

8. Plan Implementation

8.1 Procedures

The implementation of structure plans and local area plans will have to follow a new procedure of involving local communities, landowners, and private or public companies. Land pooling and readjustment techniques can be used in some areas or private companies could be invited to undertake detailed planning and implementation on the basis of design briefs.

8.2 Design Briefs for Development Projects and Private Sector Participation

Development projects will be identified in the planning process and could cover a number of possibilities, e.g. a new school or clinic or an all weather road. The top of the list however should always relate to issues arising from **housing demand and service deficiencies**.

Program and project identification recommendations should always be accompanied by a **design brief** which sets out the background leading to programme or project identification together with the planning parameters needed to be followed in the project design and procurement phase.

8.3 Special Units for Implementation of Selected Projects

8.3.1 Preparation for implementation

After the necessary approval of the programmes and projects has been granted, the **design briefs** should be forwarded to the implementation agency. In the case of new area development and upgradation projects this would, for the next few years or so, have to undertaken by specially constituted units. These special units would be staffed by secondments from DDA and MCD and given the task of implementing the identified programmes

and projects in accordance with the outlines given in the **design brief**.

Such projects could be formulated by the Joint Sector Development Corporation or through independent consultants. The implementation could then be through joint sector or private sector on BOT, BOLT, BOOM basis.

8.3.2 Approach for New Area Development Projects

Special units given the task of developing new areas or upgrading residential or industrial settlements would then proceed as follows:

- Advertise, seeking expressions of interest from landowners, developers and builders prepared to enter into a partnership agreement with the implementing agency, and form a development company.
- Choose a preferred group of partners and negotiate an agreement which should incorporate the following principles:
 - (i) Establish a development company and agree the equity contributions to be provided by each party. The Public Sector and land owners equity could be the assessed land values, plus some capital, developer and building sectors interests would be asked to provide capital, bonds or guarantees;
 - (ii) Specify the developer as the lead partner;
 - (iii) Undertake a marketing analysis, refine the design brief, discuss any changes with the planning agency representatives and obtain an Environmental Clearance Certificate;
 - (iv) Prepare specifications and infrastructure designs (to conform to the utility authority requirements), cost estimates based on market rates and review the marketing and cost recovery implications;
 - (v) Seek bids, or have the work carried out by the developers;

- (vi) Lease / sell the plots, construct buildings provide documents and commence cost recovery; and
- (vii) Make arrangements for operation and maintenance.

There are many more points of detail which can be developed if needed with the help of consultants.

8.3.3 Approach for Upgradation Projects for Existing Developed Areas

Similar agreements are recommended for the upgrading programmes. In this case the agreements and associated development company would include the residents association. CBOs and NGOs could also be involved as shareholders or as non-executive directors.

8.3.3 Need for Technical Assistance

The existing agencies have little experience of implementing projects in the manner set out above. The legal agreements will have to be carefully drafted and a step by step "learning by doing" process should be adopted.

One or two pilot sites should be chosen in the first instance. Technical assistance

would be needed. A successful outcome from the initial projects would lead to a rapidly expanding program.

8.4 City Regeneration Task Forces

A new approach for small projects. Certain small and service deficient areas have a number of different problems e.g. dairy colonies, industrial clusters, and low-income areas with a mixed land use.

Upgrading areas of this sort does involve a number of agencies like Animal Husbandry, DJB, DVB, DDA, MCD and Revenue Department etc. In the past, despite the availability of financial resources upgrading programs have faulted because of lack of leadership and co-ordination. Problems of this sort can be dealt with by:

- Forming a special purpose unit;
- Appointing a specific person to be accountable and take the lead and have a team of officers with delegated powers from the concerned agencies;
- Forming Public / Private Sector Partnerships and proceeding in the manner described above for upgrading JJs and unserviced settlements or such other projects.