert, CMU
IT Expert, CMU



Memo No. CMU- 15/2002 (Pt-IV)/918 (40)

July 21, 2009
22

To:
The Mayor/Chairman/Chairperson
....(40).... Municipalities/Municipal Corpsns.

Sub: E-Governance sensitization programme at your ULB

Sir/Madam,

A one-day sensitization programme for all Councillors and Heads of Department is planning to be held in your ULB. The schedule of the programme is attached herewith. For organizing the programme, following preparation at your ULB needs to be done:

- 1) One hall accommodating 40 persons
- 2) Connections for LAN and Electrical wiring for 10 to 14 computers
- 3) Arrangement of 10 to 14 computers
- 4) Arrangement of Snacks etc.

We request you to organise the sensitization programme and be present in the programme along with the Deputy Mayor/Vice Chairman, all Councillors, Executive Officer, Finance Officer, all departmental heads and the IT Coordinator. IT Coordinator may be instructed to coordinate the programme.

The expenditure may be borne out of KUSP funds. Necessary allotment may be taken from CMU for the purpose.

Thanking you,


Yours faithfully

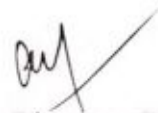

(Arnab Roy)

Project Director, CMU, KUSP

Encl: As stated above.

Copy forwarded for kind information to:

- 1) Project Manager, CMU, KUSP
- 2) Municipal Finance Expert, CMU, KUSP
- 3) OD Expert, CMU, KUSP
- 4) Procurement Expert, CMU, KUSP
- 5) Urban Planner, CMU, KUSP
- 6) IT Expert, CMU, KUSP
- 7) Computer Programmer, CMU, KUSP
- 8)  Internal Audit Officer, CMU, KUSP


Project Director, CMU, KUSP

E-GOVERNANCE SENSITIZATION PROGRAMME

Sr. No	ULB' Name	Visit Schedule	Time	Team members of CMU
1	Kalyani	23/7/2009	11.00 am	ITE/ Computer Programmer
2	Bansberia	23/7/2009	2.30 pm	ITE/ Computer Programmer
3	Khardah	24/7/2009	11.00 am	ODE / ITE
4	Barrackpore	24/7/2009	2.30 pm	ODE / ITE
5	Garulia	27/7/2009	11.00 am	ODE / ITE
6	New Barrackpore	27/7/2009	2.30 pm	ODE / ITE
7	Kamarhati	28/7/2009	11.00 am	Computer Programmer/ IAO
8	Baranagar	28/7/2009	2.30 pm	Computer Programmer/ IAO
9	Bally	29/7/2009	11.00 am	ODE / ITE
10	Uttarpara	29/7/2009	2.30 pm	ODE / ITE
11	Budge Budge	30/7/2009	11.00 am	Computer Programmer/ IAO
12	Pujali	30/7/2009	2.30 pm	Computer Programmer/ IAO
13	North Dumdum	31/7/2009	11.00 am	ITE/PM
14	Madhyamgram	31/7/2009	2.30 pm	ITE/PM
15	Chandannagar MC	3/8/2009	11.00 am	Computer Programmer/ IAO
16	Hooghly Chinsurah	3/8/2009	2.30 pm	Computer Programmer/ IAO
17	Rishra	4/8/2009	11.00 am	ITE/PM
18	Konnagar	4/8/2009	2.30 pm	ITE/PM
19	Dumdum	5/8/2009	11.00 am	Computer Programmer/ UP/PE
20	South Dum Dum	5/8/2009	2.30 pm	Computer Programmer/ UP/PE
21	Maheshtala	6/8/2009	11.00 am	ODE / ITE
22	Bhadreswar	7/8/2009	11.00 am	Computer Programmer/ UP/PE
23	Serampore	7/8/2009	2.30 pm	Computer Programmer/ UP/PE
24	Rajarhat Gopalpur	10/8/2009	11.00 am	ODE / ITE
25	Bidhan Nagar	10/8/2009	2.30 pm	ODE / ITE
26	Bhatpara	11/8/2009	11.00 am	Computer Programmer/ UP/PE
27	Halisahar	11/8/2009	2.30 pm	Computer Programmer/ UP/PE
28	Rajpur sonarpur	12/8/2009	11.00 am	ITE/PM
29	Bariupur	12/8/2009	2.30 pm	ITE/PM
30	Uluberia	17/8/2009	2.30 pm	Computer Programmer/ IAO

Project Director

From: kakali paul [kakali.paul13@gmail.com]
Sent: Wednesday, May 20, 2009 4:35 PM
To: kuspcmu@vsnl.net
Subject: Sending C.V. is in attachment.

Respected Sir/Madam,

I am self-confident person comprising of strong motivation and interest for hard work. I am very keen in procuring a job in your esteemed organization.

I will be highly obliged if you kindly give me an opportunity to serve a well-known organization.

Thanking you,

Kakali Paul

Please find the C.V. is in attachment.

5/21/2009

RESUME

Vivekananda College Road,
Gournagar Thakurpukur,
Kolkata – 700 063.
Connate No.: 9432144943
E-mail: kakali.paul13@gmail.com

KAKALI PAUL

Working Experience

: 8 years working Experience at Chittaranjan
Welfare & Research Center.

From 2001 – March to 2006 March as a Supervisor.

From 2006 March to 2009 May as a Counsellor.

Presently working as a Counsellor at C.W.R.C.

Field Experience

- : 1. Conducting Needs assessment in NGO SHOGP.
2. Conducting Needs assessment in WPI Project NGO BPWT.
3. Conducting Needs assessment in C.S.W. Project NGO
DMSC (Play Co-ordinator Role).
4. Conducting KABP Survey.
5. Conducting Base line survey at ORG Marg.
6. Working as a Training officer under LWS (Mathurapur
Blocks I, II).
7. Working as a Trainer under LWS Roydighi.
8. Attend 5 days Health Care Training
9. Attend 5days Skill development Training under West
Bengal State ADS prevention & control society.
10. Conducting Sensitization meeting, Advocacy meeting,
in different Industry at C.W.R.C.
11. Create Different type JEC material sub group wise
(i.e. – Trackers project and CSW project).
13. Play drama about STD/HIV AIDS at DIGHA BEACH
FESTIVAL.
14. Conducting Literacy Programmed.

15. Submit Project on MSW Part I about CSW and their Client.

16. Dissertation Paper :- Suffering from cataract between low socio economic group at MSW Part II.

Academic Qualification :-

Examination	Year of passing	Board / University	% of Marks obtained	Division / Class
Madhamik	1990	W.B.B.S.E.	55	2 nd
Higher Secondary	1992	W.B.B.H.S.E.	56	2 nd
B.A. (Hons.) Political Science	1995	Calcutta University	53	2 nd
M.S.W. (Part I)	2007	N.S.O.U.	55	2 nd
M.S.W. (Part II)	2008	N.S.O.U.	55	2 nd

Other Qualification

: Certificate Course in Social work from Calcutta University (Obtained 1st Class marks).

Extra Qualification

: 1. Diploma in Computer application (MS DOS Windows, Foxpro, Excel, Net Surfing) From Jogomaya Devi Collage, Computer Center obtained A+.

2. Song Writer.

Personal Details : -

Date of birth : 21 Oct 1973.
Religion : Hindu.
Nationality : Indian.
Marital Status : Married.
Hobbies : Music, Coking, Interior Decoration, Flower Decoration.
Language Known : Bengali, Hindi, English.

Place: Kolkata.

Date :

Signature

.....
(KAKALI PAUL)



CHANGE MANAGEMENT UNIT

NOTE

.12.05.2009

In order to manage the information on various activities of KUSP, it has been proposed that a Management Information System will be introduced in KUSP. Shri Birajit Pal, I.T. Expert, CMU has been entrusted with the work of preparing the format of the MIS. Shri Sabyasachi Majumdar will assist Shri Pal in this work.

All Experts of CMU are requested to extend their co-operation to Shri Pal so that the MIS format can be prepared at the earliest.

Kj. 12/05/09

(Kallol Kr. Mukherjee)
Project Manager, CMU, KUSP.

Copy for favour of kind information to:

Project Director, CMU.

Copy forwarded to:

1. Financial Adviser, CMU.
2. Municipal Finance Expert, CMU.
3. Shri T.K.Mitra, Consultant, CMU.
4. O.D. & E.D. Expert, CMU.
5. Procurement Consultant, CMU.
- ✓ 6. Health Expert, CMU.
7. Poverty Monitoring Expert, CMU.
8. Accounts Officer, CMU.
9. Economist, CMU.
10. Urban Planner, CMU.
11. Internal Audit Officer, CMU.
12. I.T. Expert, CMU.
13. Computer Programmer.
14. Shri Sabyasachi Majumdar – with the request to assist the I.T. Expert in the above work.

Kj. 12/05/09
Project Manager, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Arnab Roy, IAS
Project Director

Memo No. CMU- 15 | 2002 (Pt. III) / 152 (21)

Date: 30-04-2009
04.05.

To:

- (1) The Chairman, Bally Municipality
- (2) The Chairman, North Dum Dum Municipality
- (3) The Chairperson, Bansberia Municipality
- (4) The Chairman, Bhadreswar Municipality
- (5) The Chairman, Madhyamgram Municipality
- (6) The Chairman, Dum Dum Municipality
- (7) The Chairman, Kamarhati Municipality
- (8) The Chairman, Pujali Municipality
- (9) The Chairman, Kalyani Municipality
- (10) The Chairman, Khardah Municipality
- (11) The Chairman, Uluberia Municipality
- (12) The Chairman, Hooghly-Chinsurah Municipality
- (13) The Chairman, New Barrackpore Municipality
- (14) The Chairman, Halisahar Municipality
- (15) The Chairman, Naihati Municipality
- (16) The Chairman, Rishra Municipality
- (17) The Chairman, Rajarhat-Gopalpur Municipality
- (18) The Chairman, Konnagar Municipality
- (19) The Chairman, Maheshtala Municipality
- (20) The Chairman, Baruipur Municipality
- (21) The Chairman, Serampore Municipality

Sub: E-Governance

Sir/Madam,

We are pleased to inform you that the e-governance software has been installed at your ULB and is now ready to be used by the ULB employees. Following are the modules installed at your ULB:

- Admin
- Infrastructure Mgmt System (IMS)
- ULB Infrastructure (ULBI)
- School Information System (SIS)
- Ward Wise Management System (WWMS)
- Public Grievance and Redressal System (PGR)
- Health System (HS)
- Birth & Death Certificate (BD)
- Building Plan (BP)
- Trade License (TL)
- Payroll (Payroll)
- Water Works Management System (WT)
- Financial & Accounting System (FAS)
- Property Tax (PT)

-continued-



We, therefore, would like to request you to start using the applications with the real time data. Please note that no junk data should be entered in the system.

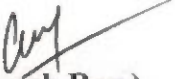
For assisting the users, a central help desk has been generated. The contact number of the same is 9330569889. Currently on a requirement basis, personnel from M/s Wipro Ltd will visit your ULB. From 1st August, 2009 onwards, for a period of six months, a person from M/s Wipro Ltd will be present in your ULB on daily basis to assist the users and to provide them hands on support. Also, very soon, we will send you the user manuals and the business process reengineering documentation.

A team from CMU, KUSP will visit your ULB with a prior appointment with you for providing you necessary guidance.

For any further details, please call Sri Birojit Paul, IT Expert, CMU, KUSP.

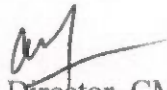
We look forward to your ULB switching over to the e-governance system very soon.

Yours faithfully,


(Arnab Roy)
Project Director, CMU, KUSP

Copy forwarded for kind information to:

- (1) Project Manager, CMU, KUSP
- (2) Shri T K Mitra, Consultant, CMU, KUSP
- (3) OD Expert, CMU, KUSP
- (4) Procurement Expert, CMU, KUSP
- (5) Internal Audit Officer, CMU, KUSP
- (6) Engineering Expert, CMU, KUSP
- (7) Financial Adviser, CMU, KUSP
- (8) Municipal Finance Expert, CMU, KUSP
- (9) Accounts Officer, CMU, KUSP
- (10) Economist, CMU, KUSP
- (11) Health Expert, CMU, KUSP
- (12) Urban Planner, CMU, KUSP
- (13) IT Expert, CMU, KUSP
- (14) Computer Programmer, CMU, KUSP


Project Director, CMU, KUSP

April 16, 2009

From: A K Halder
Procurement Expert & Member Secretary
Internal Procurement Committee

To : Dr Kallol Kr Mukherjee
Project Manager & Chairman
Internal Procurement Committee

Sir,

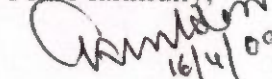
Kindly recall the discussion held in the first meeting of Internal Procurement Committee on 3.4.2009 wherein it was decided that prior to go ahead with the writing of manual it is necessary to collect the different rules, regulation of existing procurement policies prevailing in GoWB for discussion and responsibility to be distributed among the members.

But prior to this a vision is to be formulated about the chapters to be incorporated in the manual and accordingly committee members requested me to frame the same following which the 2nd (second) meeting will be arranged.

Under the circumstances I am submitting herewith a "vision" about the chapters to be incorporated, as deem fit to me, is enclosed herewith for perusal and discussion.

Kindly arrange for the 2nd meeting on any convenient day.

Yours faithfully,



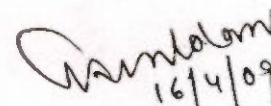
(A K Halder)

Procurement Expert & Member Secretary,
Internal Procurement Committee, CMU, KUSP

Encl: As stated

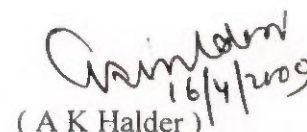
1) Copy (along with copy of enclosures) forwarded for information and necessary action to the committee members for perusal and offering their comments in the next meeting :

- 1) Engineering Expert, CMU
- 2) Health Consultant, CMU
- 3) Internal Audit Officer, CMU
- 4) Financial Adviser, CMU
- 5) IT Expert, CMU



(A K Halder)

2) Copy to P.D. for information with a copy of statement



(A K Halder)

CHAPTER TO BE ADOPTED FOR PREPARATION OF PROCUREMENT MANUAL

- Chapter-1 - Introduction and Methodology
- Chapter-2 - Urban Governness in the State of W.B.
- Chapter-3 - Present purchase policies of ULBs
- Chapter-4 - Objective and unified purchase policies to be considered
- Chapter-5 - Legal frame work, law and policy
- Chapter-6 - PROCUREMENT POLICIES

- a) Authority of procurement
- b) Procurement responsibility
- c) Direct purchase – Article/Value/Power/responsibility
- d) Purchase through tender -
 - (i) Limited Tender
 - (ii) Open Tender
- e) Item of Purchase -
 - (i) Stationery
 - (ii) Printing
 - (iii) Office furniture/furnishing
- f) Pump – mortar
- g) Electrical equipments/poles
- h) Articles for e-governance
- i) Different vehicles/machines
- j) Medicine & other medical supplies for Health Care Services/Hospital/Health Centre etc.
- k) School/Training Centre equipment
- l) Construction materials
- m) Miscellaneous

*uniform, kit bag, underwear.
Furniture, Equipment,
construction, repair/maintenance.
Landscape etc*

- Chapter-7 - Emergency purchase
- Chapter-8 - Budgeting
- Chapter-9 - Delegation of power and authority of procurement

-continued-

- Chapter-10 - Procurement responsibility.
- Chapter-11 - Registration of suppliers.
- Chapter-12 - Method of Tendering:
- (a) Estimation/Approval by Competent Authority
 - (b) Tender inviting authority
 - (c) Single Stage Tender/TNO Stage Tender
 - (d) Preparation of Tender Document
 - (e) Specification to be adopted
 - (f) Notification
 - (g) Validity/Earnest Money/Sale Date/ Closing Date/Opening etc.
 - (h) Evaluation of Tender directly/by committee
 - (i) Award/LoI/Work Order
 - (j) Direct Order/DGSD rate contract/Essential commodities
 - (k) Measurement/Billing
 - (l) Accounting procedure
 - (m) Payment
- Chapter-13 - Procurement through consultancy service.
- Chapter-14 - Procedure to be adopted for audit.
- Chapter-15 - Keeping of financial record.
- Chapter-16 - Store/Inventory Management & Control.
- Chapter-17 - General record keeping for e-Governance and e-Management Control.
- Chapter-20 - Training of Concerned Personnel.



No.CMU-13/2002(Pt-II)/ 4034

NOTICE

I am directed to enclose the copy of the letter of Senior Audit Officer (Programming), Local Audit Department, West Bengal, which will speak of itself. It is obtained that the audit of the accounts of CMU upto the year 2008-09 will be taken up by the Accountant General (Local Audit Department) from 2nd week of April'09. All the Experts of CMU are requested to extend all type of cooperation to FA and AO of CMU so that the audit programme of CMU can be conducted smoothly.

K. 26/03/09.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy to:

1. Municipal Finance Expert, CMU, KUSP
2. Financial Adviser, CMU, KUSP
3. Engineering Expert, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
- ✓ 6. Health Expert, CMU, KUSP
7. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. Internal Audit Officer, CMU, KUSP
12. Accounts Officer, CMU, KUSP
13. IT Expert, CMU, KUSP
14. Computer Programmer, CMU, KUSP

K. 26/03/09.

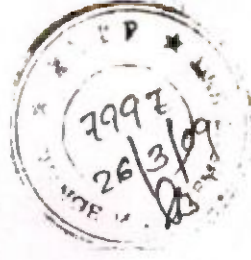
Project Manager, CMU, KUSP

Copy forwarded for kind information to:

- 1) Project Director, CMU, KUSP

K. 26/03/09.

Project Manager, CMU, KUSP



Phone : 2337-8896 / 4272 / 4710

FAX : (033) 2334-0028

E-mail : examlawb@cal3.vsnl.net.in

भारतीय लेखा तथा लेखा परीक्षा विभाग

महालेखाकार (प्रा. नि. एवं स्थानीय निकाय लेखा परीक्षा),
पश्चिम बंगाल

स्थानीय लेखा परीक्षा विभाग

INDIAN AUDIT AND ACCOUNTS DEPARTMENT
ACCOUNTANT GENERAL
(RECEIPT WORKS & LOCAL BODIES AUDIT), W.B.
LOCAL AUDIT DEPARTMENT

संख्या/No. LA/Admn/Prog/843/16327

दिनांक/Dated 19-3-2009

To
The Project Director,
Change Management Unit,
ILGUS Bhavan (New Complex), HC Block,
Sector-III, Salt Lake City,
Kolkata :- 700106

**Sub:- Audit of the accounts of Change Management Unit upto the
year 2008-09.**

Sir/Madam,

I am directed to inform you that the audit of the accounts of your office upto the year 2008-09 has been proposed to be taken up on or after 2nd week of April, 2009 and succeeding days. In this connection, I would request you kindly to extend all cooperation with the Audit Party and ensure prompt production of records/papers/documents as and when required in carrying out the audit work smoothly.

As the audit would have to be completed within a rigid target date, I shall request you to place all records/papers/ documents before the audit team as may be required by them in order to complete the up-to-date audit of your institution within the allotted time.

Please acknowledge receipt of this intimation.

Yours faithfully,

Sr. Audit Officer (Prog.)
Local Audit Department
West Bengal

*pm / FA / 10
Pl. extend all
cooperation
Inform all
concerned
263*

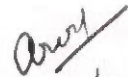


No.CMU-13/2002(Pt-II)/3997(15)

March 25, 2009

NOTICE

I shall be away on election duty from 30th March'09 to 20th April'09. During my absence, Dr Kallol Kumar Mukherjee, Project Manager, will be holding charge.


(Arnab Roy)
Project Director, CMU, KUSP

Copy to:

1. Project Manager, CMU, KUSP
2. Municipal Finance Expert, CMU, KUSP
3. Financial Adviser, CMU, KUSP
4. Engineering Expert, CMU, KUSP
5. OD Expert, CMU, KUSP
6. Urban Planner, CMU, KUSP
- ✓ 7. Health Expert, CMU, KUSP
8. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP
9. Poverty Monitoring Expert, CMU, KUSP
10. Shri T K Mitra, Consultant, CMU, KUSP
11. Economist, CMU, KUSP
12. Internal Audit Officer, CMU, KUSP
13. Accounts Officer, CMU, KUSP
14. IT Expert, CMU, KUSP
15. Computer Programmer, CMU, KUSP


Project Director, CMU, KUSP



CHANGE MANAGEMENT UNIT (CMU)

NOTE

Sub: Formation of an internal committee within CMU for preparation of procurement guideline for all the ULBs within GoWB

As directed I have gone through the Draft Final Report of the "Review & Procurement System and procedure in ULBs within KMA" as submitted by Global Procurement Consultant Ltd of Mumbai.

They have suggested for a uniform legal framework, institutional strength, procedure and practices for all the works and goods as there are no uniform procedures in all the ULBs. These are subdivided as follows:

- 1) Civil & Electrical Works - Tender, Bid Specification etc.
- 2) Procurement of Materials - Within/Outside of State
- 3) Procurement of Medical Supplies & Equipment - Way of purchase, checking quality of drugs/pharmaceuticals. Slip sending untested drugs considering risk factors etc.
- 4) Procurement of consultancy services
- 5) Store/Inventory Management & Control
- 6) Delegation of Power
- 7) Budget, Accounts and Audit including E-Audit
- 8) Training of Procurement Personnel
- 9) E-procurement for access of information to public/bidder for E-Governance and through E-Procurement/E-Tendering/E-Auctions/E-Budgetary/E-Finance/E-Auditing etc.

Excepting some construction rules/regulations/methods & tendering procedures all the points are not possible to be highlighted without the assistance of a team of officials who are associated with this job.

Accordingly, I am requesting you to form an internal committee comprising of the following officers for smooth dealing of the draft procurement guideline prior to placing before the original committee as formed on 07-03-2008 for submission.

- | | | |
|---------------------------|---|----------------------------|
| 1) Project Manager | - | Chairman |
| 2) Engineering Expert | - | Member |
| 3) Dr (Mrs) S Goswami | - | Health Consultant - Member |
| 4) Internal Audit Officer | - | Member |
| 5) Financial Adviser | - | Member |
| 6) IT Expert | - | Member |
| 7) Procurement Expert | - | Member Secretary |

Put up for perusal and kind information of the committee as proposed.

Circulated
27/3/09
(A. K. Halder)

Procurement Expert, CMU, KUSP

Project Manager, CMU, KUSP
Project Director, CMU, KUSP

PD may like to see the proposal and approve.

Approved
20/3

we may hold the meeting of the committee at the earliest
Sri P.K. Halder
20/3/09
Pl Circulate to all
24/3



CHANGE MANAGEMENT UNIT (CMU)

Copy to:

- 1) Engineering Expert, CMU, KUSP
- ✓ 2) Dr (Mrs) Goswami, Health Expert, CMU, KUSP
- 3) Internal Audit Officer, CMU, KUSP
- 4) Financial Adviser, CMU, KUSP
- 5) IT Expert, CMU, KUSP
- 6) Procurement Expert, CMU, KUSP – For information. In this connection a meeting will be convened shortly at my chamber.

[Signature]
24/03/09
Project Manager, CMU, KUSP



No.CMU-25/2002(Pt-II)/ 3838

NOTICE

A team of Tamil Nadu Urban Development Project (TNUDP) will visit KUSP on 05-03-2009. A presentation on the activities of CMU will be given before the team on 05-03-2009 at 10-30 a.m. at the Conference Hall of SUDA.

The team of TNUDP will also interact with the experts of CMU on the KUSP works.

All the Experts and Officials of CMU are requested kindly to remain present at the interactive session.

Kr. 02/03/09.

(Kallol Kr Mukherjee)
Project Manager, CMU, KUSP

Copy with request to attend the meeting to:

1. Municipal Finance Expert, CMU, KUSP
2. Financial Adviser, CMU, KUSP
3. Engineering Expert, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
- ✓ 6. Health Expert, CMU, KUSP
7. Shri Arun Kr Halder, Procurement Expert, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. Internal Audit Officer, CMU, KUSP
12. Accounts Officer, CMU, KUSP
13. IT Expert, CMU, KUSP
14. Computer Programmer, CMU, KUSP

Kr. 02/03/09.

Project Manager, CMU, KUSP

Copy forwarded for kind information to:

- 1) Project Director, CMU, KUSP

Kr. 02/03/09.

Project Manager, CMU, KUSP



Arijit Ganguly

प्रधान महालेखाकार (लेखा परीक्षा), पश्चिम बंगाल
ट्रेजरी बिल्डिंग- 2, गवर्नट प्लेस (पश्चिम), कोलकाता- 700 001
PRINCIPAL ACCOUNTANT GENERAL (AUDIT)
WEST BENGAL
TREASURY BUILDINGS, 2, GOVT PLACE (WEST), KOLIKATA - 700 001
PHONE : 2213 - 3176, FAX : (033) 2213 - 3174

अ० स० संख्या / D.O.No.

दिनांक / Dated

ECPA/PA/SUDA/2008-09/145/163
12.01.2009

Dear Shri *Agarwal*,

A comprehensive appraisal on the 'Working of State Urban Development Agency (SUDA)' covering the period from 2004-2005 to 2008-2009 is proposed for inclusion in the Report of the Comptroller and Auditor General of India for the year 2008-09 (Civil). Accordingly, an Audit Team of my office will visit your Department, Directorate, the office of SUDA and some other related units on and from 15.01.2009.

I would, therefore, request you to kindly issue necessary instructions to all concerned to ensure availability of records and documents to the audit team, so as to enable my office to finalize the appraisal within the scheduled time.

In this connection, I would be thankful if you would kindly suggest any specific aspect that may be looked into during audit with a view to making the appraisal more effective and meaningful to the Government.

Regards

Yours sincerely,

Arijit Ganguly

Shri Pawan Agarwal,
Secretary to the Government of West Bengal,
Municipal Affairs Department,
Writers' Buildings,
Kolkata - 700 001.

CHANGE MANAGEMENT UNIT

25.11.2008

NOTE

The training programme of e-Governance Software Package for the Mayors/Chairpersons and one from among the Vice-Chairpersons/MIC Members/CIC Members/Councillors of each of the 40 KMA ULBs will be held on 26th and 27th November, 2008 at Techno India Campus (EM4/1, Sector -V, Salt Lake City, Kolkata - 700 091). There will be a inaugural function for the e-Governance training on 26th November, 2008 from 11.30 A.M. to 12.00 noon before start of the training.

You are requested to kindly make it convenient to attend the inauguration programme to make it a success.

km
25/11/08

Project Manager, CMU,

Copy for kind information to:

Project Director, CMU.

Copy to:

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

km
25/11/08

Project Manager, CMU,



CHANGE MANAGEMENT UNIT

NOTE

24-11-2008

Some incentives have been given to non-KMA ULBs. So far incentive nos. 1 & 2 (for DDP), incentive nos. 5 & 6 (for citizens' charter) and incentive no. 7 (for revenue improvement) have been announced.

Non-KMA ULBs have started sending DPRs for availing of the Incentive Funds.

For better organisation of the work and issuance of AA&FS to non-KMA ULBs, the following methodology will apply.

- 1) Projects for infrastructure will be appraised by Shri Gopal Sarkar, Engineering Expert-I.
- 2) Projects for Poverty Alleviation, Livelihood Development and Economic Development will be appraised by Dr Sujay Mitra, Poverty Monitoring Expert.
- 3) Projects for Capacity Building will be appraised by Shri J K Chakrabarti, OD Expert.
- 4) Projects for health will be appraised by Dr Shibani Goswami, Health Expert.

After appraisal, all the accepted projects with changes, if any, should be sent to Shri G C Sarkar, Engineering Expert-I. Shri Sarkar will draft AA&FS for the project. Shri Sarkar will maintain with him a list of Incentive Fund allotted to different ULBs.

This is issued for general guidance.

(Arnab Roy)

Project Director, CMU, KUSP

To:

- (1) Project Manager, CMU, KUSP
- (2) Engineering Expert-I, CMU, KUSP
- (3) OD Expert, CMU, KUSP
- (4) Health Expert, CMU, KUSP
- (5) Poverty Monitoring Expert, CMU, KUSP
- (6) Urban Planner, CMU, KUSP
- (7) Financial Adviser, CMU, KUSP
- (8) Accounts Officer, CMU, KUSP
- (9) IT Expert, CMU, KUSP
- (10) Internal Audit Officer, CMU, KUSP

Project Director, CMU, KUSP

CHANGE MANAGEMENT UNIT (CMU)

NOTE

25.09.2008

The present procedures regarding hiring of vehicles, purchase of air tickets and procurement of stationery articles for CMU are required to be modified. We may take immediate action in the matter as below:

1. For air journey, the proposal should be approved by P.D. prior to the date of journey of the concerned officer;
2. For hiring AC Cars, the proposal should be approved by P.D. before hiring and such proposal should be routed centrally through Procurement Section;
3. Fresh enlistment of the Travelling Agencies, suppliers of vehicles and suppliers of stationery articles should be completed immediately after wide publication.

P.D. may like to instruct Procurement Consultant to take necessary action on the above points immediately.

Submitted.

ks
25/09/08.
Project Manager, CMU.

P.D., CMU

As proposed. Pl. take immediate n.a.
any
25/9

Procurement Consultant pl. take immediate action.

ks
25/09/08

pe. Action on (3) above is being taken
Reg ① & ②, all experts may be apprised
of for taking future action.

ks
26/09/08

29/09/08

All concerned may kindly note.
29/09/08

pe.



Memo. No. CMU-97/2003(Pt.II)/1366(40)

Date : 13.08.2008

From : Arnab Roy
Project Director, CMU

To : The Mayor / Chairperson
.....Municipal Corporation / Municipality

Sub : Allotment of Incentive Fund for the year 5 (2008-09) under KUSP programme

Sir/Madam,

I am happy to enclose the allotment for Incentive Fund to the ULBs for expenditure during the financial year 2008-09 (**Annexure – A**).

The criteria for scoring the performance of the ULBs during (2008-2009) was approved by the Government and these are as below: ..

Sl. No.	Criteria	Marks
1	Collection of property tax against current demand	10
2	Collection of other taxes and non-tax revenue compared to previous year	10
3	Increase in user charges (Water & SWM etc.) over previous year	7
4	Control of revenue expenditure compared to previous year	7
5	Projects earmarked for 2007-08 in Component-I of the DDP – Actual implementation in 2007-08	8
6	Projects earmarked for 2007-08 of Component-II of the DDP – Actual implementation in 2007-08	8
7	Pro-poor expenditure out of own source of revenue	10
8	Increase in sanction of loans by banks in SJSRY programme over previous year	10
9	Preparation of revised budget for 2007-08 according to revised accounting rules and submission to DLB on time	5
10	Involvement of T&CGs / SHGs in Municipal service delivery	5
11	Performance in ANC/PNC, immunization and growth monitoring	10
12	Holding of Annual General Meeting and Half-yearly General Meeting of Ward Committees and attendance thereof	10

The scoring on performance was done by the Director of Local Bodies after collecting data on the above twelve criteria from the ULBs (**Annexure – B**).

\\Server\\sabyachi\\Letter CMU, KUSP..2.doc



On the basis of the score obtained by the ULBs, the allotment to the 40 ULBs out of the available fund of Rs. 469 lakh was made with the approval of the Govt.

The allotment for Incentive fund will have to be spent as per the guidelines for Incentive Fund for the year 2008-09 (**Enclosed as Annexure C**).

The last date of submission of the DPRs for the Incentive Fund head (2008-09) is **30th September 2008**. Please ensure submission of DPR within 30th September 2008 to CMU/MED as applicable.

The entire expenditure has to be completed within **31st March 2009** (no carry over will be admissible)

You are requested to please take action accordingly.

We also take this opportunity to congratulate the ULBs who have scored well and ULBs who have improved their scores from last year.

Enclo : As stated

Yours faithfully,

(Arnab Roy)
Project Director, CMU

Copy for kind information to :

1. Principal Secretary, MA Deptt., GoWB
2. PS to MIC, MA & UD Deptt., GoWB

Project Director, CMU



Copy along with enclosures is forwarded for information and necessary action to:

1. Director of Local Bodies
2. Sri M.N. Pradhan, Jt. Director, DLB, Headquarter
3. Sri G.P. Kundu, DDLB, Headquarter
4. Sri A.K. Chandra, DDLB, Headquarter
5. Project Manager, CMU
6. Chief Engineer, MED
7. Director, SUDA
8. Jt. Director, ILGUS
9. Financial Adviser, CMU
10. Poverty Monitoring Expert, CMU
11. Engineering Expert 1, CMU
12. Engineering Expert 2, CMU
13. OD Expert, CMU
- ✓ 14. Health Expert, CMU
15. Economist, CMU
16. Municipal Finance Expert, CMU
17. Accounts Officer, CMU
18. Accounting Support Agency, CMU

Project Director, CMU

KUSP Incentive Fund for the year 2008-09

Sl. No.	Name of Urban Local Bodies under KUSP	Total marks (out of 100) for allocation of Incentive Fund in 2008-09	Allotment (Rs. in lakh)
1	2	3	4
1	Barrackpore	68.50	17.24
2	Khardah	67.00	16.87
3	New Barrackpore	64.50	16.24
4	Kalyani	60.00	15.10
5	Pujali	58.00	14.60
6	Chandannagore MC	56.00	14.10
7	Kamarhati	54.00	13.59
8	North Barrackpore	53.50	13.47
9	Rajpur-Sonarpur	53.00	13.34
10	Bansberia	52.50	13.22
11	Halisahar	52.00	13.09
12	Bally	51.50	12.96
13	North Dum Dum	50.50	12.71
14	Madhayamgram	49.00	12.34
15	Maheshtala	49.00	12.34
16	Barasat	48.00	12.08
17	Bhadreswar	48.00	12.08
18	Howrah MC	47.50	11.96
19	Uluberia	47.00	11.83
20	Dum Dum	46.50	11.71
21	Panihati	46.00	11.58
22	Uttarpara-Kotrung	46.00	11.58
23	Konnagar	44.50	11.20
24	Rajarhat-Gopalpur	43.00	10.83
25	Rishra	43.00	10.83
26	Serampore	43.00	10.83
27	Budge Budge	41.50	10.45
28	Gayeshpur	40.50	10.20
29	Kanchrapara	40.50	10.20
30	Champdany	40.00	10.07
31	South Dum Dum	40.00	10.07
32	Bidhannagar	39.50	9.94
33	Hooghly-Chinsurah	38.50	9.69
34	Bhatpara	38.00	9.57
35	Baruipur	37.50	9.44
36	Baranagar	36.50	9.19
37	Titagarh	36.00	9.06
38	Naihati	33.00	8.31
39	Garulia	32.50	8.18
40	Baidyabati	27.50	6.92
Total		1863.00	469.00

Marks for Incentive Fund in 2008-09 (based on performance during 2007-08)

Sl. No.	Alloiment Criteria	Full marks	Baidyabati	Bally	Bansberia	Buramagar	Barasat	Barrackpore	Baruipur	Bhadreswar	Remarks
A	B	C	1	2	3	4	5	6	7	8	D
1	Colln. of P. Tax against Current Demand	10	2	4	3	3	3	8	4	3	
2	Increase in Other Tax & Non-Tax Revenue Collection compared to previous year	10	6	7	8	0	6	6	2	6	
3	Increase in user charges (water and SWM) over previous year	7	0	4	3	2	0	2	2	5.5	
4	Control of Revenue expenditure compared to previous year	7	0	5	5	2	3	4	4	4	
5	Holding of Annual and Half Yearly General Meeting of Ward Committees and attendance thereof	10	5	4	4	5	6	9	4	6.5	
6	Pro-poor expenditure w.r.t. own source of revenue	10	2	5	3	4	4	5	2	3	
7	Sanction of loan by Banks in SJSRY Programme (over previous year)	10	0	2	5	0	0	9	0	1	
8	Performance in ANC / PNC, growth monitoring & Immunisation of infants	10	6	7	7	7.5	7	7.5	7	7	
9	Involvement of TCG / SHGs in municipal service delivery	5	0	0	0	3	4	2	3	2	
10	R.B.E. for 2007-08 prepared as per revised accounting rules & sub. to DLB	5	2	3	4	4	4	4	0	3	
11	Actual implementation of Projects under component I in ADP-07/08 in 2007-08	8	4.5	6	6.5	3	5.5	6	5.5	4	
12	Actual implementation of Projects under component II in ADP-07/08 in 2007-08	8	0	4.5	4	3	5.5	6	4	3	
Total marks		100	27.5	51.5	52.5	36.5	48	68.5	37.5	48	

Submitted to Sub

21/12/08
208 L.S. / 5/2/1

Sl. No. A	Allotment Criteria B	Full marks C		Bhatpara 9	Bidhannagar 10	Budge Budge 11	Chandannagar 12	Chandannagar 13	Dum Dum 14	Garulia 15	Gayeshpur 16	Remarks D
1	Colln. of P. Tax against Current Demand	10		3	0	3	5	6	3	2	2	
2	Increase in Other Tax & Non-Tax Revenue Collection compared to previous year	10		0	10	8	6	8	3	0	9	
3	Increase in user charges (water and SWM) over previous year	7		0	0	5	5	2	4	0	0	
4	Control of Revenue expenditure compared to previous year	7		4	7	2	0	2	6	0	1	
5	Holding of Annual and Half Yearly General Meeting of Ward Committees and attendance thereof	10		2	5.5	4	3	4	6	6	5	
6	Pro-poor expenditure w.r.t. own source of revenue	10		4	1	1	2	5	1	4	2	
7	Sanction of loan by Banks in SJSRY Programme (over previous year)	10		5	0	2	1	4	2	1	2	
8	Performance in ANC / PNC, growth monitoring & Immunisation of infants	10		7.5	7	7.5	7	7	7	7.5	7.5	
9	Involvement of TCG / SHGs in municipal service delivery	5		0	1	0	2	4	0	2	2	
10	R.B.E. for 2007-08 prepared as per revised accounting rules & sub. to DLB	5		4	2	2	3	3	3	3	4	
11	Actual implementation of Projects under component I in ADP-07/08 in 2007-08	8		4	3	3	3	4	6	2	6	
12	Actual implementation of Projects under component II in ADP-07/08 in 2007-08	8		4.5	3	4	3	7	5.5	5	0	
Total marks		100		38	39.5	41.5	40	56	46.5	32.5	40.5	

No.	Allotment Criteria	Full marks										Remarks			
		A	B	C	17	18	19	20	21	22	23	24	D		
					Halisahar	Hooghly	Howrah MC	Kalyani	Kamarhati	Kanchrapara	Khardah	Konnagar			
1	Colln. of P. Tax against Current Demand			10	5	6	2	5	6	2	8	4			
2	Increase in Other Tax & Non-Tax Revenue Collection compared to previous year			10	5	0	8	8	3	2	8	8			
3	Increase in user charges (water and SWM) over previous year			7	2	4.5	2	4.5	4.5	0	4	0			
4	Control of Revenue expenditure compared to previous year			7	2	2	2	2	3	1	2	1			
5	Holding of Annual and Half Yearly General Meeting of Ward Committees and attendance thereof			10	9.5	4	4	9	7	6	9.5	4			
6	Pro-poor expenditure w.r.t. own source of revenue			10	6	4	3	8	3	7	3	6			
7	Sanction of loan by Banks in SJSRY Programme (over previous year)			10	1	2	5	1	0	4	4	0			
8	Performance in ANC / PNC. growth monitoring & Immunisation of infants			10	7	7	7	7	7.5	7	7.5	7			
9	Involvement of TCG / SHGs in municipal service delivery			5	2	0	2	1	4	1	4	0			
10	R.B.E. for 2007-08 prepared as per revised accounting rules & sub. to DLB			5	3	3	3	4	3	3	3	4			
11	Actual implementation of Projects under component I in ADP-07/08 in 2007-08			8	6.5	3	5.5	5.5	6.5	4.5	7.5	5.5			
12	Actual implementation of Projects under component II in ADP-07/08 in 2007-08			8	3	3	4	5	6.5	3	6.5	5			
Total marks				100	52	38.5	47.5	60	54	40.5	67	44.5			

Sl. No.	Allotment Criteria	Full marks	Madhyamgram	Maaheshitala	Naihati	New Barrac	North Barrac	North Dum	Panihati	Pujali	Remarks
A	B	C	25	26	27	28	29	30	31	32	D
1	Colln. of P. Tax against Current Demand	10	4	3	2	8	5	6	3	9	
2	Increase in Other Tax & Non-Tax Revenue Collection compared to previous year	10	5	10	0	2	7	6	0	10	
3	Increase in user charges (water and SWM) over previous year	7	4	5.5	0	2	6.5	0	4	6	
4	Control of Revenue expenditure compared to previous year	7	4	0	0	3	5	5	3	0	
5	Holding of Annual and Half Yearly General Meeting of Ward Committees and attendance thereof	10	7	2	6	9.5	2.5	6.5	8	7	
6	Pro-poor expenditure w.r.t. own source of revenue	10	2	3	8	5	2	3	3	2	
7	Sanction of loan by Banks in SJSRY Programme (over previous year)	10	6	5	1	3	5	2	5	1	
8	Performance in ANC / PNC, growth monitoring & Immunisation of infants	10	7	7	7	9	7.5	7.5	8	8	
9	Involvement of TCG / SHGs in municipal service delivery	5	1	0	2	4	2	0	2	0	
10	R.B.E. for 2007-08 prepared as per revised accounting rules & sub. to DLB	5	3	4	4	4	3	3	3	4	
11	Actual implementation of Projects under component I in ADP-07/08 in 2007-08	8	3	5.5	3	7.5	4	6	4	4.5	
12	Actual implementation of Projects under component II in ADP-07/08 in 2007-08	8	3	4	0	7.5	4	5.5	3	6.5	
Total marks		100	49	49	33	64.5	53.5	50.5	46	58	

Sl. No. A	Allotment Criteria B	Full marks C	Rajarhat-Gopal 33	Rajpur-Son 34	Rishra 35	Serampore 36	South Dum 37	Titagarh 38	Uluberia 39	Uttarpara-Kol 40	Remarks D
1	Colln. of P. Tax against Current Demand	10	4	6	6	3	5	8	2	5	
2	Increase in Other Tax & Non-Tax Revenue Collection compared to previous year	10	6	5	8	5	8	6	8	8	
3	Increase in user charges (water and SWM) over previous year	7	6	4	4	7	2	0	4	0	
4	Control of Revenue expenditure compared to previous year	7	0	0	3	2	1	0	5	2	
5	Holding of Annual and Half Yearly General Meeting of Ward Committees and attendance thereof	10	4	8.5	3	5	4.5	2	2	4	
6	Pro-poor expenditure w.r.t. own source of revenue	10	3	4	4	4	1	5	9	1	
7	Sanction of loan by Banks in SJSRY Programme (over previous year)	10	0	3	0	0	0	0	0	4	
8	Performance in ANC / PNC. growth monitoring & Immunisation of infants	10	7	7.5	7	8	7	6	7	7	
9	Involvement of TCG / SHGs in municipal service delivery	5	3	1	2	0	0	0	0	1	
10	R.B.E. for 2007-08 prepared as per revised accounting rules & sub. to DLB	5	3	4	2	3	3	2	4	3	
11	Actual implementation of Projects under component I in ADP-07/08 in 2007-08	8	4	6	4	3	5.5	4	3	5.5	
12	Actual implementation of Projects under component II in ADP-07/08 in 2007-08	8	3	4	0	3	3	3	3	5.5	
Total marks		100	43	53	43	43	40	36	47	46	

Marks for Incentive Fund in 2008-09

(x Relevant Parameter)

Property Tax

- 1) Give 1, if $x \leq 20\%$
 2, if $x \leq 40\%$
 3, if $x \leq 50\%$
 4, if $x \leq 60\%$
 5, if $x \leq 70\%$
 6, if $x \leq 80\%$
 7, if $x \leq 85\%$
 8, if $x \leq 90\%$
 9, if $x \leq 95\%$
 10, if $x \leq 100\%$

Non-Tax & Other Tax

- 2) Give 2, if $x > 0$
 3, if $x \geq 5\%$
 4, if $x \geq 8\%$
 5, if $x \geq 10\%$
 6, if $x \geq 15\%$
 7, if $x \geq 25\%$
 8, if $x \geq 40\%$
 9, if $x \geq 70\%$
 10, if $x \geq 100\%$

User's Charge (Water & SWM)

- 3) Give 1, if $x > 0$
 2, if $x \geq 10\%$ / New Case
 3, if $x \geq 25\%$
 4, if $x \geq 50\%$
 Give 1 if y is upto 1 lakh (y = absolute increase)
 2 if y is upto 4 lakh
 2.5 if y is above 4 lakh
 3 if y is above 10 lakh

Control of Revenue expenditure

- 4) Give 1, if $x \leq 30\%$
 2, if $x \leq 20\%$
 3, if $x \leq 10\%$
 4, if $x \leq 5\%$
 5, if $x \leq 0\%$
 6, if $x \leq -10\%$
 7, if $x \leq -20\%$

Ward Committee (AGM & HGM)

- 5) Give 1, 1 if $A > 0$, $H > 0$
 2, 2 if $A \geq 50$, $H \geq 50$
 2.5, 2.5 if $A \geq 90$, $H \geq 90$
 3, 3, if $A = H = 100\%$
 1, if less than 50 HGM
 1.5, if less than 100 or
 2, if above 100 AGM

Pro-Poor Expenditure

- 6) Give 1, if $x > 0\%$
 2, if $x > 10\%$
 3, if $x > 15\%$
 4, if $x > 20\%$
 5, if $x > 30\%$
 6, if $x > 50\%$
 7, if $x > 65\%$
 8, if $x > 80\%$
 9, if $x > 100\%$
 10, if $x > 200\%$

Bank Loan under SJSRY

- 7) Give 1, if $x > 0$,
 2, if $x \geq 15$
 3, if $x \geq 30$
 4, if $x \geq 50$
 5, if $x \geq 75$
 6, if $x \geq 100$
 7, if $x \geq 150$
- (Y = Number of sponsoring cases of loan to Banks)
 1, if $y \geq 25$
 2, if $y \geq 100$
 3, if $y \geq 250$

Health

- 8) Give 2, if $x > 0$, $Y > 0$ 1, if $z > 0\%$
 3, if $x \geq 50\%$, $Y \geq 50\%$ 2, if $z = 100\%$
 3.5, if $x \geq 90\%$, $Y \geq 90\%$
 4, if $x = y = 100\%$ ($x = y = z$ = Parameter)

TCG / SHGs in MSD

- 9) Give 1, if $x > 0$
 2, if $x \geq 5$
 3, if $x \geq 20$
 4, if $x \geq 50$
 5, if $x \geq 100$

RBE for 2007-08

- 10) Give 2, if RBE only
 3, if RBE sub DLB
 4, if RBE sub DLB by Feb.'08
 5, if RBE sub DLB by Feb.'08 (from the system)

Component - I of ADP 07-08

- 11) Give 1, if $x \leq 30\%$ 2, if $y \leq 20\%$
 2, if $x \leq 50\%$ 3, if $y \leq 30\%$
 2.5, if $x < 100\%$ 3.5, if $y \leq 50\%$
 3, if $x = 100\%$ 4, if $y \leq 80\%$
 4.5, if $y > 80\%$
 5, if $y = 100\%$

Component - II of ADP 07-08

- 12) Give 1, if $x \leq 30\%$ 2, if $y \leq 20\%$
 2, if $x \leq 50\%$ 3, if $y \leq 30\%$
 2.5, if $x < 100\%$ 3.5, if $y \leq 50\%$
 3, if $x = 100\%$ 4, if $y \leq 80\%$
 4.5, if $y > 80\%$
 5, if $y = 100\%$

Kolkata Urban Services for the Poor



Guidelines for Incentive Fund (IF) for the year 2008-09

Change Management Unit

Guidelines for Incentive Fund (IF) for the year 2008-09

The Incentive Fund under KUSP Programme for the year (2008-09) amounting to Rs. 469.00 lakh has been allotted to 40 Urban Local Bodies (ULBs) as per norms finalized by Government.

This Incentive Fund can be used by the ULBs for infrastructure development work inside or outside of any slum, socio-economic development work, organizational development or any other work that ULBs may decide. However, provision for the same in the DDP and ADP (2008-09) of the ULBs should be there.

1. For implementation of infrastructure development (civil Engineering construction) work, inside or outside slums, the following steps have to be followed :

- a) Preparation of estimates by ULBs as per current schedule of rates of P.W.D. / P.H.E.D / KMDA. The rates, which are available in PWD schedule, can not be taken from any other schedule.
- b) Sending the estimates to Municipal Engineering Directorate (MED) by ULBs for sanction.
- c) MED will accord Technical Sanction of the estimate after scrutiny and send it to Change Management Unit (CMU).
- d) CMU will accord Administrative Approval and Financial sanction (AA & FS) on the Technically Sanctioned estimate and send it to ULBs for taking up the work with copy to MED.

Please note that work can only be started after receipt of Administrative Approval and Financial Sanction from CMU.

2. For development work not concerned with civil engineering construction works, the following steps may be followed :

- a) Preparation of estimates by ULBs.
 - b) Sending the estimates by ULBs to CMU for according AA & FS.
 - c) ULBs will implement development work only after receipt of AA & FS from CMU.
3. Apart from development work, the ULBs can also use this fund for purchase of equipments, machineries and other tools for their capacity building. But there shall be provision for that in the DDP & ADP (2008-09) of the ULBs. It may be noted that no inspection vehicle (**car / jeep or any other type of vehicle**) for the purpose of site visit or for any other purpose can be purchased from this fund.

For this purpose, the following steps are to be followed :

- a) Preparation of estimates by ULBs.
- b) Sending the estimates by ULBs to CMU for according AA & FS.
- c) ULBs will purchase equipments, machineries and other tools after receipt of AA & FS from CMU, following Procurement Rules approved by GoWB and DFID.

Please note that no purchase of land is allowable from Incentive Fund.

The total expenditure from Incentive Fund during 2008-09 shall not exceed its allotment.



Memo No. CMU-14/2008(Pt-VII)/879(15)

July 1, 2008

NOTICE

Dr Soumen Bagchi, Urban Adviser of DFID will be visiting CMU on 2nd and 3rd July 2008 and he will discuss with the Experts of CMU regarding the progress of various schemes of KUSP projects. All the experts of CMU are requested to kindly remain present at the Office on 2nd and 3rd July 2008 along with all the reports and returns on the activities undertaken by them.

Kw. 11/7/08

(Kallol Kr. Mukherjee)
Project Manager, CMU, KUSP

To:

1. Municipal Finance Expert, CMU, KUSP
2. Financial Adviser, CMU, KUSP
3. Engineering Expert-2, CMU, KUSP
4. OD Expert, CMU, KUSP
5. Urban Planner, CMU, KUSP
- ✓ 6. Health Expert, CMU, KUSP
7. Procurement Consultant, CMU, KUSP
8. Poverty Monitoring Expert, CMU, KUSP
9. Shri T K Mitra, Consultant, CMU, KUSP
10. Economist, CMU, KUSP
11. Internal Audit Officer, CMU, KUSP
12. Accounts Officer, CMU, KUSP
13. IT Expert, CMU, KUSP
14. Computer Programmer, CMU, KUSP

Kw. 11/7/08

Project Manager, CMU, KUSP

Copy for information to:

- 1) Project Director, CMU, KUSP

Kw. 11/7/08

Project Manager, CMU, KUSP