

action plan and social action plan. During the last quarter, the BME consultant conducted a series of strategic planning workshops with the NGOs in Mysore, Tumkur, Ramanagaram-Channapatna to develop the framework for a strategic action plan. A coordination meeting with all parties was subsequently conducted by the CDO in the last quarter, and participated by the ADB Mission and it was agreed that the detailed Strategic Action Plan will be completed in all respects by the end of April 2000. Follow up NGO coordination meetings on the Social Action Plan were organized in Mysore and Bangalore, in April and June 2000. The draft Social Action Plan - including activities, manpower, and material schedules, time and cost, indicators for evaluation and reporting methodology - has been prepared by each NGO and the SDOs and will be sent to ADB early next quarter. Work is now proceeding in implementing the SAPs in accordance with the agreed schedule.

2.7 Training and Capacity Building

Based on the *Training Strategy for ULG Personnel* prepared by the PMC, KUIDFC and the Bank agreed-in-principle that the major focus of the KUIDP training efforts would be towards providing informal and on-the-job training for the personnel involved in Project implementation to ensure that the works are constructed in time and to the desired quality, and towards providing more formalized training for ULG personnel in those areas which will help ensure the sustainability of the Project investments.

KUIDFC accordingly developed a strategic plan for work to be taken up under the KUIDP which included establishing a Training and Capacity Building Cell (TCBC) within KUIDFC, and Empowered Committee and ADB approvals were received. KUIDFC recruited a Training Coordinator to head up this new cell in December 1998, and recruited four specialists in the fields of human resource development, environmental engineering, financial management, and property taxation during February/March 1999.

The TCBC started its training courses in March 1999, and has conducted training programs in the areas of quality control and implementation, public awareness, and building up of capacity and efficiencies of ULBs. TCBC has also developed a comprehensive training program calendar and estimates for their activities over the coming year which has been sent to the ADB. A list of training programs which have been conducted till date is enclosed as Appendix VI.

During this quarter, TCBC conducted a 3 day workshop on ULB computerization at Mysore which was well participated by the commissioners and the elected representatives from eleven ULBs including those from KUIDP project towns. A 3 day workshop on "Design and Implementation of a Modern Governmental Financial Accounting System" was also conducted by the TCBC in association with Tata Consultancy services. TCBC is also continuing work on developing and publishing field notes on various issues related to Environmental Sanitation, Solid Waste Management, Human Resources Management etc. and following up with the municipalities in implementation of Management Action Plan and computerization plans. As an extension of the work on developing field notes on various issues, TCBC is also looking into the possibility of adopting alternative technology for treatment of solid waste in Tumkur.

During the coming quarters, the TCBC is planning to organize a massive Public Awareness Program on urban projects, importance of sanitation, solid waste management, role of public facilities, etc., through street plays, radio and TV programs. TCBC is also planning to launch public-private partnership programs in solid waste management and minor town improvement projects like relaying of pedestrian footpaths, erection of road signs, etc. A tentative training schedule for the year 2000-2001 has also been drawn and attached in the Appendix VI.

2.8 Benefit Monitoring and Evaluation

The PMC prepared a draft *Benefit Monitoring and Evaluation Program* and Terms of Reference for recruiting an independent agency to conduct the BME activities, and in December 1998 KUIDFC recruited Intervention (India) Pvt. Ltd. as the BME Consultant to (i) review and refine the draft BME program; (ii) develop a program for conducting baseline surveys and collecting/analyzing relevant information during Project implementation; (iii) provide periodic reviews and BME reports during the Project period; and (iv) conduct a post-project evaluation of the benefits and impacts following completion of the Project works.

Intervention (India) Pvt. Ltd. started work on the BME program during December 1998, the BME Document was prepared and accepted by KUIDFC, and the Exploratory Research Study and the Main Baseline Survey were completed. The Main Baseline Survey includes a Qualitative Survey based on 21 slum up gradation locations. Customer Satisfaction Surveys, and a Quantitative Survey based on 5,500 samples in the four towns; of these, the Qualitative and Quantitative surveys were completed in the third quarter of 1999, while the Customer Satisfaction report was finalized in the fourth quarter of 1999. The first module of the BME study was completed with submission of these reports.

The second module of the BME program, "Interim Surveys- June 1999" envisages monitoring of capacity building initiatives in all four project towns, and deliverables on this module have also been fulfilled. As a part of the capacity building initiatives, I IPL organized public-private partnership meetings in Mysore, assisted Mysore City Corporation in analysis and computerization of the property tax data base in Mysore, and developed an approach to preparing a strategic plan for capacity building of Mysore City Corporation. In addition to monthly monitoring reports, I IPL has submitted reports on (a) analysis of database for property tax in Mysore, (b) opinion survey of Elected Representatives of ULGs about the KUIDP; and (c) an approach to a strategic plan for Mysore City Corporation. During the last quarter, I IPL was instrumental in organizing and conducting "low-key" workshops with all the involved NGOs in each Project town to develop the framework for developing strategic action plans for social development under the KUIDP, from which the CDU finalized the detailed Social Action Plans. Individual reports on the "Strategic Planning Workshops for Urban Poverty Alleviation" were also prepared and submitted by the BME consultants. As a result of the decisions taken following the workshops conducted by the BME team, a PRA study was conducted for Ghausia Nagar slum by one of the NGOs in Mysore and the findings of the study are currently being incorporated into the slum infrastructure development plan.

The Third Module of the BME Program was focussed mainly on public perceptions of implementation of the Project activities and benefits across all four project towns, and under this module I IPL took up individual thematic studies covering low cost sanitation, solid waste management, traffic studies, post-training benefits for the skill generating training programs taken up under poverty alleviation component, and municipal capacity building in the selected towns.

Work on the fourth module started in June 2000, wherein the consultants will continue with monitoring the social development activities and other associated issues on a monthly basis. At the time of the reporting, the BME Team is carrying out Customer Satisfaction Studies on the Low Cost Sanitation Program at Ramanagaram and Channapatna; and the focus of the study is on the core benefits such as privacy, security, and preservation of self esteem delivered through the program.

In addition to conducting various studies and submitting interim reports, the BME consultants have been continuing with regular process monitoring visits and the monthly progress reports. The monthly reports of the BME have documented various processes and provide a record which will contribute in the long run to organizational learning. Such organizational learning is of particular importance in the organizations where the duration of the project is longer than the tenure of senior officials concerned with the strategic direction of the project. The BME monthly reports have given greater continuity and more regular feedback to issues like public opposition to the alignment of ORR in Mysore, lack of public involvement in the solid waste management program in Tumkur and public resistance to the increase in Property Tax in Mysore, etc.

2.9 Bangalore Subregional Plan Study

The *Bangalore Subregional Plan Study* for preparing a long term strategy for development of the Bangalore subregion was conducted between March 1997 and July 1998, and included submission of the (i) South Karnataka Regional (SKR) Concept Plan, (ii) Draft Structure Plan for the Bangalore Metropolitan Region (BMR), and (iii) Companion Report of Projects. The Steering Committee review was completed in mid-July 1998, the proposals were approved in January 1999 (except for the proposal to divert the Bangalore-Mysore Expressway to an alternative alignment), and these have been submitted to the Government for statutory approval.