

# **Kolkata Urban Services for the Poor**



Guideline for

“Operation and Maintenance Plan for Slum Level Infrastructure work” implemented under KUSP

**Change Management Unit**

## **Guideline for formulation and implementation of “ Operation and Maintenance Plan for Slum Level Infrastructure work” implemented under KUSP**

1. The assets created in slums from KUSP fund are required to be properly used and maintained.
2. For this purpose each ULB may formulate and implement a fully resourced ‘Operation and Maintenance Plan’ for each slum where infrastructure works have been undertaken from KUSP funds. This guideline will be in operation with effect from April, 2006 or from date as is finalised.
3. The following steps should be taken prior to preparation of the ‘Operation and Maintenance Plan’ for each slum :
  - a) The ULB along with the CDS working in the Slum where infrastructure works were performed will arrange a meeting (1<sup>st</sup>) with all slum dwellers of that particular slum.
  - b) At this meeting the Local Councilor, Chairman-in-Council or Mayor-in-Council of slum development work, Municipal Engineers, Town Project Officer, Community Organiser, CDS members and RCVs of that particular slum will be present. Other members / officials as felt necessary may also be present.
  - c) At this meeting the need for formation of Bustee Works Management Committee (BWMC) for looking after “Operation and Maintenance Plan for Slum Level Infrastructure work” will be explained to the slum dwellers.
  - d) The stock of work done and assets created under slum level infrastructure works of that particular slum will be listed at this meeting.

- e) At this meeting the ULB will brief the slum dwellers about the constitution, role and functions of the BWMC.
- f) A similar next meeting (2<sup>nd</sup>) will be held at which the BWMC will be elected as per constitution through informal election. If one meeting is not sufficient more such meetings may be arranged.
- g) Minute of each meeting with signature of the participants should be maintained.

**Constitution, role and function of the Bustee Works Management Committee (BWMC) :**

- i) The BWMC will consist of minimum 5 members, all of whom will be resident of that particular slum.
- ii) In addition, one RCV from that slum will be member.
- iii) There will be at least two female members in the BWMC.
- iv) The members of the BWMC may be from BPL / APL or both.
- v) At least one member will belong to a Neighbourhood Group (NHG) from that slum.
- vi) The BWMC will be elected through an informal process of election.
- vii) There should be good publicity to ensure wide attendance.
- viii) At least 40% of slum dwellers should be present in the meeting during election of BWMC.
- ix) The BWMC will be an independent body. The ULB will be responsible for overseeing the work of BWMC.
- x) The BWMC will hold office for a period of two years, after which a new committee should be elected. If any member resigns or moves out of the slums or is incapable of functioning for any reason, another member will be elected in his / her place within one month.
- xi) Each BWMC will open and operate a separate bank account. This bank account will function as the O&M fund for that slum.

- xii) The BWMC will be authorized by the ULB to raise funds for O&M as is elaborated under item no. 13.
- xiii) The ULB will make matching contribution against the fund raised by the BWMC through user charges to encourage the process.
- xiv) The BWMC will report to the slum dwellers in a meeting held once in six months on revenue, expenditure and maintenance issues. This meeting will be attended by Local Councillor, ULB Engineer, Community Organizer, Town Project Officer, CDS member. A minute of this meeting should be drawn with signature of the participants.
- xv) There should be an agreed upon O&M Plan between the ULB, CDS and BWMC for the assets created in that particular slum under KUSP as listed in 1<sup>st</sup> meeting.
- xvi) They will need interim hand holding which will be extended by the ULB by providing their technical person and accounts person for technical and accounts support. Otherwise the ULB can take help of local NGOs / CSOs for providing support to BWMC.
- xvii) Chairman, Secretary and Cashier will be selected within the BWMC. Bank account will be operated by any two of them jointly.
- xviii) The existing Beneficiary Committee will cease after the BWMC is formed.

4. The works that have been implemented from KUSP fund are :

- **Water Supply –**
  - a) Piped water supply with stand posts
  - b) Small dia deep tube well
  - c) Big dia deep tube well
- **Sanitation –**
  - a) Two Pit pour flush latrine
  - b) Community latrine

- **Drainage –**
  
- **Road –**
  - a) Bituminous
  - b) Brick paved
  
- **Solid Waste Management**
  
- **Community Centre**

**5. Maintenance for water supply can be divided into two parts viz.**

**First Part :**

- a) Daily cleaning
- b) Petty repair
  
- i) Daily cleaning and Petty repair : (5a & 5b)

Petty repair involves mainly replacement of street stand posts, repairing of hand pump and platform. It is to be ascertained by the ULB / Bustee Works Management Committee (BWMC) how much money is roughly required per month for meeting the cost of this petty repair and daily cleaning. The cost of petty repair works and daily cleaning { Item no 5a, 5b, 6b (i & ii), 7(i), 9(i) and 10(i)} is to be met from collection of fund from the Beneficiaries.

The Bustee Works Management Committee (BWMC) will supervise this “Daily cleaning and petty repair work”.

**Second Part :**

- c) Major repair
- d) Periodical testing of water
  
- ii) Major repair and Periodical testing of water : (5c & 5d)

The major repair works, which will mainly take place in case of deep tube-wells and piped water supply, are mainly rejoining of dejoined pipes, replacement of

cracked pipes, replacement of pump, motor etc. It is desirable that these major repair works be implemented by the ULBs from their fund by engaging CDS / contractors or ULB staff. Periodical testing of water is to be conducted by ULBs and the methodology and frequency of such testing may be discussed and decided in consultation with CDS and the BWMC. The test report should be displayed in the Notice Board of the ULB.

## **6. Maintenance (Sanitation)**

### **a) Two Pit pour flush latrine :**

This is to be maintained by the Beneficiaries for whom this has been constructed from their own fund. It is noticed that in some places these latrines are not being properly used and maintained. In some places the children are not using this latrine. The ULBs should arrange for creation of awareness amongst people by engaging members of Community Development Society (CDS) and Bustee Works Management Committee (BWMC) through regular campaigning for its proper maintenance and use.

### **b) Community latrine :**

Daily cleaning and petty repair work :

i) It requires daily cleaning (once, twice or more) by engaging a sweeper on contract.

ii) Replacement of Bib cock and other petty repairing work

It is to be ascertained by the ULB / BWMC as to how much money is required per month for carrying out the work of item (i & ii). The cost of item (i & ii) is to be met from ULB fund / Beneficiary Contribution / or a combination of both in every month. This decision may be taken. The BWMC is required to collect the contribution from Beneficiaries every month and supervise the work.

### **Major repair and maintenance work :**

iii) Periodical maintenance of latrine structure by way of plastering, colour washing, door, window, floor repairing, replacement of broken (W.C.) pan, cleaning of septic tank etc.

Major repair and maintenance work should be implemented by the ULBs from their fund by engaging CDS / contractor or ULB staff.

## **7. Maintenance (Drainage)**

i) Petty repair, operation and maintenance :

It requires cleaning at least once or twice in a week and occasional petty repair.

It is to be decided by the ULBs as to whether they can get the work (item i above) done by their existing staff. If yes, the staff executing this work should report to the BWMC who will supervise their work. The BWMC will maintain the attendance of the staff attending the work and report on weekly basis to the ULB regarding their attendance and performance. If no, this work should be executed by the BWMC, for which the BWMC will first decide how much money will be required in every month for getting this work done. Once the amount is ascertained, the ULBs may decide whether this expenditure may be fully met from the contribution of the Beneficiaries only or proportionately shared by ULB and Beneficiaries. The BWMC will collect the contribution from Beneficiaries. It is to be decided how the contribution be collected. The BWMC will supervise the work.

ii) Major maintenance and repairing work like plastering, reconstruction of damaged portion and other works may be needed from time to time.

Major maintenance and repairing work should be executed by the ULBs from their fund by engaging CDS / contractor or ULB staff.

## **8. Maintenance (Road)**

i) Maintenance of Brick paved road :

Sweeping, petty repair and maintenance will be implemented by the BWMC for which they will collect contribution from Beneficiaries.

ii) **Maintenance of Bituminous Road**

Road will be maintained from ULB fund. It is desirable that the municipal conservancy staff, who is responsible for sweeping the road, should report to the ULB / BWMC of the area who will supervise their work. The BWMC will have the responsibility of reporting to the ULB in the event that this work is not being implemented properly.

All other major works (repairing and maintenance) will be executed by ULBs from their fund.

9. **Maintenance of Solid waste management** (only applicable for places where it exists)

i) **Daily door to door collection and depositing it in near by container / trailer**

It is to be ascertained if ULBs can do the work with their existing staff. If yes, the staff engaged for this work will report to the BWMC who will supervise their work. The BWMC will maintain the attendance of the staff attending the work and report on weekly basis to the ULB regarding their attendance and performance. If no, the work should be executed by the BWMC for which ULB / BWMC will first assess how much money will be required every month if the work is executed by an agency / group of persons engaged on contract basis. Once the amount is ensured, the ULB may decide whether this expenditure be fully met from the contribution of the Beneficiaries only or proportionately shared by ULB and Beneficiaries. The BWMC will collect the contribution from Beneficiaries every month. BWMC will supervise the work.

ii) **Transporting from container / trailer to dumping / composting ground**

The ULBs will execute the work from their fund.

10. **Maintenance (Community Centre)**

i) **Keeping key of the room, daily sweeping and cleaning of the room and toilet.**

It is desirable that responsibility of keeping the key of the room and its daily sweeping and cleaning {item (i) above} should be with the BWMC. For this purpose the BWMC

will assess how much money will be required for getting the work done in every month and how they will get this work carried out. It is proposed that for meeting the day to day maintenance cost, the BWMC can hire out the community centre for different purposes for e.g.

- a) Carrying out exhibition of different products like readymade garments, dress materials, small scale industry products etc.
- b) Social parties
- c) Meeting of out side agencies for commercial purposes

If fund collected in this manner is not sufficient, the maintenance cost may be met from fund of ULB / Beneficiary contribution / or both of them and decision may be taken on this.

- ii) Major repair and maintenance work.

This will be done by ULB from their fund.

## **11. Duties of Bustee Works Management Committee (BWMC)**

1. They will maintain a register showing the existing services / structures under their control :

- i. Water supply –

- a) What is the length of water line
- b) What is the diameter and material of water line
- c) How many stand posts are there
- d) How many small dia-deep tube wells are there and their status (functioning / defunct)
- e) How many big dia deep tube wells are there and their status (functioning / defunct)

They will maintain a register for keeping stock of materials which are often required for day to day maintenance work like bib cock, short pipe for stand posts etc.

- ii. Sanitation, Drainage, Solid waste management, Community Centre

- a) They will maintain a register showing number of existing Two Pit pour flush latrines, community latrines and community centres under their control with their status. They will also maintain a register of consumable goods like Muratic acid, brush, broom, towel, soap etc. which will be required for maintenance purpose.
2. They will maintain an attendance Register for the persons attending duties. They should also maintain a register of income (collection) and expenditure.
3. The Bustee Works Management Committee (BWMC) will be responsible for awareness generation amongst the slum dwellers for upkeep and maintenance of the assets created.

**12) Function of ULB for operation and maintenance work through BWMC :**

- i) Formation of Bustee Works Management Committee (BWMC) through a process of election.
- ii) One cashier to be elected among the BWMC for keeping accounts
- iii) O&M Plan as per format to be discussed with all slum dwellers and agreed and a Tripartite Agreement signed by ULB, CDS and Bustee Works Management Committee
- iv) ULB to pass the O&M Plan by Board of Council and earmark funds as required
- v) ULB to allot work to one engineer and one accounts person to supervise, implement of O&M Plan and keep in regular touch with the BWMC to ascertain and solve minor problems. Local councilor may also be asked to supervise along with the engineer and liaise with the BWMC.
- vi) Necessary corrective action from time to time may be taken by ULB

**13. Proposed funding pattern for Operation and Maintenance work by BWMC**

**Option for collection of Fund from Beneficiaries :**

- i) One time collection @ 10 % of the cost of Two-pit latrine from each Beneficiary family before creation of the asset.
- ii) One time collection @ 5% of the cost of community latrine from the Beneficiary families for whom the community latrine will be constructed before creation of the asset.
- iii) One time collection of fund from Beneficiaries will help in creating a corpus fund which can be utilized in operation and maintenance of assets.
- iv) Attempt should be taken for monthly contribution from Beneficiary families for maintenance of Brick paved road, drain, street stand post, small diameter tube-well etc.

**14. Arrangement for training to the members of the BWMC for petty repair, operation and maintenance work should be made by the ULB.**

**A format for Operation and Maintenance Plan of Slum Level Infrastructure Work by the BWMC is enclosed which is to be filled up and agreed between the ULB, CDS and BWMC.**

# Operation and Maintenance Plan of Slum Level Infrastructure Work implemented under KUSP

Name of ULB : .....

Name of Slum : .....

Year of execution of scheme under KUSP : .....

Sl. No.	Item	* Who will be responsible for (2)	* Recurrence of Operation	Total	Likely cost per month	* How the cost will be met	* Who will collect the beneficiary contribution & maintain accounts	* Supervision will be done by	Remarks
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
<b>(A)</b>	<b>Sanitation</b>								
1	Campaign for generation of awareness amongst users	Bustee Works Management Committee (BWMC) / ULB	Once in a week / fortnight / month	--	Rs. .....	From ULB fund / Beneficiary Contribution/ both of them (Specify share of each)	BWMC	ULB / BWMC	
2. a.	Maintenance of Community Latrine (cleaning and petty repair work)	ULB conservancy staff / person engaged on contract by ULB under control of BWMC	Once / twice in a day	..... (Nos.)	Rs. .....	From ULB fund / Beneficiary Contribution / both of them (Specify share of each)	BWMC	ULB / BWMC	
b.	Maintenance of Community Latrine (major repair)	ULB / CDS	As and when required	..... (Nos.)	Rs. .....	From ULB fund	---	ULB / CDS	

\* Please put  $\checkmark$  mark against the system the ULB would like to follow

Sl. No.	Item	* Who will be responsible for (2)	* Recurrence of Operation	Total	Likely cost per month	* How the cost will be met	* Who will collect the beneficiary contribution & maintain accounts	* Supervision will be done by	Remarks
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
3.	Maintenance of Individual Two Pit pour flush latrine	The user	---	..... (Nos.)	---	By the user	---	BWMC	
<b>(B)</b>	<b>Drain and Sewer line</b>								
1	Maintenance of Drain (Petty repair and maintenance)	ULB conservancy staff / person engaged on contract by ULB / BWMC	At least once / twice in a week	..... (Mtr.)	Rs. .....	From ULB fund / Beneficiary Contribution/ both of them (Specify share of each)	BWMC	ULB / BWMC	
2	Maintenance of Drain (Major repair)	ULB / CDS	As and when required	..... (Mtr.)	Rs. .....	From ULB fund	---	ULB / CDS	
3	Maintenance of Sewer line	ULB conservancy staff	As and when required	..... (Mtr.)	Rs. .....	From ULB fund	---	ULB / CDS	
<b>(C)</b>	<b>Water Supply</b>								
1	Maintenance of Small dia deep tube well ( petty repair and daily cleaning )	ULB / person engaged on contract by ULB / BWMC	As and when required	..... (Nos.)	Rs. .....	From ULB fund / Beneficiary Contribution / both of them (Specify share of each)	BWMC	ULB / BWMC	

\* Please put  $\surd$  mark against the system the ULB would like to follow

Sl. No.	Item	* Who will be responsible for (2)	* Recurrence of Operation	Total	Likely cost per month	* How the cost will be met	* Who will collect the beneficiary contribution & maintain accounts	* Supervision will be done by	Remarks
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
2.	Maintenance of Small dia deep tube well (major repair)	ULB / CDS	As and when required	..... (Nos.)	Rs. .....	From ULB fund	---	ULB / CDS	
3.	Maintenance of Big dia tube well	ULB	As and when required	..... (Nos.)	Rs. .....	From ULB fund	_____	ULB / CDS	
4.	Maintenance of Water line (major repair)	ULB	As and when required	..... (Mtr.)	Rs. .....	From ULB fund	_____	ULB /CDS	
5.	Maintenance of Street stand post and daily cleaning of platform (Petty repair)	ULB / BWMC	As and when required	..... (Nos.)	Rs. .....	From ULB fund / Beneficiary Contribution / both of them (Specify share of each)	BWMC	BWMC	

*\* Please put  $\checkmark$  mark against the system the ULB would like to follow*

Sl. No.	Item	* Who will be responsible for (2)	* Recurrence of Operation	Total	Likely cost per month	* How the cost will be met	* Who will collect the beneficiary contribution & maintain accounts	* Supervision will be done by	Remarks
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
<b>(D)</b>	<b>Solid Waste Management</b>								
1.	Maintenance of Solid Waste Management (door to door collection) in places where it exists	ULB conservancy staff / person engaged on contract by ULB / BWMC	Daily	..... <b>(No. of Houses Covered)</b>	Rs. .....	From ULB fund / Beneficiary Contribution / both of them (Specify share of each)	BWMC	BWMC	
2.	Transport from container / trailer to dumping / composting ground in places where it exists	ULB / CDS	Daily / twice in a week	..... <b>(No. of Houses Covered)</b>	Rs. .....	From ULB fund	_____	ULB / CDS	
<b>(E)</b>	<b>Road</b>								
1.	Maintenance of Bituminous Road	ULB / CDS	As and when required	..... <b>(Mtr.)</b>	Rs. .....	From ULB fund	_____	ULB / CDS	
2.	Maintenance of Brick paved Road	ULB / BWMC	As and when required	..... <b>(Mtr.)</b>	Rs. .....	From ULB fund / Beneficiary Contribution / both of them (Specify share of each)	BWMC	BWMC	

*\* Please put  $\surd$  mark against the system the ULB would like to follow*

Sl. No.	Item	* Who will be responsible for (2)	* Recurrence of Operation	Total	Likely cost per month	* How the cost will be met	* Who will collect the beneficiary contribution & maintain accounts	* Supervision will be done by	Remarks
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
<b>(F)</b>	<b>Community Centre</b>								
1.	Maintenance of Community Centre (petty repair & daily cleaning)	By person engaged on contract by ULB under control of BWMC for daily maintenance	Regular	..... <b>(No.)</b>	Rs. .....	From ULB fund / Beneficiary Contribution / both of them (Specify share of each)	BWMC	BWMC	
2.	Maintenance of Community Centre (major repair)	By ULB / CDS	As and when required	..... <b>(No.)</b>	Rs. .....	From ULB Fund	---	ULB / CDS	
	<b>Total Cost per month</b>				.....				

We agree to implement the above plan as per responsibilities allocated.

\_\_\_\_\_  
Representative of BWMC

\_\_\_\_\_  
Representative of CDS

\_\_\_\_\_  
Representative of ULB

\* Please put  $\checkmark$  mark against the system the ULB would like to follow