

20. Project Interventions

Chapters in Section V on City Governance make several recommendations, which need fundamental changes in the institutions that impact on the environment and quality of life of the citizens of Delhi. Discussions concerning their suitability and implementation will take time. In the meantime, an immediate action programme of institutional changes set out in Section V should be carried out. Especially, the setting up of a Project Management and Co-ordination Unit (PMCU) under the Chief Secretary of GNCTD.

In addition to the Immediate Action - the Institutional changes, there are a number of projects which are listed below which have been identified for implementation in the first 5 years of the programme. The project descriptions are given in outline. If agreement is given to go ahead, it will be necessary, if not already completed, to establish their feasibility and prepare detail design briefs.

The initiatives that have been identified for further consideration have been classified under two headings:

- (a) projects involving capital and recurrent expenditures; and
- (b) programmes for strengthening the information base; organisational change; change management and revenue improvement action plans.

Technical Assistance (local and expatriate) would in many cases be required for design and implementation of the various project components.

20.1 Capital and Recurrent Expenditure Projects

20.1.1 Area Development

For advance servicing of land to cope with growth

Implementation agencies; special and dedicated units staffed by a mix of suitably experienced professionals seconded from DDA and MCD (or the respective municipal authorities) under the guidance of PMCU,

PD, UDD, should initiate suitable area development projects for advance servicing of land to cope with predicted growth. They should take the following steps:

- Identify 2 or 3 sites, where off site infrastructure is available and the site is considered to be "ripe for development";
- Prepare design briefs in association with DDA planners, enter into partnership agreements with the private sector, utility providers and transport operators; and
- Appoint the developer (one of the private sector partners with an equity stake) to take the leading role and implement the agreed programme of work; selling plots and structures in a phased and commercial manner.

20.1.2 Upgradation of Slums (Jhuggies-Jhopris Clusters) and Unserved Areas.

Implementation agency: the proposed social housing corporation and the slum and JJ department (suitably restructured and strengthened). These should plan and accelerate the implementation of the programme by taking the following steps:

- Identify 9 or 10 colonies which need urgent attention and could be upgraded within 2 years of commencing the programme and where residents are willing to co-operate, accept relocation (if necessary), contribute to costs, and form community associations;
- Construction of Transit Camps for accommodation of slum dwellers to be covered in the upgradation programme
- Proceed in the manner described for area development above, only this time, involve community associations and CBO's as partners, to the partnership agreement, and directors on any development companies which may be subsequently formed.

20.1.3 Water Supply

Implementation agency DJB

- Leak detection and rehabilitation programme

- Expansion of trunk and distribution networks to un-served and growth areas
- Water Treatment Plant at Sonia Vihar and associated transmission mains
- Groundwater exploitation – Ranney Wells in Yamuna flood plain
- Raw water conduit from Munak to Haiderpur

20.1.4 Wastewater Management:

Implementation agency DJB

- De-silt and renovate existing sewerage system
- Expand sewerage system to connect un-served areas
- Sewage treatment plant in Trans-Yamuna

20.1.5 Solid Waste Management (Transportation and Disposal)

Implementation agency to start with MCD. When the MCD is split into smaller units, the co-ordination function for transportation of solid waste from transfer stations in the respective municipal areas to the disposal sites and further disposal will have to be looked after by a special unit created for this purpose under the UDD or Directorate of Municipal Administration under the UDD. The tasks should be as follows:

- Necessary restructuring and capacity building of the department for improving the management and contracting of procedures for transportation and disposal;
- Identify and develop 2 sanitary landfill sites incorporating compost plants; one in the north and one in the south of the city;
- Identify sites and provide small and large transfer stations to suit disposal sites and collection districts;
- Reorganisation of the street sweeping and collection systems;
- Pilot Schemes to test out proposals for waste minimisation; recycling; collection; and Private Sector Participation, and;

- Contract out collection, treatment and disposal of hazardous and bio-medical wastes. Treatment and disposal sites to be identified and developed.

20.1.6 Traffic and Transportation

Implementation agency – various.

- MRTS development (GoI /GNCTD-UDD)
- Revitalisation of the Ring Railway (Min of Railways/Ministry of UD / GNCTD)
- Strengthening rail links with NCR (Min. of Railways, Min. of UD / GNCTD/ Beneficiary State Governments)
- Urban road improvement, including cycle and pedestrian facilities (PWD / MCD / NDMC)
- Public Transport system improvements (DTC / MCD / NDMC / PWD)
- Traffic management improvements, parking lots, park and ride, etc. (MCD/NDMC/PWD).
- Four more interstate bus terminals (GNCTD)
- Freight complexes (GNCTD)
- Peripheral Expressways (GNCTD, GoI)
- Further phases of Metro Rail (GNCTD, GoI).

20.2 Institutional Strengthening Programs

20.2.1 Water Supply and Sewerage

Implementing Agency: DJB

Re-structuring and capacity building for improving the management of the water supply and sewerage networks on a commercial basis. Technical assistance to be provided for preparation of short term investment programmes including:

- Water audit with location and condition surveys of water supply networks.
- Water supply leak detection and network rehabilitation programme.
- Location and condition survey of existing sewerage network.
- Training on sewerage de-silting and renovation techniques and equipment.
- Development of MIS/GIS for water supply and sewerage asset management

20.2.2 Habitat Improvements for Urban Poor

Implementing Agency: Slum and JJ Dept., MCD.

Re-structuring and capacity building for improving the coordination of slum environmental improvements and accelerating the programme of in-situ upgrading of JJ clusters. Actions will include:

- The development of an integrated information system on JJ clusters
- Establishment of local / district slum improvement implementation units to be responsible for:
 - (i) Preparation of design briefs and implementation programme
 - (ii) Co-ordination land owners and funding institutions
 - (iii) Co-ordination of service infrastructure providers
 - (iv) Providing community liaison for planning and implementation

20.2.3 Solid Waste Management (Collection)

Implementing Agency: to start with CSE MCD, when the MCD is split into smaller units, the respective departments of those municipal units would continue the incharge of street cleaning and collection of solid waste and transporting to the transfer stations. The tasks for improvement in this sector should be as follows:

- Performance and financial management systems in respect of the internal collections and transportation of the transfer stations.
- Efforts for waste minimisation with community support
- Public Sector Partnerships for door to door collection, etc.
- Building and improving management and public information systems

20.2.4 Environmental Management

Implementing Agency: DoE/DPCC

Capacity building for integrated, cross departmental plans, programmes and budgets with the development of

information systems for effective environmental monitoring and regulation enforcement. The actions would include:

- MIS development, laboratory services and staff training
- Enhancement of water cess collection
- Public awareness raising and participation
- Developing responsiveness in public authorities.

20.2.5 Environmental Health Monitoring

Implementing Agency: Department of Health Services Establishing an Environmental Health Mission as an interim body charged with the following objectives:

- Develop and update annually an environmental health profile of Delhi including relevant environmental, morbidity and mortality data
- Identify specific links between local environmental factors and health
- Recommend priorities for action to resolve environmental health problems
- Develop and co-ordinate an environmental health strategy for the capital
- Ensure that environmental health concerns receive due attention in the setting of priorities for government investment and action in the capital.

20.2.6 Land, Property and Cadastral Records

Implementation agency; a special and dedicated unit set up in the Land / Urban Development offices of GNCTD reinforced by suitably qualified and experienced personnel from MCD and DDA, which would:

- Prepare a report on the condition and extent of the existing records and information base. Identify the gaps and shortcomings.
- Prepare terms of reference for a consultant study which will lead to:
 - (i) The preparation of land and property registers and fiscal cadasters;

- (ii) Digitised maps and records which can be easily and regularly updated as land and property transactions are finalised
- (iii) Establishment of a GIS unit for catering to the mapping needs of all utility services and municipal bodies, and
- (iv) Recommendations and steps to be followed in developing an active and functioning market, in land and property.

20.2.7 Organisational Changes

Implementation Agency; Respective Departments of GNCTD

- MCD – GNCTD has set up a committee to review the structure of working of MCD and the need to split it into smaller municipalities. The committee is to review viability of the proposal and to determine, which functional responsibility should remain with the municipal units and which should be transferred to GNCTD. The recommendations when available should be implemented and further actions
- DDA – a similar joint committee should be set up by GOI and GNCTD to define the modalities for splitting the DDA into a planning unit for assisting Metropolitan Planning Committee and the development an autonomous development corporation for taking up

development projects in Delhi. Suitable further action will have to be initiated as per the recommendations of the committee.

20.2.8 Revenue Improvement Action Plans (RIAP)

To produce and recommend implementation arrangements within existing financial structures and current arrangements.

Implementation agency; a Task Force consisting of technical officers, seconded from relevant entities, to be set up to manage the process, and be located under the Department of Finance or Department of Urban Development, GNCTD. The task force would require:

- Each entity (MCD, NDMC, DJB, etc.) to produce:
 - (i) A RIAP, with targets for revenue performance improvement over a 5 year projection.
 - (ii) An Annual Report reviewing progress against targets, and with an update of the RIAP.
- Monitoring of performance by the task force

Funds for securing Consultancy services may be made available to entities requiring help with the preparation and implementation of their RIAPs.