



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department**

Guidelines for Activity of e-Governance Initiated

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	2
2. Justifications	2
3. Relevant Issues as described in ICGIAP	3
3.1 Task	3
3.2 Action by	3
3.3 Time Schedule	3
3.4 Indicator	4
4. Objectives.....	4
4.1 To Build an Informed Society	4
4.2 To Increase Government and Citizen Interaction	4
4.3 To Encourage Citizen Participation.....	4
4.4 To Bring Transparency in the Governing Process	4
4.5 To Make the Government Accountable	4
4.6 To Reduce the Cost of Governance	4
4.7 To Reduce the Reaction Time of the Government	5
5. Relevant Organizations, Stakeholders and their role	5
5.1 Mass Communication Cell.....	5
5.2 Local Government Engineering Department (LGED) Role.....	5
6. Necessary Tasks and Procedure	5
6.1 Assign officer/Staff in Charge of e-Governance	5
6.2 Awareness Raising Among City Corporation Officer and Staff.....	6
6.3 Awareness Raising among Citizen	6
6.4 Basic Computer Training	7
6.5 Component wise Training	7
6.6 Build and Published Web Based MIS Software.	8
6.7 Established Dynamic Web Portal.	8
6.8 Established e-Services with SMS System.	9
7. Implementation Schedule	9
8. Cost of Implementation (if necessary).....	9
Necessary equipment, software and trainings are provided by PCO.	9
8.1 Basic Computer Training Cost for Officer & Staff of City Corporation.....	11
8.2 Orientation Program Cost for e-governance	12

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

This guideline has been prepared on E-governance is to improve transparency of administrative procedure. By digitizing data, the process to produce documents such certificates and licenses will be systematic.

2. Justifications

Electronic Government (e-Governance) services have significant potential for improving public administration and democratic governance. They help improve the quality of public services, enhance the process of decision-making at all levels of government, and promote greater citizen participation. The widespread provision of e-Governance services is a fundamental step forward in the transition towards an inclusive Information and Knowledge Society, and serves as a promoter of digital literacy and for the universalization of access to Information and Communication technologies (ICTs).

Through e-Governance, government services are made available to the citizens in a convenient, efficient and transparent manner. Three notable aspects to e-governance are (a) automation of government routine functions (b) Web-enabling government functions for access of the citizen (c) achievement of openness, accountability, effectiveness and efficiency through improvement of government processes. E-governance promotes efficiency, reduces work time, enforces accountability and brings transparency in the working of the governmental system. Bangladesh have much to gain from e-Governance services for delivering social and economic services to their citizens in cost-effective manner. But in order to make sustainable advances in e-government there is a need for strategic planning to ensure efficacy, transparency, responsiveness, citizen's participation in the delivery of public services.

In Bangladesh, the government has put emphasis on e-governance. The term "Digital Bangladesh" has become familiar recently. The "Vision 2021" declared that the country will be transformed into "Digital Bangladesh" by 2021, aiming to establish a resourceful and modern country through the maximum and effective use of ICT. The concept of "Digital Bangladesh"

emphasizes four 4 elements; namely, 1) human resource development; 2) people involvement; 3) civil services; and 4) use of information technology in business.

In the context of municipality, the Municipal Support Unit (MSU) or Urban Management Support Unit (UMSU) was established in the LGED to extend supports for municipalities. The MSU/UMSU has provided supports to municipal government to introduce the Municipal Office Automation Programs (programs to improve municipal service-delivery capacity, financial management capacity, physical planning and mapping of physical infrastructure, people's participation in Municipal development, and overall municipal institutional development capacity). The MSU/UMSU is now working throughout the country through LGED's decentralized regional support units (RMSUs).

3. Relevant Issues as described in ICGIAP

3.1 Task

E-governance is to improve transparency of administrative procedure. By digitizing data, the process to produce documents such certificates and licenses will be systematic. There is no chance to manipulate the process or contents of documents, and it makes the work efficient.

Task 1: Responsibility of e-governance initiative is given to MCC

Task 2: Build awareness about e-governance among the CC officer and staffs through orientation

Task 3: Arrange IT base training program for the potential officer/staff to be engaged in e-governance activities

Task 4: Visit some of the other city corporations that have introduced e-governance in some of their service delivery mechanism as a part of training

Task 5: To develop city corporation web base MIS software with dynamic website and establish any kind of e-services with SMS system

Task 6: Set up long term plan to gradually extend the area of e-governance in the CCs for the benefit of its citizens and communities

Task 7: To identify potential area such as electronic birth & death registration system, citizen charter, trade license and renewal system, different kind of application through web portal

Task 8: Continue practice of e-governance in trial and error process with efforts for continuous implementation / updating

3.2 Action by

Mayor,
Secretary,
Public Relation Officer

3.3 Time Schedule

Task 1-3: by end of 1st year

Task 4: by 2nd year

Task 5: by 3rd year

Task 6-8: by 4th year

3.4 Indicator

(1) 1st Performance Review

e-governance system introduced in at least one area

(2) 2nd Performance Review

Long time plan to expand e-governance set, and activities implemented accordingly

4. Objectives

Following are the objectives/aims of E-Governance:

4.1 To Build an Informed Society

An informed society is an empowered society. Only informed people can make a Government responsible. So providing access to all to every piece of information of the Government and of public importance is one of the basic objective of E-Governance.

4.2 To Increase Government and Citizen Interaction

In the physical world, the Government and Citizens hardly interact. The amount of feedback from and to the citizens is very negligible. E-Governance aims at build a feedback framework, to get feedback from the people and to make the Government aware of people's problems.

4.3 To Encourage Citizen Participation

True democracy requires participation of each individual citizen. Increased population has led to representative democracy, which is not democracy in the true sense. E-governance aims to restore democracy to its true meaning by improving citizen participation in the Governing process, by improving the feedback, access to information and overall participation of the citizens in the decision making.

4.4 To Bring Transparency in the Governing Process

E-governance carries an objective to make the Governing process transparent by making all the Government data and information available to the people for access. It is to make people know the decisions, and policies of the Government.

4.5 To Make the Government Accountable

Government is responsible and answerable for every act decision taken by it. E-Governance aims and will help make the Government more accountable than now by bringing transparency's and making the citizens more informed.

4.6 To Reduce the Cost of Governance

E-Governance also aims to reduce cost of governance by cutting down on expenditure on physical delivery of information and services. It aims to do this by cutting down on stationary, which amounts to the most of the government's expenditure. It also does away with the physical communication thereby reducing the time required for communication while reducing cost.

4.7 To Reduce the Reaction Time of the Government

Normally due to important work and other reasons, the Government takes long to reply to people's queries and problems. E-Governance aims to reduce the reaction time of the Government to the people's queries and problems, because problems are basically Government's problems as Government is for the people.

5. Relevant Organizations, Stakeholders and their role

5.1 Mass Communication Cell

Mass Communication Cell is responsible all kind of e-governance activities. It makes necessary decision, formulate plan for e-governance system, train other officials for operation and produce report on e-governance activities to PIU.

5.2 Local Government Engineering Department (LGED) Role

LGED provides technical and management support to Urban Local Government Institutions (City Corporations, City Councils) to implement urban infrastructure development programs.

6. Necessary Tasks and Procedure

6.1 Assign officer/Staff in Charge of e-Governance

The mayor will appoint an officer or staff who will be in charge of e-governance. Basically, an official who assigned in MCC will be appointed for e-governance activity, but the mayor can select the other officer or staff who have sufficient capacity for the use of ICT. Secretary will supervise the activities of such officer or staff.

The indicative terms of reference of the officer/staff in charge of e-governance are presented below. It should be noted that some more tasks may need to be performed by the officer/staff depending on the individual needs of the City Corporation.

- Take initiatives in awareness raising among City Corporation officers/staff members in terms of e-governance, including preparation of awareness raising materials, and holding of orientation meetings.
- Establish and maintain the City Corporation Web Portal.
- Collect data and information to be uploaded to the Web Portal
- Upload all information, including news, events, notices, and tender information to the website on a regular basis.
- Produce monthly progress reports, summarizing the activities and results in a month, status of online services,
- Submit the monthly progress reports to the Secretary and Mayor.
- Support all City Corporation officers and staff members in terms of e-governance.
- Take initiatives in computerization of key administrative and financial activities.
- Study requirements stipulated in the Local Government (City Corporation) Act 2009, including function and objective of City Corporation.
- Communicate with government departments to seek for necessary supports in relation to e-governance.
- Conduct research on e-governance and ICT-related materials.

The Mayor shall ensure that the officer/staff in charge of e-governance can perform his/her TOR appropriately. For instance, the mayor shall provide a room/working space for the officer/staff, and provide all supports for the officer/staff. The mayor will also ensure that the officer/staff can participate in necessary trainings.

6.2 Awareness Raising Among City Corporation Officer and Staff.

Awareness raising among City Corporation officers and staff members is essential because e-governance-related activities will require good understanding and cooperation from all divisions, departments and sections in the City Corporation. To raise the awareness of the officers and staff members, the following activities shall be conducted at least.

(1) Orientation meeting

To effectively raise the awareness of the City Corporation officers and staff members, the mayor, with support from the officer/staff in charge of e-governance, will convene an orientation meeting on e-governance. Importance and basic concept of the e-governance activities will be explained in the meeting. Various e-governance-related activities and ICT will also be introduced to the City Corporation officers and staff members.

(2) Basic training

Basic training on e-governance is given to officer in charge. Training program is formulated by PCO according to the capacity of officer in CCs. Trained officer in charge of e-governance provides basic training of ICT skills to all related officers and staff members of the City Corporation. He/she demonstrates how to use a computer and software, and explain basic knowledge and skills of ICT.

(3) Awareness Raising of Councilors/ Standing Committee

The Information and Culture Standing Committee will be in charge of the promotion of e-governance in the City Corporation. The Committee shall monitor the progress of e-governance activities in the City Corporation. The mayor, with support from the officer/staff in charge of e-governance, is required to report the progress to the Standing Committee.

In this regard, the members of the Information and Culture Standing Committee shall be well informed the importance and concept of e-governance, and ongoing e-governance activities.

6.3 Awareness Raising among Citizen

Awareness rising among citizens is also essential to effectively promote e-governance activities. By using ICT, citizens can have better access to necessary information and public services, and effectively participate in the development process. Citizens are effectively informed of the progress of City Corporation e-governance activities so that they can utilize online services or other services. In this regard, public campaigning for citizens on e-governance should be considered to implement.

Another effective activity is the establishment of City Information and Service Centre (see Guideline 1.3 CISC) where all citizens can visit and obtain necessary information or receive necessary public services.

6.4 Basic Computer Training

CPO provides basic computer training for CC officials those who involve in operation of e-governance system. This training will be formulated for capacity development on e-governance, thus basic use of computer and software such as MS Word, Excel, etc. is out of subject, but focus on basic concept of e-governance, basic idea of e-governance components and functions of applications.

Each department select at least one official who will be in charge of operation of e-governance as trainee.

6.5 Component wise Training

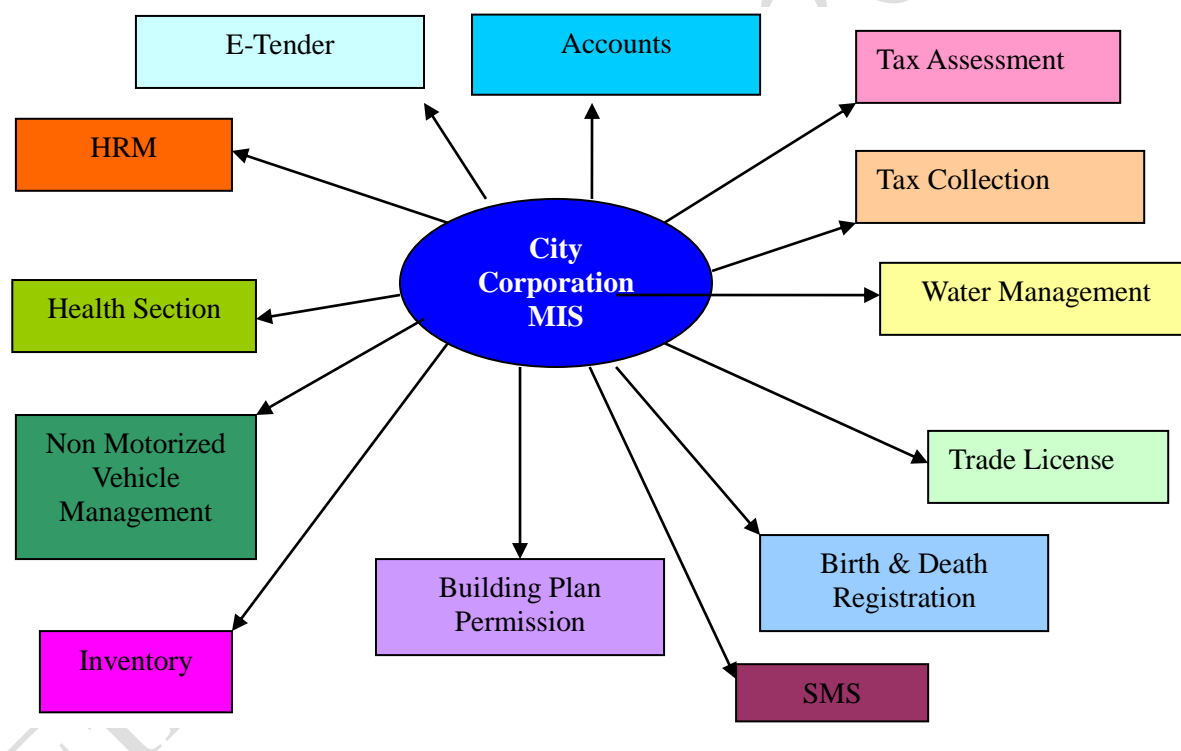
There are component wise training for operation. These trainings are given when CC install the system. Relevant officer should participate in the training program.

SL	Component	Period	Participate	Remarks
01	Basic Computer Training	10 Days	20 Participant each Batch <ul style="list-style-type: none">• Tax Assessment Section• Tax Collection Section• Trade License Section• Water Billing Section• Engineering Section• Birth & Death Registration• Market Section• Town Information Services Center• Accounts Section	
02	Tax Assessment Software	05 days	Tax Assessment Section	
03	Tax Collection Section	05 Days	Tax Collection Section	
04	Water Billing Software	05 Days	Water Supply Section	
05	Trade License Software	05 Days	Trade License Section	
06	Market Management Software	05 Days	Bazar Section	
07	Birth & Death Registration	03 Days	Certificate Section	
08	Orientation	01 days	Mayor, Councilor, Chef Executive Officer, Secretary, Chef revenue officer, Superintending Engineer, Executive Engineer, Assistant Engineer, Urban Planner, IT Officer,	
09	None Motorized Vehicle Management Software	03 Days	Transport Section	
10	Town Information Service Center	05 Days	General Section	

6.6 Build and Published Web Based MIS Software.

Management Information System (MIS) provides information that organizations require to manage themselves efficiently and effectively. MIS is a typical computer system used for managing and analyzing data or information and producing documents in programed format. It is consist of five primary components, namely; (1) hardware, (2) software, (3) Data (information for decision making), (4) procedures (design, development and documentation), and People (individuals, groups, or organizations). All type of information handled by CC should be managed by MIS in future. The system is installed with financial and technical support of PCOs. MCC manage the system, and officer in charge in each department operate it.

Structure of MIS is depicted below;



With the financial and technical support of PCP, CC install MIS. CC need to digitize and integrate data into MIS. CC make their effort to install at least one section every year.

6.7 Established Dynamic Web Portal.

To established e-Governance at the City Corporation level, the City Corporation must have its own website. The web portal may cover the following contents;

(1) General information

- Socio-economic information
- Geography
- Citizen Charters

(2) Administration

- Basic information of Mayor and Councilors
- Basic information of officers and staff
- Organogram of CC

(3) Service

- Infrastructure
- Public service

PCO provides necessary support to establish or upgrade web-portal, and necessary training for maintenance and up-date so that CC will be able to maintain the website. The officer/staff in charge in MCC updates the information of the website on a regular basis.

6.8 Established e-Services with SMS System.

The use of Short Messaging Service (SMS) technology to enhance the access to and delivery of government services to benefit citizens, business partners, and government institutions is defined as *SMS-based e-government*. SMS-based e-government systems have enabled governments to communicate with and to provide a range of services for citizens, businesses and other government organizations through the SMS channel.

PCO assists CC to establish SMS system. Technical team provides training on operation for officer in charge. CC operate SMS system according to the operation manual.

7. Implementation Schedule

- Orientation for e-governance held by MCC: Immediately after MCC formation
- IT base training program: by end of 1st year
- To develop web base MIS software with dynamic website and e-service: by end of 1st year
- To set up potential area for e-governance: by end of 1st year
- Set up long term plan for e-governance: by end of 2nd year
- Exchange visit on e-governance between CCs: by end of 2nd year

8. Cost of Implementation (if necessary)

Necessary equipment, software and trainings are provided by PCO.

Indicative cost breakup of the activities at each CC for one year is given below...

SL	Component	Period	Participate	Training Cost for each CC	Remarks
1	Basic Computer Training	10 Days	20 Participant each Batch <ul style="list-style-type: none"> Tax Assessment Section Tax Collection Section Trade License Section Water Billing Section Engineering Section Birth & Death Registration Market Section Town Information Services Center Accounts Section 	224,500.00	Detail Cost break down is in the below
2	Tax Assessment Software	05 days	Tax Assessment Section		These training will provided by the solution provider. Cost is included with the respective solution Development Project
3	Tax Collection Section	05 Days	Tax Collection Section		
4	Water Billing Software	05 Days	Water Supply Section		
5	Trade License Software	05 Days	Trade License Section		
6	Market Management Software	05 Days	Bazar Section		
7	Birth & Death Registration	03 Days	Certificate Section		
8	Orientation	01 days	Mayor, Councilor, Chef Executive Officer, Secretary, Chef revenue officer, Superintending Engineer, Executive Engineer, Assistant Engineer, Urban Planner, IT Officer,	107,060.00	Detail Cost break down is in the below
9	None Motorized Vehicle Management Software	03 Days	Transport Section		These training will provided by the solution provider.
10	Town Information Service Center	05 Days	General Section		
Total Cost				331,560.00	

Note: Each **Push SMS** (information to send to city dwellers) cost will be **0.80 Taka (Eighty Paiza)** including VAT and each **Pull SMS** (Reply to sender for specific quarry) will **1.20 Taka (One Taka Twenty Paiza)**

8.1 Basic Computer Training Cost for Officer & Staff of City Corporation

Number of Participants : 20 Nos

Category of Participants : SAE and staff of Tax collection and assessment Accounts , Trade License and General Section

Duration : 5 (Five) days

Venue: City Corporation

Date:

Sl. No.	Description	No. of Units	No. of hours/days/KM	Unit rate	Total Cost	Remarks
				(in Taka)	(in Taka)	
1	Daily Allowances: (Participants)					
a)	Officer	3	5	750.00	11,250.00	
b)	Staff	17	5	550.00	46,750.00	
	Sub Total=				58,000.00	
2	Traveling Allowance: Resource Person & Participants					
a)	Participants	20			-	
b)	Resource Person Out Sourcing	2	100	10.00	2,000.00	
c)	PD & DPD	2	100	10.00	2,000.00	km
	Sub Total=				4,000.00	
3	3. Resource persons/ Trainers (Honorarium) :					
a)	Trainer	2	30	850.00	5,500.00	
b)	Mayor	1	1	850.00	850.00	
c)	CEO	1	1	850.00	850.00	
d)	PD & DPD	6	8	850.00	40,800.00	
	Sub Total=				68,000.00	
4	Course coordinator					
a)	Course coordinator Honorarium (PD)	1		3000.00	3,000.00	
5	Refreshment					
a)	Participants	20	5	80.00	8,000.00	
b)	Resource persons and Trainers	6	5	80.00	2,400.00	
c)	Support Staff and Others	6	5	80.00	2,400.00	
	Sub Total=				12,800.00	(Inc.vat)
6	Food					
a)	Participants	20	5	300.00	30,000.00	
b)	Resource persons	6	5	300.00	9,000.00	
c)	Support Staff & Others	3	5	300.00	4,500.00	
	Sub Total=				43,500.00	(Inc.vat)

7	Stationery					
a)	Training Bag	20	1	600.00	2,000.00	
b)	Printing of training module	26	1	250.00	6,500.00	
c)	Pad, pen, pencile & eraser	26	1	90.00	2,340.00	
d)	Miscellaneous (Photo, Banner ,Marker Flipchart etc)	1	1	1860.00	1,860.00	
Sub Total=					22,700.00	(Inc.vat)
8	Others					
a)	Computer hire Charge	20	5		10,000.00	
b)	Support Staff wages	2	5	250.00	2,500.00	
Sub Total=					12,500.00	
Grand Total=					224,500.00	
In word = Two lac twenty two thousand and five hundred only)						

8.2 Orientation Program Cost for e-governance

Sl. No.	Description	No. of Units	No. of hours/days/KM	Unit rate	Total Cost	Remarks
				(in Taka)	(in Taka)	
1	Daily Allowances: (Participants)					
a)	Mayor, Councilor, Chef Executive Officer, Secretary, Chef revenue officer, Superintending Engineer, Executive Engineer, Assistant Engineer, Urban Planner, IT Officer,	40	1	850	34,000.00	
Sub Total=					34,000.00	
2	Traveling Allowance: Resource Person & Participants					
a)	Participants	40			-	
b)	Resource Person Out Sourcing	2	100	10	2,000.00	
c)	PD & DPD	2	100	10	2,000.00	km
Sub Total=					4,000.00	
3	3. Resource persons/ Trainers (Honorarium) :					
a)	Trainer	2	2	850	3,400.00	
d)	PD & DPD	6	2	850	10,200.00	
Sub Total=					13,600.00	
4	Course coordinator					
a)	Course coordinator Honorarium (PD)	1		3000	3,000.00	
5	Refreshment					
a)	Participants	20	1	80	1,600.00	

b)	Resource persons and Trainers	6	1	80	480	
c)	Support Staff and Others	6	1	80	480	
				Sub Total=	2,560.00	(Inc.vat)
6	Food					
a)	Participants	40	1	300	12,000.00	
b)	Resource persons	6	1	300	1,800.00	
c)	Support Staff & Others	3	1	300	900	
				Sub Total=	14,700.00	(Inc.vat)
7	Stationery					
a)	Training Bag	40	1	600	24,000.00	
b)	Printing of training module	26	1	250	6,500.00	
c)	Pad, pen, pencile & eraser	26	1	90	2,340.00	
d)	Miscellaneous (Photo, Banner ,Marker Flipchart etc)	1	1	1860	1,860.00	
				Sub Total=	34,700.00	(Inc.vat)
8	Others					
a)	Computer hire Charge	40	1		0	
b)	Support Staff wages	2	1	250	500	
				Sub Total=	500	
				Grand Total=	107,060.00	
	In word = One lac seventy thousand and Sixty Taka only					



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department**

Guidelines for Mass Communication Cell Established

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
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Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues as described in ICGIAP.....	1
3.1 Task	1
3.2 Action by.....	2
3.3 Time Schedule.....	2
3.4 Indicators.....	2
4. Objectives.....	3
4.1 Objectives.....	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 Local Government Engineering Department (LGED)	3
5.2 Local Government Division (LGD) Role.....	3
6. Necessary Tasks and Procedure	4
6.1 Established MCC with specific TOR	4
6.2 Meetings.....	4
6.3 Prepare or develop annual plan for information dissemination activity, e- governance initiative and operation of CISC	4
6.4 Preparation of Regular and special information dissemination.....	4
6.5 Budget preparation	5
6.6 Examination, comments and approval	5
6.7 Implementation of information dissemination and other activities	6
6.8 Annual report	6
7. Implementation Schedule	6
8. Cost of Implementation	6
Annex I.....	7
Annex II Sample of format for Annual Plan.....	8
Annex III Sample Format of Annual Report.....	9

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

This guideline has prepared on Mass Communication Cell (MCC) which will be responsible for activities to improve transparency of CC services.

2. Justifications

Mass communication plays an influential role in modern society. Mass communication is a devise of how individuals or entities relay information through mass media to large segments of the population at the same time. It usually implies newspaper, magazine, and book publishing, as well as radio, television, social networking (Facebook, Twitter, Blog etc.) and film, as these mediums are used for disseminating information to general public or a certain group of people. Through mass communication, a City Corporation (CC) is connected to their stakeholders more than ever before. It is no surprise then that services are utilizing these contemporary forms of mass communication to share news, information and opinion. These functions of mass communication enable CC to reach new customers and keep existing customers engaged.

While significance of mass communication grows and information technology develops, compare to private sector, local government institutions are still not well-equipped with it. In order to initiate mass communication with citizens and stakeholders in its jurisdiction, establishment of Mass Communication Cell is projected to establish.

3. Relevant Issues as described in ICGIAP

3.1 Task

Mass Communication Cell (MCC) will be responsible for activities to improve transparency of CC services. Apart from the activities mentioned here, MCC facilitate other activities in transparency area.

Task 1: Establish a Mass Communication Cell (MCC) with specific TOR for making publicity about the project activities and other City Corporation services for mass publicity to establish common understanding in city dwellers and integrate them in development activity.

Task 2: MCC is composed of the member mentioned below with chairperson of standing committee of communication as adviser.

A. Composition of MCC

- | | |
|---|--------------------|
| a) Secretary | - Chairperson |
| b) Public relation officer | - Member Secretary |
| c) Head of IT section
(in absence of Head of IT, Mayor nominate one officer) | - Member |
| d) Officer of each department
(selected by department head) | - Member |

B. TOR

- a) MCC prepares annual plan for information dissemination activity with budget, and examined by Standing Committee of Communication
- b) The annual plan and budget submitted to CSCC and City Corporation meeting for approval.
- c) MCC prepares message and materials and develop campaign and dissemination plan for implementation according to plan
- d) Message and contents of materials and campaign approved by Mayor
- e) MCC disseminates message/materials/updated information to the public through SMS, local newspapers, publicity boards, leaflets, posters, stickers, miking, cable TV, website and campaign activities such as rally etc, at least twice a year
- f) Hold meeting on MCC at least one in each quarter or when required
- g) MCC prepare SMS record keeping system
- h) MCC prepare City Corporation Annual Report and conduct impact survey on SMS information dissemination
- i) Standing committee of communication reviews the work of the MCC twice a year

MCC provides support to meet with mass public of City Corporation

3.2 Action by

Secretary,
Public Relation Officer

3.3 Time Schedule

Task 1: By mid of 1st year

3.4 Indicators

(1) 1st Performance Review

At least 5,000 citizens are registered in SMS information dissemination system and information disseminated

In order to achieve the indicators, following tasks are implemented

- ✓ Establish MCC with specific TOR
- ✓ Install SMS information dissemination system in MCC
- ✓ Training for SMS service is conducted for responsible officials
- ✓ More than 5,000 citizen's mobile numbers are registered

- ✓ Any information is disseminated to the registered citizens through SMS

(2) 2nd Performance Review

At least 5,000 additional citizens registered SMS information dissemination system

Action points to be evaluated are as below;

- ✓ 5,000 citizens are newly registered in SMS service
- ✓ Any information is delivered to 10,000 citizens through SMS service

4. Objectives

4.1 Objectives

(1) Promotion of e-governance

ICGIAP Activity 1.1 is to initiate e-governance. The responsible officers in e-governance activity are assigned in MCC. Thus, one of the objective of MCC is to promote e-governance in and out of city government.

City Information Service Center (CISC) is supposed to be established as ICGIAP Activity 1.3. MCC also facilitate e-governance activity through operation and maintenance of CISC.

(2) Dissemination of information

As part of mass communication, MCC takes a step to disseminate information through SMS. MCC is responsible for setting up SMS system in CC, making a plan for information dissemination, report feedback of people to top management. MCC may devise plans to disseminate information through mass communication.

5. Relevant Organizations, Stakeholders and their role

5.1 Local Government Engineering Department (LGED)

LGED provides technical and management support to urban Local Government Institutions (LGIs) in terms of e-governance. Urban Management Unit (UMU) functions to promote e-governance in local government institutions. It has technical staff to support LGIs to install e-governance systems, its management and monitoring. The technical staff may support CCs according to their needs.

5.2 Local Government Division (LGD) Role

LGD is responsible for institutional aspects of LGIs. It articulate policies and plan for promotion of e-governance, and facilitate establishing e-governance system in terms of institutionalization of e-governance services. MCC and its TOR are expected to be institutionalized by the end of the project; thus, LGD monitors the e-governance activities in CC level, and may produce a gazette for establishment of MCC as authorized body.

6. Necessary Tasks and Procedure

6.1 Established MCC with specific TOR

PIU establishes MCC in CC office. Head of MCC is Secretary, and Public Relation officer or any officer assigned in charge take responsibility of member secretary. Head of IT section and representative of each department are general members. Head of department assign one potential officer who has better skills on computer operation or IT as representative.

6.2 Meetings

Meeting of MCC are classified into two categories. One is general meeting held quarterly basis. All members of MCC participated in the general meeting. The major tasks of general meeting is formulation of annual plan and budget. In the first meeting, representative of each department propose regular or special information dissemination. All proposals are integrated as draft annual plan and review in the second meeting. The result of examination by the concerned standing committee and comments given by CSCC are reviewed in the third quarterly meeting. In the final meeting, participants discuss comments from City Council meeting, if any, issues for future activities and plan for next year.

Another meeting is held by core officials namely Chairperson, member secretary and IT section officer. The core officials hold meeting for preparation of necessary documents for general meetings and standing committee, CSCC and City Council meeting.

6.3 Prepare or develop annual plan for information dissemination activity, e-governance initiative and operation of CISC

MCC make annual plan for information dissemination activity, e-governance initiative and operation of CISC (sample format for annual plan is attached as **Annex I**). Activity of e-governance initiative and CISC are explained in Activity 1.1 and 1.3.

SMS information dissemination is one of new initiative taken by MCC in CGP. MCC prepare a plan for SMS activity as following steps;

- Select specific information to be disseminated regularly;
- Make list of possible special dissemination for future event such as large scale infrastructure work which affect citizen's life, public events like cultural program, political gathering, etc.;
- Integrate information dissemination activity initiated by other departments, units and other organization in CC into the annual plan;
- Make schedule of information dissemination;
- Maintenance of SMS system, if service provider recommend;
- Make budget according to the number of dissemination.

Details are described in the following sections.

6.4 Preparation of Regular and special information dissemination

(1) Regular information dissemination

There are some information to be disseminated regularly for example regular meeting of CSCC, WLCC, City Council meeting, CDCC general meeting, and mass public meeting and so on. Information of regular activity may be disseminated through bulk system which disseminate information to a certain group of people, not all registered number. If CC find needs to

disseminate it all citizen, they can sent information of those regular meeting to all registered citizens.

MCC requests responsible officials of the regular meeting to provide necessary information to be disseminated before hands.

(2) Special information dissemination

There must be some special information to be disseminated such as free vaccination, new services started in CC office, special meetings organized out of regular meeting, events of other ICGIAP activities like a campaign for law enforcement, disaster alert, large scale infrastructure work and traffic control for it, etc. Concerned departments and units need to inform MCC the possibility of those special information dissemination with probable schedule so that MCC prepare special budget for those purpose.

6.5 Budget preparation

Cost of one message for 5,000 people is fixed when the system introduced. Budget for regular dissemination is estimated based on it.

Budget for special dissemination should be estimated based on proposal for special information dissemination provided by concerned departments and units.

6.6 Examination, comments and approval

(1) Examination by Standing Committee of Communication

Annual plan for information dissemination activities through SMS system (e-governance and CISC operation are also integrated in the plan) with specific budget is examined by Standing Committee of Communication. The standing committee members review the plan and give comments. MCC revised the plan based on the comments of the standing committee. MCC does not have to accept all comments of the standing committee, but it needs to answer to all comments.

(2) Comments from CSCC

Since the activity of information dissemination is implemented according to the needs of citizen, the plan for these activities should be review by CSCC. Mayor or member secretary of CSCC explains what information to be disseminated to citizen. If there are any comments on the information dissemination activity, Mayor requests MCC to considers how the comments should be reflected in the plan.

(3) Approval of City Council

The plan of MCC's activity should be finally approved by City Council. Mayor or member secretary explains the contents and budget of MCC activities. If there is any questions or comments on the plan, MCC needs to answer to them.

6.7 Implementation of information dissemination and other activities

(1) SMS

Implementation of information dissemination take place according to the proposed schedule. MCC takes actions for implementation. It makes specific messages based on the request from concerned department, units and committees. Circulate them through SMS system.

(2) Other activities

Departments, units and committees may request MCC to support them in terms of information dissemination through mass media such as newspaper, TV, radio, SMS, web-portal, etc. Responsible officials provide information to be disseminated with MCC, so that MCC makes contact with media to deliver the information, or upload it on web-portal.

6.8 Annual report

Annual report should be prepared by MCC to report to PIU. The sample format for annual report is attached in **Annex II**.

7. Implementation Schedule

- Establishment of MCC: Immediately after PIU established
- Formulation of annual plan: Immediately after establishment of MCC
- Implementation: According to the schedule formulated as annual plan
- Annual report: end of every fiscal year (in June)

Detail schedule are showed in **Annex III**.

8. Cost of Implementation

Service Description	Qty	Rate	Amount
SMS sending Cost	5000	0.8	4000

Note: This cost will be required each time in each CC. This cost will by multiply as many times they required to send SMS.

Annex I

Final _ January 2018

Annex II Sample of format for Annual Plan

ANNUAL PLAN
Mass Communication Cell
 XXX City Corporation
 DD/MM/20XX

1. Information Dissemination through SMS

No.	Dept. / Unit / Committee	Items	Target Receivers	No. of Receivers	No. of Delivery	Mode of Delivery	Budget
1	CDCC	General meeting	Member of CDCC	30 members	4 times	Bulk	
2	Mayor's office	Mass public meeting	General citizens	5,000 (All registered citizens)	2 times	Unlimited	
3		Special message from Mayor	General citizens	5,000 (All registered citizens)	4 times	Unlimited	
4	CSCC	General meeting	Member of CSCC	50 members		Bulk	

2. Other Activity in Improvement of Openness and Information Dissemination

No.	Title of Activity	Detail Activity	Operation in charge	Budget
1	Digitization and integration of Trade license	Integration into MIS Data entry Operation training	License Section / XXX officer	
2	Integration of Death and Birth	Integration of death and birth registration system into CC's MIS	MCC	
3	CISC operation	Death and Birth registration service at CISC	MCC	

Name: _____.

Position: MCC Chairperson / Secretary

Date: _____.

Annex III Sample Format of Annual Report

Annual Report

Mass Communication Cell
XXX City Corporation
DD/MM/20XX

1 Plan and Achievements

No.	Dept. / Unit / Committee	Items	Target Receivers	No. of Receivers	No. of Delivery		Budget		Remarks
					Projected	Actual	Projected	Actual	
1	CDCC	General meeting	Member of CDCC	30 members	4 times				
2	Mayor's office	Mass public meeting	General citizens	5,000 (All registered citizens)	2 times				
3		Special message from Mayor	General citizens	5,000 (All registered citizens)	4 times				
4	CSCC	General meeting	Member of CSCC	50 members					
5									

No.	Title of Activity	Detail Activity	Operation in charge	Output	Budget	
					Projected	Actual
1	Digitization and integration of Trade license	Integration into MIS Data entry Operation training	License Section / XXX officer	Trade license was digitized. Operation training was conducted for 1 IT officer and 2 officers in charge of license section Service delivery started		
2	Integration of Death and Birth	Integration of death and birth registration system into CC's MIS	MCC	Death and Birth registration system was integrated into MIS		
3	CISC operation	Death and Birth registration service at CISC	MCC	Death and Birth certificate is issued at CISC		

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2 Special Remarks on Activities

No.	Activity	Issues	Remarks / Lessons Learnt

Name: _____.

Position: MCC Chairperson / Secretary

Date: _____.

Final _ January 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department**

Guidelines for City Information Service Center

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues as described in ICGIAP.....	2
3.1 Task	2
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicator	2
3.5 1 st Performance Review: CISC Established, and staff in charge trained.....	2
3.6 2 nd Performance Review: Increase area of service in CISC	2
4. Objectives.....	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 Mass Communication Cell / Secretary	3
5.2 Standing Committee of Communication	3
6. Necessary Tasks and Procedure	4
6.1 Room or Office allocated in CC, Zone Office, Word Level.....	4
6.2 Assign Officer/Staff in Charge	4
6.3 Trainings for relevant officials	4
6.4 Initiation of E-services	5
6.4.1 Installation of Software	5
6.4.2 Installation of component.....	5
6.4.3 E-governance service	5
6.5 Prepare Annual Report	5
7. Implementation Schedule	6
7.1 CISC Infrastructure Development Schedule	6
7.2 CISC Equipment Delivery Schedule.....	6
7.3 CISC Staff/Officer Training Schedule.....	6
8. Cost of Implementation (if necessary).....	6
Annex I Potential Services of CISC	7

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

This guideline has prepared on City Information Service Center (CISC) is to provide basic services for citizen such as issue certificates and licenses. CISC is connected with concerned officials and Mayor for digital signing through internet, and integrates all process of the documents delivery in information management system.

2. Justifications

A wide range of services to citizens are provided by CC such as control and supervision of revenue, maintenance of public order and security, license and certificates, land acquisitions, census, relief and rehabilitation, social welfare, pension matters, education and public examinations, public complaints and enquiries. The conventional system of office management and service delivery at the CCs offices is paper-based, which is time consuming and labor intensive for both the service provider and receiver. Moreover, as it is inflexible, it causes delay in the service delivery process and is prone to abuse or corruption. Due to shortage of manpower and infrastructure, CCs offices are also unable to meet the high demand for services from the growing population. Therefore, it has become imperative to put in place an innovative solution combining back-end automation with efficient services points to improve the quality and speed of services at the CCs offices.

What is the Impact?

- Greater access and efficient processing has reduced barriers of culture, class, gender and distance in the delivery of public services.
- Enhanced tracking systems will ensure more accountability and transparency in public services delivery leading to better governance. Higher transparency will ensure minimal involvement of middlemen and reduce levels of corruption.

3. Relevant Issues as described in ICGIAP

3.1 Task

City Information Service Center (CISC) is to provide basic services for citizen such as issue certificates and licenses. CISC is connected with concerned officials and Mayor for digital signing through internet, and integrates all process of the documents delivery in information management system. Citizen can acquire the necessary documents at the CISC in a specific schedule. It is established in CC building as per PMO guideline with necessary equipment, assigned officer/staff and specific TOR to provide IT service to city dwellers.

Task 1: MCC initiates establishment of CISC

Task 2: CISC is set at appropriate location in CC building. Centers or information booth is set in ward level if budget is allocated

Task 3: Install necessary equipment

Task 4: Assign officer / staff in charge

Task 5: Conduct training for information service

Task 6: Operate CISC (CC & Government Services within City Corporation territory as mention Annex-1)

Task 7: Review operation progress of CISC quarterly

Task 8: Operation plans with specific budget produced, and CISC operated according to the operation plans, and

Task 9: Produce annual progress report.

Action by

Mayor,

Secretary,

Public Relation officer

3.2 Time Schedule

Task 1-4: within 1st year

Task 5: 1st and 2nd year

Task 6: end of 3rd year

Task 7, 8: from 3rd year

3.3 Indicator

3.4 1st Performance Review: CISC Established, and staff in charge trained

- Secure appropriate space for one-stop service where citizen can visit, and make applications of all kind of services.
- Install necessary equipment such as computers, printer, desk and chairs (for staff and customer).
- Assign staffs trained in computer operation and customer service.

3.5 2nd Performance Review: Increase area of service in CISC

- MCC selects any service to be digitized and delivered at CISC.
- MCC confirm the procedure of the selected service (identify relevant department and computerized process)

- MCC provide training on operation to staff in charge

4. Objectives

The City Information & Services Center (CISC) is an ICT facilitated one-stop service center which provides an efficient electronic version of the century-old manual and heavily bureaucratic service delivery system at every City Corporation office. CISC has been designed to improve the accessibility and transparency of public service delivery system at the City Corporation level to achieve the following areas.

- Ensure service delivery at the door steps of the people at the least possible time
- Uphold citizens' Rights to Information through extensive information flow
- Save time and labor in the processing period
- Increase the number of clients served everyday through the use of ICT
- Reduce corruption and increase accountability by ensuring enhanced flow of information and more transparent processes.

Services available at the CISC can be requested and received through the one stop service counters, online, by phone, by post, or by fax.

CISC have been established with an aim to develop the City Corporation as reliable, dependable resourceful centers having connectivity among global, national and local network.

5. Relevant Organizations, Stakeholders and their role

5.1 Mass Communication Cell / Secretary

MCC / Secretary is responsible for the following in terms of e-governance.

- To assign staffs to established of CISC
- To provide training to selected staffs
- To provide logistic support like computer accessories and other relevant documents
- To establish the website of the City Corporation, and post necessary information.
- To make information readily available ineffective way, such as public services provided by the City Corporation, the citizen charter, various application forms and other necessary information.
- To computerize financial and administrative activities to ensure transparency and accountability.
- To establish and operate online grievance submission redress system.
- To make liaison with other government departments in terms of ICT application.

Perform any other duties or functions imposed on councilors by this or any other enactment or by the council.

5.2 Standing Committee of Communication

Standing committee of communication is responsible for the following aspect;

- Examine operation plan of CISC
- Examine capacity development plan
- Review annual report

- Propose any activity for citizen
- Make sure quality of service by monitoring

6. Necessary Tasks and Procedure

6.1 Room or Office allocated in CC, Zone Office, Word Level

The mayor provides a space or room for CISC. MCC makes proposal for capacity development in term of equipment such as computer, desk and chair.

6.2 Assign Officer/Staff in Charge

MCC assigns at least one responsible officer who belong to MCC for management of CISC. He/she take necessary actions to establish, operate and maintain CISC.

The indicative terms of reference of the officer/staff in charge of CISC are presented below. It should be noted that some more tasks may need to be performed by the officer/staff depending on the individual needs of the City Corporation.

- Study all kind CCs service and how to delivered to the citizen.
- Take initiatives in awareness raising among City Corporation officers/staff members in terms CISC, including preparation of awareness raising materials, and holding of orientation meetings.
- Establish and maintain the City Corporation Web Portal.
- Collect data and information to be uploaded to the Web Portal
- Provide all information, including news, events, notices, and tender information to the CISC on a regular basis.
- Submit the monthly progress reports to the Secretary and Mayor.
- Take initiatives in computerization of key administrative and financial activities.
- Study requirements stipulated in the Local Government (City Corporation) Act 2009, including function and objective of City Corporation.

The Mayor shall ensure that the officer/staff in charge of e-governance can perform his/her TOR

6.3 Trainings for relevant officials

Awareness raising among CC officers and staff members is essential because officials of other departments are also involved in operation of CISC. To raise the awareness of the officers and staff members, the following activities shall be conducted.

(a) Orientation meeting

To effectively raise the awareness of CISC operation in the CC officers, the mayor, with support from the officer/staff in charge of CISC, convenes an orientation meeting on e-governance. Importance and basic concept of the e-governance activities are explained in the meeting. Various e-governance-related activities and ICT are also introduced to the CC officers and support staffs.

The orientation meeting needs to be held on a regular basis. From the second meetings, the progress of CISC activities will also be reported and discussed in the meetings, in addition to the general concept of what are the CISC services.

(b) Basic training

The officer or staff in charge of CISC organizes basic training of ICT skills to all related officers, support staff, and members of relevant standing committee of CC. He/she will demonstrate how to use a computer and software, and explain basic knowledge and skills of ICT.

(c) Awareness Raising of Councilors/ Standing Committee

The Standing Committee of Communication is in charge of the promotion of CISC in CC. The Committee monitors the progress of CISC activities in the City Corporation.

In this regard, the members of the Standing Committee are well informed the importance and concept of e-governance, and ongoing e-governance activities.

6.4 Initiation of E-services

6.4.1 Installation of Software

In order to start services of CISC, MCC install necessary software for storing data, processing and analysis. CGP provide budget and logistics for installation of basic software like MIS and accounting and finance software which will be integrated into MIS later.

6.4.2 Installation of component

Initiating e-services, after installation of software, CISC needs to input digital data on public services such as citizen's personal information, registered trade license, registered non-motorized vehicle, tax collection, water bill payment, etc. Since there is no budget or logistics support for it from CGP, MCC prepare budget for data entry or existing staff work on it.

6.4.3 E-governance service

Once software and data installed in computer, MCC open the CISC for citizens to provide service. MCC disseminates services which it has initiated in CISC through mass media. MCC increase at least one content of e-services every year.

6.5 Prepare Annual Report

Staff of CISC prepared annual report. Contents of the report are as below;

- Progress of activity: Establishment of CISC, trainings for CISC staff, relevant officials,
- Feedback from citizens regarding CISC service
- Issue and applicable solutions

7. Implementation Schedule

7.1 CISC Infrastructure Development Schedule

SL	ITEM	RpCC	NCC	ChCC	CoCC	GCC
01	CISC Established					
02	CISC Staff Training					
03	Increase area of service in CISC					

7.2 CISC Equipment Delivery Schedule

SL	ITEM	RpCC	NCC	ChCC	CoCC	GCC
01	Computer					
02	Printer					
03	Internet					
04	Content					
05	Scanner					
06	Camera					

7.3 CISC Staff/Officer Training Schedule

SL	ITEM	RpCC	NCC	ChCC	CoCC	GCC
01	Orientation					
02	Basic Computer					
03	Internet					

8. Cost of Implementation

- Establishment of CISC (Office equipment, furniture, computer, printer, internet, etc.)
 - Information dissemination materials (leaflet, broacher, service guideline, etc.)
- Categories of Services List

Annex I Potential Services of CISC

CC Services:

- Tax Assessment
- Tax Collection
- Water Supply and collection
- Trade License issue & renewal
- Non-Motorized Vehicle License issue & renewal
- Birth and Death Registration
- Tender
- Building Plan Permission
- Road Cutting
- Drain Cutting
- Market & Hat lease
- Street Light
- Waste Management
- Dog control
- Mosquito control
- City Clean
- Virus Influence

Government Services:

- Public examination results
- Online university admission
- Government forms
- Birth and death registration
- Citizenship certificate
- VGD/VGF list
- Government circulars and notices
- Agriculture and health consultancy
- Govt. life insurance
- Services of CC office
- Development (VGD, VGF, TR, minority welfare, sports & cultural activities, development of educational institutions)
- Revenue (Tax Assessment, Trade License, Building Plan Permission, land acquisition money, requisition, certificate suit, hat & bazaar, vested property, exchange property, stamp vendor license, land survey)
- License (C.I Sheet, Cement, Poison, Food grain)
- Complain & remedy (pension, land, family affairs, law & orders)
- Relief & rehabilitation (Donation, grant, GR)
- Certification (marriage, NGO)
- Miscellaneous (Different committee approval, different appointments, dramatically performance, expatriate welfare, examination matters)



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department**

1.4 Guidelines for Preparation and Implementation of Mass Public Meeting

**Project Coordination Office
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justification	1
3. Relevant Issues of ICGIAP	1
3.1 Areas/ Activities: Meet with Mass Public of City Corporation.....	1
3.2 Tasks of ICGIAP	1
3.3 Action By: Mayor / Secretary / Public Relation Officer	2
3.4 Time frame:	2
3.5 Indicators:.....	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 National Agencies	2
5.2 Private Sector, NGOs and Associations	2
6. Necessary Tasks and Procedure	2
6.1 Selection of Issues to be discussed.....	2
6.2 Declaration of Mass Public Meeting	3
6.3 Logistics	3
6.4 Program of Mass Public Meeting.....	3
6.5 Collection of Questionnaire	4
6.6 Report of Activity.....	4
6.7 Planning of Mass Public Meeting	4
7. Implementation Schedule	4
8. Cost of Implementation (if necessary)	4
Annex I Sample of Questionnaire	5
Annex II Sample of Report format	6
Annex III Sample budget for mass public meeting.....	8

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justification

Interaction and deliberation between CC and citizens are essential process to establish good governance. WLCC, CSCC and other activities such as GRC and CRC are effective tools for deliberation with citizens, but the number of people involves is limited. Mass public meeting is another unique activity initiated by Narayanganj City Corporation Mayor. General public are invited to the meeting to disseminate and deliberate some selected issues, policy, large scale development project which can affect citizens' life. Holding discussion with mass public, CC will be able to create atmosphere that citizens are part of planning and provision of public services. It can also help CC disseminate information regarding their services.

Mass public meeting initiated by NCC is recognized one of successful approaches to communicate with citizens. Applying the approach, CGP formulated the activity of Mass Public meeting as a activity of ICGIAP. The detail procedure and preparation should be instructed by the Mayor of each CC. The guideline can be used as a model.

3. Relevant Issues of ICGIAP

3.1 Areas/ Activities: Meeting with Mass Public “জনতার সাথে মত বিনিময় সভা” of City Corporation.

3.2 Tasks of ICGIAP

Mass public meeting is to discuss with, and collect opinion from mass people concerning some issues in CC. Through the meeting, CC get feedback from public to improve the service delivery of CC following the steps below;

Task 1: MCC selects issues to be discussed in mass public meeting

Task 2: The issues are examined by standing committee of communication, and approved by CSCC, and City Parisad

Task 3: Inform to Citizens one month before

Task 4: Organize logistics

Task 5: Hold public mass meeting (discuss the issues and propose resolutions)

Task 6: Collect questionnaire on public mass meeting

Task 7: Produce report on discussion, resolution and result of questionnaire, and display through e-governance system

Task 8: MCC makes plan of public mass meeting with specific budget for next year

3.3 Action By: Mayor / Secretary / Public Relation Officer

3.4 Time frame:

- Task 1-7: by mid and end of every year
- Task 8: By end of every fiscal year

3.5 Indicators:

1st Performance Review (PR1) : Mass public meeting held at least twice a year

2nd Performance Review (PR 2) : Report on Mass Public meeting produced, and displayed

4. Objectives

- Disseminate the information among mass people regarding public services
- Explain some significant decisions taken by CC such as vision, policy and large scale development project for citizen's feedback
- Collect feedback regarding public services in CC's jurisdiction for setting the new strategy for further improvement
- Answer to the citizen's feedback collected in previous Mass Public meeting

5. Relevant Organizations, Stakeholders and their role

5.1 National Agencies

In the mass public meeting, CC discusses issues on public services in general. In other words, there may be some issues that require coordination with other service providers. National agencies are expected to participate in the mass public meeting, and if necessary, they answer to the people's request, feedback and questions.

5.2 Private Sector, NGOs and Associations

Representatives of associations, cooperatives and any other organization of private sector are also invited in the mass public meeting. Their roles in the meeting is to raise critical issues in operating their business, opportunities to be expanded by public services, potential business to be operated with CC. They may also give their feedbacks on the public services given by CC and other public service providers, policy taken by CC and development plan such as IDP formulated.

6. Necessary Tasks and Procedure

Mass public meeting is to discuss with, and collect opinions from mass people concerning issues raised by CC. Through this meeting, CC gets feedback from public to improve the service delivery of CC following the steps below;

6.1 Selection of Issues to be discussed

CPU proposes relevant issues to be discussed in mass public meeting. Example of items or issues to be discussed are described below;

- Vision of CC, when it is in the process of revision
- Critical issues to be solved, feedback from citizens and other participants

- Policy formulated by CPU
- Large scale development project; explained in the preparatory stage
- Feedback to the issues, questions and needs raised by participants in the last mass public meeting

Each CC is supposed to hold two mass public meeting in a year. In order to make the two meetings consistent, CC may set agenda for collecting comments and ideas on and disseminating future activity or significant decisions in the first meeting, and for providing feedback from CC in the second meeting.

6.2 Declaration of Mass Public Meeting

The meeting date may be declared by MCC through different media and tools like display on notice board, SMS delivery, radio, TV, social media, website, announcing through microphone, poster and banner hanging in significant places etc. so that mass people can be inspired to participate the meeting and raise their voices through open question.

6.3 Logistics

Necessary logistic support is an important part for meeting arrangement. Some key issues may be mentioned here below:

- ◆ **Environment friendly meeting place selection:** A suitable open place should be selected with some mandatory facilities like big space for thousands of people, middle point of CC for ensuring much more participation, solitary place for information sharing etc.
- ◆ **Sitting arrangements:** Entry and outgoing gate should be separated for effective discussion. Separated sitting arrangement should be for women and men. Volunteers may be kept for making the meeting place more discussion friendly.
- ◆ **Sound system:** Sound system should be arranged for speakers on the stage and participants, and checked before the start of meeting.
- ◆ **Decoration:** Decoration should be devised according to the season or weather. For instance, in summer, ensure electricity, fan and shed are needed for comfortable environment. Dry or winter season will be preferable in terms of meeting environment.
- ◆ **Electricity:** For mass people gathering, electricity and its backup by generators must be ensured during meeting.
- ◆ **Moderator:** One or two experts in participatory facilitation should be nominated for conducting whole session.
- ◆ **Others logistics:** Note keeper, necessary papers, documents, chalk, board, pencil, stapler, pin, vipp card etc. should be kept in available.

6.4 Program of Mass Public Meeting

A sample outline of schedule proposed below:

Mass public meeting of XXX City Corporation (CoCC)

Objective/ purpose of meeting: _____

1. Date:
2. Venue:
3. Special guest:
4. Chairperson:
5. Highlighting / Key areas of meeting

Program Schedule:

SL	Contents	Time	Facilitating process	By whom
1.	Inaugural Session	9:00-9:30	lecture	Name and designation
2.	Budget, tax payment and Q&A	9:30-10:30	Power-point presentation	Name and designation
Tea Break (10:30-11:00)				
3.	Special topic 1 and Q&A	11:00-12:00	Talk show/ debate system	Name and designation
4.	Special topic 2 and Q&A	12:00-13:00	Power-point presentation	Name and designation
5.	Way forward and closing remarks	13:00-13:30	lecture	Name and designation

Though it may not be possible to make time for deliberation on those issues, if possible, CC can nominate representatives of any organizations who can represent needs of a group of people such as slum dweller, women, teacher, journalist, commercial association, developers, industrial business persons, etc.

6.5 Collection of Questionnaire

Questionnaire is distributed after the mass public meeting according to necessity. In order to make the data processing work simple, it is recommended that questionnaire should consist of simple questions. Sample of questionnaire is given as Annex I.

6.6 Report of Activity

Report on mass public meeting should be prepared by MCC, examined by relevant standing committee and submitted to PIU. Sample format for the report is attached as Annex II.

6.7 Planning of Mass Public Meeting

Planning is the process of thinking about and organizing the activities required to achieve a desired goal. Planning involves the creation and maintenance of a plan. Pre planning helps to make a meeting much more organizing, systematic and output oriented. It is related to well organizing, managing, budgeting and also thinking.

7. Implementation Schedule

S L	Actions	Person in charge	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			1	Selection of n Issues to be discussed	Person in Charge									
2	Declaration of Mass Public Meeting	Person in Charge												
3	A sample outline of Mass Public Meeting	Person in Charge												
4	Collection of Questionnaire	Person in Charge												
5	Report of Activity	Person in Charge												

8. Cost of Implementation (if necessary)

MCC will prepare a budget annually. A sample budget is given as Annex III for ready reference. After closing the CGP project the budget will be continued for arranging the Mass Public meeting.

Annex I Sample of Questionnaire

Questionnaire on Mass Public Meeting and Public Services

Question-1

Are you satisfied with the contents of mass public meeting?

Yes / No

Question-2

Are you satisfied with time schedule of program in mass public meeting?

Appropriate / Long / Short

Question-3

Are you satisfied with facilities and arrangement of this meeting?

Good / Acceptable / Poor

If "poor", what facility or arrangements are poor?

_____.

Question-4

Do you think that it benefits people to discuss issues in mass public meeting?

Yes / No

If "No", why do you think so?

_____.

Question-5

On what topic do you want CC to discuss in the future mass public meeting?

_____.

Question-6

Please give priority to the sectors of public services to be improved (fill up number according to priority);

Priority	Service Sector
	Water supply
	Road communication
	Waste management
	Traffic light
	Urban planning
	Education
	Health
	Sanitation

Annex II Sample of Report format

Report on Mass Public Meeting XXX City Corporation DD/MM/20XX

1. Summary of Activity

2. Agenda of Meeting

List up the agenda of meeting.

Describe why CC selected these agenda for this meeting

3. Comments on the Event

Collect comments from Mayor, guests, representatives of stakeholder organizations on the mass public meeting after the event.

Name	
Designation	
Comments	
Name	
Designation	
Comments	
Name	
Designation	
Comments	

4. Feedback from Public

Describe questions, comments, claims given by public on each agenda

Agenda 1:

Name	
Designation	
Comments	
Name	
Designation	
Comments	

Agenda 2:

Name	
Designation	

Comments	
Name	
Designation	
Comments	

5. Proposed budget and actual expenditure

ITEMS	PROPOSED BUDGET	EXPENDITURE

6. Summary on Result of Questionnaire

Summarize result of questionnaire, if it is done.

7. Participants

Category of participant	Organizations	Name
Invited guests		
National Agencies		
Private sector		
NGOs		
Other organizations		

Annex III Sample budget for mass public meeting

Number of Participants: 1500

SL	Description/Expenditure	Taka
1	Decoration for public sitting arrangement	70000.00
2	Sound system	10000.00
3	Banner	3000.00
4	Budget publication/Printing	100000.00
5	Invitation card	15000.00
6	Recitation from 3 different religious community	3000.00
7	Snacks (Minimum)	50000.00
8	Miscellaneous	10000.00
Total-----		261000.00

-----End-----

Final _ January 2019



**Ministry of Local Governance, Rural Development &
Cooperatives
Local Governance Division
Local Governance Engineering Department**

Guidelines for City Development Co-ordination Committee (CDCC)

**Project Coordination Office
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction.....	1
2. Justification.....	1
3. Relevant Issues CGIAP.....	2
4. Objectives.....	3
5. Indicators4	
6. Relevant Organizations, Stakeholders and their role	4
7. Necessary Tasks and Procedure	5
7.1 Task:	5
7.2 Procedure:	7
8. Implementation Schedule	8
9. Cost of Implementation (if necessary)	9
9.1 Budget provision	9
9.1.1 Holding of meetings	9
9.1.2 Holding of workshop.....	9
9.1.3 Logistics for implementation.....	9
Annex I National Agencies and their relevant functions:	10
Annex II Working Paper for the meeting of CDCC	26
Annex III Format for Notice of Meeting for CDCC	27
Annex IV Format for Minutes of Meeting.....	28
Annex V Implementation Chart.....	1
Annex VI Sample Annual Budget format for CDCC	3

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equitable city with social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared for City Development Coordination Committee that will be used in formulation and operation of CDCC in target City Corporations under the project.

2. Justification

Inclusive City Governance for City Corporation (CC) is based on the framework for improvement of urban governance with a view for appropriate execution of infrastructure development and public services. One of the critical issues in provision of public services especially urban planning and infrastructure development is coordination between CC and agencies of national government as well as private Sector. In order to ensure infrastructure development and provide better services to the city dwellers efficiently, CC needs to coordinate the activities implemented by different agencies and private Sector organization within its jurisdiction. To achieve this goal CC requires establishing City Development Coordination Committee (CDCC) to maintain coordination and collaboration among the national agencies working in the City Corporation area as well as involving private sector organizations to set up inclusive city planning and implementation.

To bring all those agencies into a common platform, the necessity of coordination and collaboration is unavoidable. Such coordination and collaboration could contribute to the following areas:

- Practicing different areas of Urban Governance
- Improving resource utilization of public agencies.
- Enhancing service quality to city dwellers.
- Developing capacity and expertise of CC
- Engage private Sector as partnership organization.

The City Development Coordination Committee can play vital role to achieve those target within the City Corporation area.

3. Relevant Issues CGIAP

Areas/Activities:	City Development Coordination Committee (CDCC) established
Formation of CDCC:	CDCC is formed for coordination and collaboration on development activities in CC's jurisdiction. It functions as forum, thus concerned members of committee hold meetings to solve the specific issues as well as take part in the specific expertise area to support the city corporation. General workshop will be held at least once in a year to identify the issues to be discussed. All members of committee will Form City Development Coordination Committee to establish coordination and collaboration among the national agencies working in the city corporation area as well as private sector organizations to establish the Inclusive City Planning and implementation. It established the linkage between the agencies, private sectors with the city corporation to share knowledge, experience and harmonize the service delivery in the city corporation area.
Tasks of CDCC:	<p>Followings are the initialed, steps to establish CDCC:</p> <p>Task 1: Form CDCC as per Composition in City Corporation meeting.</p> <p>Task 2: Issue official letter of formation of City Development Coordination Committee (CDCC) by Mayor, and delivered to member.</p> <p>Task 3: Hold workshop on CDCC and explain ``Composition'', ``terms of reference'' guideline for operation to member of CDCC.</p> <p>Task 4: Hold CDCC meeting quarterly and minutes prepared</p> <p>Task 5: Review activities of CDCC, propose new composition and TOR to Urban Wing, LGD to establish legal framework.</p> <p>Task 6: Continue CDCC according to new TOR</p>
Compositions of CDCC	<p>CDCC will consist of :</p> <ul style="list-style-type: none"> a) Mayor - Chairperson b) Head of Standing Committee - Member c) CEO - Member Secretary d) Representative of Private Sector - Member e) Representatives of national agencies - Member
Terms of Reference (ToR) of CDCC:	<p>The Terms of Reference (TOR) of CDCC will include</p> <ul style="list-style-type: none"> a) Explore opportunities for inter-organization coordination;

	<ul style="list-style-type: none"> b) Share and update respective organizational plans and programs; c) Address any possible duplication of work and take preventive measures; d) Participate and contribute to the CC's strategic plan preparation and its implementation; e) Share problems & challenges encountered in implementing programs within CC area; f) Review next three months action plan of each of member agencies; g) Share all communications and information across all member organizations of the CDCC; h) Make timely decisions and take action so as to not hold up the work; <p>Notify members of the CDCC, as soon as practical, if any matter arises which may be deemed to affect coordination work of the CDCC;</p>
Action by:	Mayor or CEO
criteria for 1 st performance Review:	At least 1 general workshop annually and quarterly coordination meeting held
criteria for 2 nd performance Review:	Composition and TOR of CDCC reviewed, and proposed to Urban Wing, LGD
Time Schedule	<ul style="list-style-type: none"> Task 1-3 by mid of 1st year Task 4 Quarterly Task 5 3rd year Task 6 3rd and 4th year

4. Objectives

The main objective of CDCC is to develop a framework and mechanism to establish and sustain an effective coordination and collaboration between the CC and service providers both government agencies and private organizations. Coordination is necessary to improve services to the citizen, better utilization of public resources and enhance capacity and skill of City Corporation through improved governance practices.

Specific objectives include:

(1) Co-ordination among all service providing agencies

There needs to be a coordination among all service providing agencies in the City Corporation area;

(2) Avoid overlapping and maximize resource mobilization

The overlapping of work of any department with CC needs to be avoided. The available resources are required to be utilized to a maximum level;

(3) Supplement each other to provide better services

Complement and supplement each other to provide better services for the city dwellers;

(4) Access information to all relevant agencies

Access information to all relevant agencies in respect to the work in question requires to be carried out in a usual process;

(5) Ensure effective and sustainable development

Effective and sustainable development within CC areas need to be ensured.

5. Indicators

(1) At least one general workshop to be held annually

CC requires holding a general workshop annually and recording the outcome of the workshop for further necessary actions to be taken.

(2) Composition and TOR of CDCC reviewed, and proposed to Urban Wing, LGD

CDCC is project based committee. The activity of CDCC facilitated in ICGP will be an opportunity to accumulate experiences and lessons learned. In order to make it authorized body in future, especially after the end of ICGP, CC should propose ideal composition of and specific TOR of CDCC. Thus, given composition and TOR in ICGIAP should be reviewed by members of CDCC, and proposed as official institution. The proposal should be integrated with other CCs proposal, therefore, the proposed composition and TOR may be compiled by Project Coordination Office, and examined by Governance Working Group in ICGP.

6. Relevant Organizations, Stakeholders and their role

(1) National agencies

There are as many as 24 national agencies functioning within the City Corporation areas which have been shown in **Annex I**. The functions and roles of 24 National Agencies in relation to CCs functions have also been shown in Annex I. Major roles of national agencies are proactive participation in CDCC and provision of their plan.

(2) Involvement and role of private sector and stakeholders

Apart from the aforesaid national agencies, and private organizations are working within the CC areas in their respective fields. The functions of those organizations required to be coordinated and collaborated with the CC. But the criteria to incorporate the private companies and the stockholders need to be fixed up by the CC on the following basis:

1. Organization which who have corporate activities;
2. **Organization which** who have been registered by the Registrar of Joint Stock Companies;

3. Organizations whose annual turnover is 10 (ten) crore or above. The above amount or below may be fixed up in the CC meeting considering the capacity of turnover in the respective CC area.

The involvement of private sector in the CC is necessary to undertake any development scheme on public-private partnership basis in CC area.

7. Necessary Tasks and Procedure

CDCC is formed for coordination and collaboration on development activities in CC's jurisdiction. It functions as a forum, thus concerned members of committee hold meetings to solve the specific issues as well as take part in the specific expertise area to support the city corporation. General workshop will be held at least once in a year to identify the issues to be discussed. All members of committee will form CDCC to establish coordination and collaboration among the national agencies working in the city corporation area as well as private sector organizations to establish the Inclusive City Planning and implementation. It will establish the linkage between the national agencies and private sectors with the city corporation to share knowledge, experience and harmonize the service delivery in the city corporation area.

7.1 Task:

The following steps need to be taken to establish CDCC.

(1) Assignment of Staff/Officer

A staff/officer to perform all the secretarial work of CDCC needs to be assigned by the Mayor.

(2) Composition of CDCC

The Composition of CDCC requires to be made in the following manner:

Composition

a) Mayor	Chairperson
b) Heads of Standing Committees	Member
c) Chief Executive Officer (CEO)	Member-Secretary
d) Representatives of National Agencies	Member
e) Representatives of Private Sector	Member

(3) Formation of CDCC

According to the composition, the secretariat will be formed CDCC with approval of City Council.

(4) Communication to members

After formation of CDCC, all members need to be communicated by issuing official letters under the signature of the Mayor.

(5) TOR of CDCC

After formation of CDCC, arrangement of holding workshop is made by the secretariat. In the workshop the Mayor as chairperson or CEO as member secretary may explain members the concept, objectives, functions, composition of CDCC and its terms of

reference (TOR). The secretariat also needs to explain about the guideline for operation to the members of the CDCC.

(6) Initial Workshop

Workshop for CDCC will be held by PCO. It is to explain objectives, composition of committee, TOR, operation procedure for Mayor and key officials in CC.

(7) Quarterly Meeting of the CDCC

The CC needs to hold quarterly meeting of the CDCC fixing date, time and venue on the basis of TOR. The concerned officer needs to take detailed notes of the meeting and record minutes of the meeting. The minutes are distributed to the members of the CDCC for any comments and confirmation in the subsequent meeting.

(8) Review activities of the CDCC

The decisions recorded in the minutes will be reviewed in the next meeting and the progress be recorded. The problems arises, if any, will be reviewed in the next meeting for resolving the same

(9) Terms of reference (TOR)

(a) Explore opportunities for inter-organization co-ordination

The opportunities for inter organization issues in relation to CCs function for coordination needs to be identified first. The said issues are raised in the CDCC meeting as agenda for discussion and solution.

(b) Share and update respective organizational plans and programs

The plans and program of different organization in relation to CCs function for coordination be chalked out first. The related functions according to the need of CC are brought in the CDCC meeting for discussion and decision.

(c) Address any possible duplication of work and take preventive measures

Development activities of different organization in CC's jurisdiction are identified. Any overlapping or duplication of development works are avoided. Any such problems, if required, are raised in the CDCC meeting for solution.

(d) Participate and contribute to the CC's comprehensive policy paper preparation and its implementation.

In regard to the preparation of comprehensive strategic paper by CPU, the related organizations involved need to participate and contribute in the preparation of strategic paper. If required, such issues may be raised in the CDCC meeting for discussion and solution.

(e) Share problems and challenges encountered in implementing programs with CC area

Any problems and challenges for implementing any program in relation to CC's functions be immediately addressed by the CC. If necessary, such problems can be raised in the CDCC meeting as an agenda for discussion and solution.

(f) Review next three months action plan of each member agencies

The three months action plan in the CC area is prepared by the member agencies. The action plan needs to be evaluated in the meeting to assess the progress which may be duly recorded for further necessary action

(g) *Share all communications and information across all member organizations of the CDCC*

All the communication and relevant information of the CDCC should be shared among each other. Such sharing of knowledge will help implementation of any program in CC's jurisdiction. The same may be discussed in the CDCC meeting.

(h) *Make timely decisions and take action so as to not hold up the work*

To take appropriate decision at proper time to implement any program is very important. Otherwise, the implementation of development work or any other program may be hampered. A lot of complications may arise if timely decision and actions are not taken. This may be raised in the CDCC meeting so that every member remains alert about it.

(i) *Notify members of the CDCC, as soon as practical, if any matter arises which may be deemed to affect coordination work of the CDCC*

It is very important to see that the coordination work of CDCC is not affected. So, the chairperson of the CDCC needs to issue notice to all the members of the CDCC that any such matter should not be arisen in the meeting which may affect coordination work of the CDCC

7.2 Procedure:

(1) Fixation of Agenda

The assigned officer/ Staff will first fix up agenda collecting the relevant documents/papers from all the department of the CC. He may consult the Chief Executive officer (CEO) and the mayor of the CC to finalize agenda for discussion in the meeting of the CDCC.

(2) Preparation of working paper

A working paper requires to be prepared on the basis of the agenda by the assigned officer which may be vetted by the member-secretary of the CDCC. A sample format for preparing working paper has been shown in **Annex II**

(3) Notify members fixing date, time and place of the meeting

For holding the meeting, notice is required to be issued along with the working paper to be discussed in the meeting under the signature of the member-secretary (CEO) at least 7 (seven) days before the date of holding the meeting fixing date, time and venue of the meeting. A sample format for issuing notice has been shown in **Annex III**.

(4) Address of welcome and Confirmation of minutes of the preceding meeting

At the beginning of the meeting, the chairperson may welcome all the member present rendering thanks to them for participating in the meeting. Thereafter, the chairperson may ask the member-secretary to read out the minutes of the preceding meeting for confirmation. If the recording of the minutes of the preceding meeting is in order, the minutes will be confirmed. If any correction is needed which may be pointed out by

any member, the minutes will be corrected accordingly and be confirmed with such correction.

(5) Discussion and decision

The chairperson needs to start discussion agenda wise. The concerned agencies will participate in the discussion in respect of relevant issue. After discussing pros and cons on the issue specified in the agenda, decision is to be taken by the chairperson on the reasonable opinion of the members which requires to be recorded for preparation of the minutes. If any subject cannot be resolved in the meeting outright, it may be deferred for discussion in the next meeting. If any matter is required to be examined further, a small sub-committee may be formed by the chairperson for such examination. The decision on such issue may be taken in the next or subsequent meeting on the basis of the report of such sub-committee.

(6) Preparation of minutes

The minutes of the meeting needs to be prepared by the member secretary of the committee on the basis of the discussion and decisions taken in the meeting on each particular issue. The implementing agency and the particular officer for implementation need to be mentioned in the minutes. The minutes need to be prepared and finalized within 3 days of holding the meeting. A sample format for preparation of minutes has been shown in **Annex-IV**.

(7) Distribution of minutes to members

The minutes need to be distributed to the members within 7 days of holding of the meeting, so that the actions as per decisions of meeting can be implemented within the stipulated time and be reported back to the CC before 7 days of the next meeting.

8. Implementation Schedule

(1) Implementation program drawn up by the concerned official

An implementation program of the respective work needs to be drawn up by the concerned official considering the nature of work. The time frame for implementation of some of the work may take three months and some may take more time. The stipulated time frame for implementation of the respective work may be determined by drawing bar-chart by the concerned department/official. A sample bar chart has been shown in **Annex V**.

(2) Progress of implementation noted

The progress of implementation of a particular work may be reviewed in the subsequent meeting according to the time frame drawn in the bar chart. The progress of implementation needs to be recorded, so that the next part of implementation of work can be reviewed in the next meeting.

(3) Problems encountered, if any, during implementation be noted

The problems, if any, encountered during implementation of a particular work requires to be given due importance by the executing officer, who needs to bring the same to the notice of the higher officer immediately for resolving the same. The issue may be discussed in the next meeting, if required, for a reasonable solution. If the problem is

acute, a small sub-committee may be formed by the chairperson to examine the issue. The sub-committee needs to submit report after examination with its comments to the meeting to arrive at a decision on the issue.

(4) Reporting of progress of implementation to the Mayor

The executing officer of a particular work needs to submit the progress of implementation of the work to the chairperson regularly. The progress of work needs to be reported before 7 (seven) days of the next meeting so that chair and member secretary can review it and compile for discussion in the meeting smoothly.

The assigned staff/officer of the meeting collects the implementation report from the concerned agencies. After collecting the report, the same needs to be compiled by the assigned staff/ officer in consultation with the member secretary for the next meeting. The headlines of the report is incorporated in the working paper of the meeting under the relevant agenda.

9. Cost of Implementation (if necessary)

9.1 Budget provision

It is necessary to provide required budget annually for holding the workshop and meetings with necessary logistics (Annex –VI).

9.1.1 Holding of meetings

It is to be taken into consideration that there is a provision for holding 4 (four) meeting of the CDCC annually. Keeping the same in mind, annual budget needs to drawn up and sufficient financial provision is kept in the annual budget.

9.1.2 Holding of workshop

There is a provision for holding at least one general workshop of the CDCC annually. Hence, a provision for keeping adequate fund in the annual budget needs to be provided

9.1.3 Logistics for implementation

Necessary logistics for holding quarterly meetings and workshop are required. Hence, budget provision to provide necessary logistics for the meeting and workshop is made accordingly.

Annex I National Agencies and their relevant functions:

National Agencies and their Relevant Functions

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
1	2	3
1	Office of the Deputy Commissioner	<p>1. Act as per Deputy Commissioner's responsibilities and task, 2011.</p> <p>2. Execute power of District Magistrate and Executive magistrates (Penal Code, 1860, Criminal Procedure Code 1898)</p> <p>3. Execute power of District Magistrate and Executive Magistrate (Police Act, 1861. Police Regulation of Bengal, 1943.)</p> <p>4. Holding of Mobile Court (Mobile Court Act, 2009.).</p> <p>5. Execute power and take action according to all minor Acts.</p> <p>6. Market management and development.</p> <p>7. Fix up periphery of market.</p> <p>8. Issue of licences to Consumer goods.</p> <p>9. Management of Civil Defence activities.</p> <p>10. Disaster management (Disaster Management Act, 2012).</p> <p>11. To oversee and overall control of the supply of food grains.</p> <p>12. Co-ordination between all central and local Govt. departments of the district. To Act as President of the District Development Co-ordination Committee.</p> <p>13. Land Acquisition for requiring bodies</p> <p>14. Others.</p>
2	Office of the Superintendent of Police	<p>1. Promptly execute all orders and warrants lawfully issued to any police officer. (Police Act, 1861. Sec:23)</p> <p>2. To Collect and Communicate intelligence affecting to public peace. (Police Act, 1861. Sec:23)</p> <p>3. To prevent the commission of offences and public nuisances. (Police Act, 1861. Sec:23)</p> <p>4. To detect and bring offenders to justice. (Police Act, 1861. Sec:23)</p> <p>5. To enter and inspect any drinking shop, Gaming house or other place of resort of loose and disorderly character (Police Act, 1861. Sec:23)</p> <p>6. To keep order on the public roads and in the public streets, thoroughfares, ghats and landing places and at all other public resort. (Police Act 1861, Sec:31)</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>7.To prevent obstructions on the occasions of assemblies and processions on the public roads and in the public streets (Police Act 1861,Sec,31)</p> <p>8.To prevent in the neighbourhood of places of worship during the time of public worship, and in the case when any road, street, thoroughfare, ghat or landing place is thronged or liable to be obstructed (Police Act 1861,Sec:31)</p> <p>9. Police officer without warrant take any person into custody who within his view commits offences of the following nature (Police Act,1861. Sec:34) :</p> <p><u>(i) Slaughtering Cattle, furious riding, etc.</u> a) Any person who slaughters any Cattle or cleans any Carcass; b) Any person who rides or drives any cattle recklessly or furiously.</p> <p><u>(ii) Cruelty to animals;</u> Any person who wantonly or cruelly beats abuses or tortures any animal.</p> <p><u>(iii) Obstructing passengers.</u> Any person who keeps any cattle or Conveyance of any kind standing longer than is required for loading or unloading or for taking up or for setting down passengers, or who leaves any conveyance in such a manner as to cause inconvenience or danger to the public.</p> <p><u>(iv) Exposing goods for sale.</u> Any person who exposes any goods for sale.</p> <p><u>(v) Throwing dirt to streets.</u> Any person who throws or lays down any dirt, filth, rubbish or any stones or building materials, or who construct any cow-shed stable or the like or who causes any offensive matters to run from any house, factory dung-heap or the like.</p> <p><u>(vi) Being found drunk or riotous.</u> Any person who is found drunk or riotous or who in found incapable of taking care of himself.</p> <p><u>(vii) Indecent exposure of persons.</u> Any person who willfully and indecently exposes his person or any offensive deformity or disease, or commits nuisance by easing himself, or by bathing or washing in any tank or reservoir not being a place set apart for that purpose.</p> <p><u>(viii) Neglect to protect dangerous places.</u></p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>Any person who neglects to fence in or duly to protect any well, tank or other dangerous place or structure.</p> <p>10. Prohibition to sell tickets, etc. No person shall sell or offer for sale any ticket once issued for admission as spectator to any place of entertainment at a price higher than the price at which such ticket was originally issued. (Police Act, 1861, sec: 34A).</p> <p>11. To take actions under miscellaneous Acts and Rules conferring powers on the police. [Sec168, Police Regulation of Bengal,1943. list of Miscellaneous Acts & Rules (Appendix-viii) of PRB,1943-vol .ii]</p>
3	<p>Rapid Action Battalion forces.</p> <ul style="list-style-type: none"> •Special force under M/o Home Affairs • Emerged on 26 March 2004. •Started functioning on 14 April,2004 	<p>1. To make law and order situation normal in order to make socio-economic development.</p> <p>2. To arrest terrorist and criminals. Anti-drug campaign, anti-adulteration campaign, anti-social activities campaign, anti-obscenity campaign, anti-eve teasing campaign, recovery of illegal arms and ammunitions, etc</p>
4	<p>Deptt. Of the Ansar and VDP (Ansar Battalion Act, 1995)</p> <p>Two types of Ansar: (i) General Ansar who work as volunteers. (ii) Embodied Ansar who are engaged to maintain law and order and security</p>	<p>1. To maintain public safety for the Govt. or any offices under the Govt.</p> <p>2. To participate in any other function to maintain security by the order of the authority.</p> <p>3. To participate in any welfare activities of the people for socio-economic development by the order of the Govt.</p> <p>4. Ensure security of KPI.</p> <p>5. Maintain security of the agencies of the CC</p>
5	<p>Department of Public Health Engineering (DPHE)</p>	<p>1. Except in Dhaka, Chittagong, Khulna, Rajshahi and Narayanganj City areas DPHE is responsible for water supply and sanitation of the whole country, both in rural and urban areas (City Corporation, Pourashava, Upazila H.Q, and growth centers).</p> <p>2. In urban areas DPHE is solely or jointly with city corporation and pourashava is responsible for water supply and sanitation, DPHE is responsible for assisting the city corporations and pourashava through infrastructure development and technical assistance.</p> <p>3. DPHE is assisting CC in the operation and maintenance of water supply and sanitations.</p> <p>4. DPHE is to ensure supply of adequate member of trained and skilled manpower in the water supply and sanitation sector for proper and sustainable management of infrastructure and services.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>5. DPHE is to establish laboratories at different levels in order to institutionalize water quality monitoring and surveillance program.</p> <p>6. Carry out hydro-geological investigations in search of safe source (both surface and ground) of water supply.</p> <p>7. Social mobilization for awareness rising towards proper management of water supply and sanitation infrastructure and promotion of personal hygiene practices.</p> <p>8. Develop safe water supply technologies in the Arsenic affected and other hydro-geologically difficult areas.</p> <p>9. Research and development activities in search of appropriate and affordable options including the indigenous ones of water supply and sanitation.</p> <p>10. Ensure water supply and sanitation facilities during and after natural disasters.</p> <p>11. Establish water supply and sanitation information center.</p> <p>12. Capacity building of the community, LG, private entrepreneurs and NGOs with technical know-how, information, training etc in terms of water supply and sanitation.</p> <p>13. Monitoring and Co-ordination activities of the stakeholders including NGOs and private operators working in the water supply and sanitation sector.</p> <p>14. Provide community latrines in road side in CC.</p> <p>15. Develop, Construct and build up all water supply system including source development, such as ground water and surface water.</p> <p>16. Hand over to City Corporation for operation and maintenance. City corp. provides water connection to all private dweller and all other public offices and installations and collects water tariff form there.</p> <p>17. City Corporations should strengthen Collection of water tariff system for better management of operation and maintenance of water supply system.</p> <p>18. Co-operation with CC and technical support form DPHE is a continuous phenomenon.</p> <p>19. Overall management of the water supply and sanitation sector development program.</p>
6	Department of Fire Service and Civil Defense Fire Prevention and Extinguishing Act, 2003 and Civil Defense Act, 1952.	<p>1. Organise training, demonstration and consultancy to prevent fire.</p> <p>2. Measures for preventing the outbreak of fire</p> <p>3. To rescue the affected persons from fire.</p> <p>4. To reduce the mortality rate during fire or any disaster.</p> <p>5. Ensure first-aid to victim affected by fire.</p> <p>6. provide ambulance service to the patient</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>7. Salvage the damaged buildings and property and disposal of the dead.</p> <p>8. Evacuation of areas and the removal of property there from.</p> <p>9. Billeting of evacuated persons.</p> <p>10. Prevention of fire and extinguishing of fire in CC Area.</p>
7	Power Development Board. Bangladesh power Development Boards order 1972. (P.O NO.59 of 1972)	<p>1. Prepare Comprehensive plan for the development and utilization of Power resources in Bangladesh.</p> <p>2. Frame schemes for generation, transmission and distribution of power.</p> <p>3. Frame schemes for construction, maintenance and operation of Power Houses and grids.</p> <p>4. Place wires, poles, wall brackets, stays, apparatus and appliances for transmission of electricity or telephonic communications necessary for proper execution of scheme.</p> <p>5. May purchase power from any person or entity authorized to generate electricity by the appropriate authority at such rate as may be determined by the Govt.</p> <p>6. Seek advice and obtain assistance in the preparation or execution of a scheme from any local authority or agency of the Govt. and such local authority or agency shall give the advice and assistance sought by the Board to the best of its ability, knowledge and judgment.</p> <p>7. May arrange by a written agreement with a local authority or other agency within whose jurisdiction any particular area covered by the scheme lies to take over and maintain any of the works and services in that area.</p> <p>8. Sell power to provide for meeting the operating cost, interest charges and depreciation of assets, the payment of any tax and a reasonable return on investment.</p>
8	Bangladesh Telecommunications Company Ltd. (Bangladesh telecommunication Act, 2001)	<p>1. Establish and maintain telecommunication system through telecommunication network.</p> <p>2. Provide telecommunication service to the subscriber in an uninterrupted manner.</p> <p>3. Attain proper response to the subscriber Considering their socio- economic position.</p> <p>4. Ensure high technical standard of the service to the subscriber</p> <p>5. Ensure proper supervision of the services being rendered.</p> <p>6. Planning for telephone within the city area is being chalked out. It is not being workable often as high rise building in the city area is growing very rapidly. As a result demand for telephone connection increased enormously but telephone connection could not be given for want of necessary fund and logistics.</p> <p>7. Telephone poles are shifted with the expansion of road.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		8. Telephone cable needs to be set sometimes after the completion of the road. Obstruction is being faced from the public
9	Public works Deptt. (PWD) Established in the year 1854. PWD does not work for any local Govt. organizations	<p>1. Design and construction of public buildings except public buildings of RHD, T&T and Postal Department.</p> <p>2. Repair and maintenance of public buildings.</p> <p>3. Construction of buildings for other agencies on a deposit work basis.</p> <p>4. Preparation of Book of schedule of Rates and analysis of Rates for Construction and maintenance of public buildings.</p> <p>5. Preparation of book of specifications and code of practice</p> <p>6. Procurement of materials and equipment required for construction work</p> <p>7. Construction of national monuments</p> <p>8. Maintenance of Public Parks</p> <p>9. Acquisition of land for Construction work</p> <p>10. Valuation of land and property and fixing of standard rent.</p> <p>1. Drinking water supply, sewerage and cleaning of waste materials.</p> <p>12. To integrate environmental considerations into housing and urban planning activities.</p> <p>13. To work in phases in gradually extending environmentally sound amenities to all existing urban and rural housing areas.</p> <p>14. To monitor and control housing and urban development schemes that may have an adverse impact on the local and overall natural environment.</p> <p>15. To accord greater importance to water bodies for their part in maintaining ecological balance and beautifying urban areas.</p>
10	Roads and Highways Deptt. (RHD) • Created in 1962 • The Highways Act 1925 (Act III of 1925)	<p>1. Construction and maintenance of major road network of Bangladesh.</p> <p>2. Provide a safe, cost effective and well maintained road network.</p> <p>3. Construction of bridges, culverts or causeways across the Government road.</p> <p>4. Construction of National Highways and Regional Highways including culverts and bridges passes through CC area.</p> <p>5. Prevention of obstruction and encroachments and of nuisances on or near such roads.</p> <p>6. Make regulation keeping provisions to provide marks alongside the highways for safety of traffic in the highways and implement the same.</p> <p>7. Temporary closing of roads for repair work keeping alternative arrangement for movement of traffic.</p> <p>8. Maintain slope, borrow-pits and side drains in roads and</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		highways.
		9. Procure equipments for constructions of such roads
		10. Acquisition of Land for Construction of such roads.
		11. Allow fixing of electric and telephone poles in the roadside in such a manner so that it does not cause any obstruction during the widening of the carpeting of the road.
11	Bangladesh Road Transport Authority (BRTA) (Established in 1988 vide SRO No-303/Law/87/MVRT/IE-7/84 (Part) dated 20.12.1987) • BRTA is a regulatory body to control, manage and ensure discipline in the road transport areas of Bangladesh.	1. Control and regulate road transport by executing motor vehicle Acts issuing route permits and fixing rates and fares buses and trucks. 2. Conduct regular activities like issuing of driving license, fitness certificates, registration certificates and Driving Instructors licence. 3. Register schools for motoring. 4. Organize and conduct workshop, seminars for delivering information regarding safe driving and traffic regulations. 5. Make research and development for developing ideas and methodologies for safe road transport and traffic system.
12	Local Govt. Engineering Department (LGED) • LGED originated in early sixties through works program. • It was reformed as Local Govt. Engineering Bureau (LGEB) in 1982. • LGEB was upgraded as Local Govt. Engineering Department (LGED) in 1992.	1. LGED works in a wide range of diversified programs like construction of roads, bridges/ culverts and markets to social mobilization, empowerment and environmental protection. 2. Performing the inter-related and complimentary functions by : (i) Developing, maintaining and managing transport, trading and small scale water resources infrastructure at the local level ensuring LGI and community participation and taking care of environmental and social issues. (ii) Providing technical and institutional support to strengthen the local Govt. institutions and serving local communities and other stakeholders. 3. Prepare and implement infrastructure development schemes within CC. 4. Sponsor and promote community Development projects. 5. Suggest Govt. to improve governance system of the CC and Pourashava. 6. Arrange training to improve Capacity Development to the officials and various stakeholders. 7. Construction of growth center, drains, primary schools, PTI, housing, arrange sources of drinking water, garbage pit internal road and drainage for slum inhabitants. 8. Preparation of master plans for pourashavas and CC. 9. Construction of Health care center.

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
13	<p>Education Engineering Department (EED)</p> <p>An engineering cell was established in early 1960s which has now been expanded as Education Engineering Department.</p>	<p>1. Planning, designing, monitoring and reporting of development works in urban and rural areas.</p> <p>2. Construction/ Reconstruction of class rooms, laboratories, libraries & hostels.</p> <p>3. Repair and renovation of Govt. and non- Govt. Secondary schools, Colleges, teacher's training Colleges, Vocational Training Institutes, Polytechnic Institutes, College of Leather technology, College of Textile Technology, Engineering universities, National University, Text Book Board, Education Board, etc. including supply of furniture.</p> <p>4. EED also implement special projects on turnkey basis Example: (a) National university at Gazipur (b) Kabi Nazrul University at Trisal, Mymensingh (c) Comilla University</p>
14	<p>Directorate of primary Education (DPE)</p> <ul style="list-style-type: none"> • Department of Public Instruction. Was created in 1855-56. • Lord Curzon took steps for expanding Primary education. • In 1910 Gopal krishna Gokhale placed a bill in the Law Council to make Primary education Compulsory. • Primary education made compulsory in Municipal areas. • The Bengal Primary Education Act, 1919 for extension of primary education in Municipality areas in Bengal. • Bengal (Rural) Primary Education Act was enacted in 1930. • In 1957 The management Control and administration of Primary Education was handed over to the 	<p>1. To develop and nature of child's morals , mental and social personality</p> <p>2. To bring up the child as a patriotic, responsible, inquiring and law abiding citizen.</p> <p>3. Develop in him/ her love for justice, dignity, labour, proper conduct and uprightness.</p> <p>4. Make the Child able to acquire the fundamental knowledge and skills needed for a future citizen.</p> <p>5. Ensure that the child regularly be present at the primary education institute.</p> <p>6. Obligatory Primary School Committee should perform their responsibilities.</p> <p>7. Satellite schools were established nearer to the door steps of the children who cannot travel to the main school.</p> <p>8. Children less than 6 years of age are going to the primary schools. Govt. decided to introduce pre-primary classes to motivate and orient the younger children.</p> <p>9. School attractiveness Program was started for motivating students to go to school regularly and making the school students friendly.</p> <p>10. Govt. financed Food and Education Program was introduced in 1993 to compensate opportunity cost of poor parents for sending their children to school.</p> <p>11. Non-formal education centers for children were established by giving financial aid to the NGOs, to bring out of school and drop out students back to school.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
	District Primary Education office. • Primary Education (Compulsory) Act, 1990 was enacted.	12. Mass media like radio. Television, newspapers are being utilized to involve the community in the management of schools and make the guardians aware about the importance of primary education. 13. Teachers, trainers and supervisory officials are being trained regularly on the professional knowledge. 14. A good number of projects have been undertaken to enhance the quality of primary education. 15. Prepare the students properly for next stage of higher education.
15	Directorate of Secondary and Higher Education (DSHE) • Directorate of Public Instruction (DPI) was established on the proposal of the woods Education dispatch in 1854. • DPI was upgraded as Directorate of secondary and Higher Education (DSHE) in 1981.	1 The secondary and higher education system is being managed and administered by DSHE. 2. District Education office administers district level activities related to secondary education headed by District Education officer(DEO) 3. DEO supervise overall academic activities of secondary education of the district including those within CC area. 4. Secondary and higher Secondary level institutions are the basic functional organization of the secondary education system in the country. 5. Each of the Secondary school or college in the private sector is managed by a school management committee (SMC)/ Governing Body Comprising of local dignitaries, teacher's representative's guardians and local officers of DSHE. 6. Implement School Based Assessment (SBA) System for students of secondary school. 7. Promote and maintain quantitative and qualitative standard of education. 8. Implement the education policy of the Govt. in respect of secondary (Class-6 to 10), higher secondary (Class 11 to 12) education. 9. To help evaluate and assess the need for changes in curriculum at different levels of education. 10. DEO is responsible for overall academic supervision of secondary education. 11. DEO inspects the schools and supervises the activities performed by the Upazilla Education officers and the officer subordinate to him within the CC area. 12. Training for the teachers of Govt. and non-govt. schools and colleges is organized by the training division of the DSHE.

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>13. Develop educational environment in secondary education by:</p> <p>(i) Establishment of Girl's hostel;</p> <p>(ii) Improvement of water and sanitation condition specially for girl students;</p> <p>(iii) Infrastructure development of educational institutions.</p>
16	<p>Directorate of Environment [Environment Preservation Act ,1995 (Act, 1of 1995)]</p>	<p>1. Take preventive measures against possible accident by which environmental pollution may take place.</p> <p>2. Advise concerned person who carry, store, use, export and import dangerous goods for handling the same so that the environment is not depreciated.</p> <p>3. Collect information about pollution of environment and help to any other agency or organization for research work to stop such pollution.</p> <p>4. Co-ordinate with other agencies related with the intention under Environment preservation Act, 1995.</p> <p>5. Observe the quality of drinking water and advise the people to take safe drinking water.</p> <p>6. Collect information about pollution of environment and give wide publicity to build up awareness of the people.</p> <p>7. Take appropriate action against the owner or possessor of factory or industry by their waste through which environment is polluted.</p> <p>8. Transport form which injurious smokes are being expelled during its movement on road and causes hazard to health and environment can not be allowed to ply on road without stopping the same on examination.</p> <p>9. No water area which has been earmarked as water reservoir is filled up or the classification cannot be changed without the clearance from the Directorate of Environment on national interest.</p> <p>10. No industrial unit can be established without taking clearance from the Directorate of Environment.</p>
17	<p>Directorate of Disaster Management [Disaster Management Act, 2012(Act No -34 of 2012)]</p>	<p>1. Collection of advance information about the danger signal regarding disaster.</p> <p>2. Open control room round the clock for dissemination of information to various agencies of the Govt. and the public.</p> <p>3. To determine the possible vulnerability, extent and time of disaster</p> <p>4. Make the people alert by giving publicity through radio, television and locally by miking system asking them to take shelter in a safe place .</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>5. Take program to minimize the risk of damage of life and property during disaster.</p> <p>6. Help the affected people caused by disaster, rescue them and rehabilitate them.</p> <p>7. Form: (i) City Corporation Disaster Management Committee. (ii) District Disaster Management Committee. (iii) Upazila Disaster Management Committee (IV) Pourashava Disaster Management Committee (V) Union Disaster Management Committee (Vi) District or upazila Health Disaster Management Committee, if required. In the local level</p> <p>8. Form- (i) City corporation Disaster Response Co-ordination group. (ii) District Disaster Response Co-ordination group. (iii) Upazila Disaster Response Co-ordination group. (iv) pourashava Disaster Response Co-ordination group.</p> <p>9. Form District Disaster Management Fund at the local level. Account should be opened in the nationalized bank approved by the Govt. for Operation of the fund. The fund will be operated jointly by the Deputy commissioner and District Relief and Rehabilitation officer.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>10. Steps to be taken for safety of life and property for Disaster Management :</p> <p>(i) Keep all kinds of fire fighting equipments and First- aid arrangements in order in all hospital, clinic, community center Shopping Mall, Cinema Hall, Factories and warehouses.</p> <p>(ii) Keep a reasonable good number of outlets giving floor marks in all hospital, clinic, community center, shopping mall, cinema hall, restaurants & factory.</p> <p>(iii) No obstruction should be made to the rescue vehicle during disaster by fire accident, earth quake, collapse of building, or otherwise.</p> <p>(iv) Ask the owner of the navigated vessel and troller to keep adequate lifebuoy, one transistor, whistle, torch-light and other safety materials.</p> <p>(v) Navigated vessels, trollers, boats should anchor at a safe place on getting information of signals from Metrology Department.</p> <p>(vi) No obstruction is made across the flow of water in both ways to save water logging.</p> <p>(vii) Give danger mark to electric poles and other establishment which may cause danger.</p> <p>(viii) No explosives or dangerous chemicals are kept without adequate protection to any residential building, shopping mall or in any market.</p> <p>(ix) No sand is removed or trees be felled in the coastal areas of sea.</p> <p>(x) Any unusual circumstance if comes to one's notice which may cause any disaster should immediately be reported to any member or president of the Disaster Management Committee or to the nearest police station.</p> <p>(xi) No obstruction is made during disaster period or immediately thereafter to shift the inhabitants of the houses on hill sides.</p>
18	<p>Directorate of Social Services (DSS) [Voluntary Social welfare Agencies (Registration & Control ordinance) 1961] Societies Registration Act.1860 (Act No- xxi of 1860)</p>	<p>1. Organization, association or undertaking established by persons of their own free-will for the purpose of rendering welfare services depending on it's resources on public subscriptions, donations or Govt. aid.</p> <p>2. Registration of voluntary social organizations and NGOs and controlling their activities.</p> <p>3. Charitable societies, societies established for promotion of science, literature or the fine arts, for instruction, the diffusion of useful knowledge, the diffusion of political education, the foundation or maintenance of libraries or reading rooms for general use among the members or open to the public, or public museums and galleries of painting and other works or art, collection of natural history, mechanical and philosophical inventions, instruments and designs.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>4. Allowances given by the Govt. for: (i) Disabled (ii) Old aged (iii) Freedom Fighters (iv) Divorcee (v) Stipend to disabled students of primary, secondary and higher secondary level.</p> <p>5. Manage the orphanages.</p> <p>6. Social services to the patient in the hospital.</p> <p>7. Rehabilitation blind, deaf and dumb persons.</p> <p>8. Rehabilitation of adolescent.</p> <p>9. Rehabilitation of destitute people.</p> <p>10. Rehabilitation of aged people.</p> <p>11. Grant to volunteer Association.</p>
19	<p>Directorate of Co-operatives [Co-operative societies Act, 2001. (Act No. 47 of 2001, Amended up to 2013)] 3 types of co-operative societies: (i) Primary co-operative society (ii) Central Co-operative society (iii) National co-operative society.</p>	<p>1. To develop the Socio-economic conditions of the members of co-operative societies.</p> <p>2. Every registered co-operative society shall have it's own lawful proprietary right and be a body corporate.</p> <p>3. Every co-operative society may perform two kinds of meeting (i) Annual general meeting. (ii) Special general meeting.</p> <p>4. Every Co-operative society shall maintain the following register and keep the same up to-date : (1) Membership Register. (2) Share Register. (3) Deposit Register. (4) Loan Register. (5) Register for MC and general meeting. (6) Cash Book/ Register. (7) Any other register specified by the rules or ordered by the Registrar.</p> <p>5. Every co-operative society should make their surplus audited every year by the auditor.</p> <p>6. Every co-operative society should function through Bangladesh co-operative Bank in respect of deposit or providing loan.</p> <p>7. Every co-operative society will preserve their fund minimum 15% yearly. Balance amount will be utilized as mentioned in sec, 34 of the Act.</p> <p>8. The accounts of every co-operative society should be audited every year.</p> <p>9. Registrar may order for liquidation of any co-operative society on default as laid down in sec.53 of the Act.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		10. Provide legal support, Protection of the savings of the clients and inspection of the resolutions of the resolutions of the co-operative societies.
20	Titas Gas limited/ Bakhrabad Gas Ltd. [Energy Regulatory commission Act. 2003 (Act -13 of 2003)] [Bangladesh Gas Act, 2010 (Act -40 of 2010)]	<p>1. Conduction, storage, distribution and marketing of natural gas to its consumers</p> <p>2. Setting of pipeline for distribution and marketing of natural Gas.</p> <p>3. Assess the demand of the Gas by the consumers</p> <p>4. Implementation of the setting of pipelines.</p> <p>5. Connect the pipelines to the consumer's establishment</p> <p>6. Land acquisition and payment of compensation to the affected persons for setting-up the gas company establishment and setting the pipes.</p> <p>7. Fix -up rates of different classification for gas distribution to the consumers.</p> <p>8. Consider the Environmental aspects.</p> <p>9. Collect revenue from the consumers.</p> <p>10. Take steps to disconnect illegal connection.</p> <p>11. Perform maintenance work regularly.</p> <p>12. Attain complain of the consumers quickly for safety of the people.</p>
21	Bangladesh Railway [The Railway Act, 1890 (Act No-ix of 1890)] and website of Bangladesh Railway	<p>1. Develop and maintain railway tracks and station infrastructures.</p> <p>2. Maintain and upgrade locomotives, coaches and other rolling stocks.</p> <p>3. Maintain and modernize signaling and interlocking system and telecom system.</p> <p>4. Manage land asset of Bangladesh Railway</p> <p>5. Erect suitable gates, chains, bars and stiles where railway crosses a public road on the level.</p> <p>6. Where a tree obstructs the view of any fixed signal, the railway authority may fell the tree to avert the danger or remove the obstruction.</p> <p>7. Provide accommodation and convenience of the passengers along with their luggage.</p> <p>8. Regulate the terms and conditions on which the railway authority will retain goods at any stations on behalf of the consignee.</p> <p>9. Every persons desirous of travelling on the railway shall, upon payment of his fare, be supplied with a ticket, specifying the class of carriage for which and the place from and the place to which, the fare has been paid and the amount of the fare.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
		<p>10. Every passenger travelling by the railway, shall on the requisition of any railway servant appointed for that purpose present his pass or ticket to the railway servant for examination.</p> <p>11. Provide in each station: (i) Booking and reservation arrangement. (ii) Waiting room for passengers. (iii) Platform and platform shed. (iv) Sitting arrangement. (V) Toilet (vi) Drinking water. (Vii) Lighting arrangement at night. (Viii) Information center. (ix) Security arrangement by Railway Police.</p> <p>12. Disposal of waste water from each railway Station to CC main drain.</p> <p>13. Keep the railway station neat and clean.</p> <p>14. Dispose of the solid waste from the railway station to the nearest dustbins of CC</p>
22	<p>Inland water Transport Authority (IWTA) [The Inland Water Transport Authority (Ordinance 1958 ord. No, LXXV of 1958)] As modified up to March 1997.</p>	<p>1. Carry out river conservancy works including river training works for navigational purpose and for provision of aids to navigation.</p> <p>2. Disseminate navigational and metrological information including publishing river charts.</p> <p>3. Maintain pilotage and hydrographic survey services.</p> <p>4. Draw up programs of dredging requirements.</p> <p>5. Develop, maintain and operate inland river ports, landing Ghats and terminal facilities.</p> <p>6. Carry out removal of wrecks and obstructions in inland navigable waterway</p> <p>7. Conduct traffic surveys to establish passenger and cargo requirements on the main rivers, feeders and creek routes.</p> <p>8. Develop the most economical facilities for passenger traffic to ensure comfort, safety and speed on mechanized craft.</p> <p>9. Fix maximum and minimum fares and freight rates for IWT.</p> <p>10. Approve time tables for passenger services.</p> <p>11. Prepare plans or development schemes for caring out any of the above mentioned functions.</p>

Sl. No	Name of National Agencies	Functions in Act Relevant to CC
23	Dhaka water supply and sewerage Authority (DWASA) [WASA Act 1996 (Act No. 6 of 1996)] Service area of DWASA extended up to: •Mirpur and Uttara in the north. • Narayanganj in the South.	<p>1. Construction, operation, improvement and maintenance of necessary infrastructures for collecting, treating, preserving and supply of safe water to the public, industries and commercial concerns.</p> <p>2 Construction, operation, improvement and maintenance of necessary infrastructures for collecting, treating and industrial waste.</p> <p>3. Construction, operation, improvement and maintenance of the necessary infrastructures for drainage facilities of the city.</p>
24	Rajdhani Unnayan Katripakha (RAJUK) Acts & Rules under which it works: (i) Building Construction Act.1952 (Act no. II of 1953) (ii) Town Improvement Act, 1953 (Act No.III of 1953) (iii) Dhaka City Building (construction, development, preservation and removal) Rules,2008	<p>1. Develop Dhaka city by drawing detailed area plan.</p> <p>2. Issue clearance of land to private land owners.</p> <p>3. Approve plan for construction of Building fit for human habitation.</p> <p>4. Approve plan of the building for commercial and industrial purpose.</p> <p>5. Approve special Housing Project</p> <p>6. Form Committees as follows: (i) Building construction committee (ii) Large or special project approval committee (iii) City Development committee (iv) Any other committee when required.</p> <p>7. Mutate the names of the successors of the owners of the land/building constructed in the RAJUK plot.</p> <p>7. Take appropriate action against the owner or possessor of factory or industry by their waste through which environment is polluted.</p>

Annex II Working Paper for the meeting of CDCC

Working Paper for the meeting of the City Development Coordination Committee

1. Progress of the decisions

Sl. No	Agenda	Decision of last meeting	Action taken	Review of the progress	Remarks
1	2	3	4	5	6
1					
2					
3					
.....					

2. Other issues

- (1)
- (2)
- (3)
- (4)

**Name and Designation of
the Concerned Officer**

Annex III Format for Notice of Meeting for CDCC

Format for Notice of Meeting

Notice of the Meeting

A meeting of the City Development Co-ordination committee (CDCC) will be held as per schedule given below.

Date	Time	Agenda	Place of the meeting

You are requested to attend the meeting accordingly.

.....

.....
Name and designation of
the Member-Secretary

Final January 2018

Annex IV Format for Minutes of Meeting

Minutes of the meeting of the City Development Co-ordination committee (CDCC)

Chairperson : Mr.
 Designation.....
 Date and time :
 Place of the meeting :
 Attendance in the meeting : Attachment A

1. Welcome Speech by the chairperson.
2. Confirmation of the preceding meeting by Member-Secretary (Name and designation):
3. Presentation of the working paper by the Member-Secretary :
4. Preparation of resolutions of the meeting:

Agenda-1:

Sl. No	Issues	Discussion	Decision or recommendation (including timeframe)	Responsible agency/ officer for implementation
1.				
2.				
3.				
...				

Agenda-2:

Sl. No	Issues	Discussion	Decision or recommendation (including timeframe)	Responsible agency / officers for implementation
1.				
2.				
3.				
...				

Agenda-3:

Sl. No	Issues	Discussion	Decision or recommendation (including timeframe)	Responsible agency / officers for implementation
1.				
2.				
3.				
...				

And so on.

Signature of Chairperson: _____
 (Name) :
 Date :

Annex V Implementation Chart

Chart for Implementation

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20					
				1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th		
2.1 City Development Coordination Committee (CDCC) established	At least 1 general workshop annually and quarterly coordination meeting held	Composition and TOR of CDCC reviewed, and proposed to Urban Wing, LGD	Task 1: Form CDCC as per composition in City Corporation meeting																										
			Task 2: Issue official letter of formation of City Development Coordination Committee (CDCC) by Mayor, and deliver to member																										
			Task 3: Hold workshop on CDCC and explain composition Term of Reference guideline for operation to member of CDCC																										
			Task 4: Hold CDCC meeting quarterly and minutes prepared (6.3-Task 3)																										
			Task 5: Review activities of CDCC, propose new composition and TOR to Urban wing, LGD to establish legal framework																										
			Task 6: Continue CDCC according to new TOR																										

Final January 2018

Final_January 2018

Annex VI Sample Annual Budget format for CDCC

Annual Budget CDCC Meeting & Workshop (2015-2016)

CDCC meeting

SL No.	Activities	Activities details	Cost of Snacks/ Lunch/others	Unit Cost (Tk.)	Total Amount (Tk.)	Annual Cost (Tk.)
1.	Quarterly meeting (4Meeting)	Participants in each meeting (total-55)	10.	11.	12.	13.
	Each meeting	Snacks -1 time for 55 person	Tk. 150/- Per head	150 × 55	Tk.8250/-	
				For meeting annually	Tk8250X4	Tk33000/-
	Each meeting	<u>Logistics</u> Note Pad, Ball Pen, working paper, etc. for 55 person	Tk. 100/- Per head	100 × 55	5500/-	
				For meeting annually	5500/-×4	Tk. 22,000/-
					Annual Budget	Tk. <u>55000/-</u>

CDCC Workshop

SL No.	Activities	Activities details	Cost of Snacks/ Lunch/others	Unit Cost (Tk.)	Total Amount (Tk.)
1.	One workshop annually Participants in Workshop (total-60)	Snacks -2 time and Lunch- 1time for 60 person	Tk. 400 Per head	400 × 60	Tk. 24000/-
	14.	<u>Logistics</u> Note Pad, Ball Pen, working paper, etc. for 60 person	Tk. 100/-Per head	100 × 60	Tk.6000/-
					Annual Budget
					Tk.30000/-



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department

2.2 Guidelines for Administrative Reform Committee

Project Coordination Office (PCO)
City Governance Project (CGP)

January 2018



Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED

Table of Contents

1. Introduction	1
2. Justification.....	1
3. Relevant Issues of ICGIAP.....	1
3.1 Areas/Activities.....	1
3.2 Formation of ARC.....	2
3.3 Tasks of ARC	2
3.4 Composition of ARC.....	2
3.5 Terms of Reference (ToR).....	2
3.6 Action by: Mayor and CEO	2
3.7 Time Schedule.....	2
3.8 Indicators.....	3
4. Objectives.....	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 National agencies	3
6. Necessary Tasks and Procedure	4
6.1 Formation of ARC and members	4
6.2 Orientation workshop on ARC.....	4
6.3 Regular meeting	4
6.4 Prioritization of Service Sector	4
6.5 Procedure for ARP Analysis Sheet review exercise	5
6.6 Procedure for formulation of strategic plan	5
6.7 Procedure for law making	5
6.8 Facilitation of strategic plan implementation and monitoring	6
6.9 Procedure for review of achievement.....	6
6.10 Dissemination of reform activity through media	6
7. Implementation Schedule	8
8. Cost of Implementation (if necessary).....	8
Annex I Sample contents of Administrative Reform Strategic Plan (ARSP).....	9
Annex II Format for Quarterly Report.....	11
Annex III Sample of Annual Report	12
Annex IV Format for Proposal for Capacity Development Program.....	13
Annex V Format for Proposal for Training Activity.....	17

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Pourashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Administrative Reform Committee that will be used for formulating necessary documents and procedures.

2. Justification

The Analysis Sheet for ARP demonstrates that there are some functions the performances of which are low or even none in the CC. The reasons for the low or no performance are mainly insufficient budget, manpower, skills, equipment and so on. There are some functions that are not well performed due to lack of legal arrangement, such as, rules and regulations etc. There have not been so much effort to look into the CC Act to review their functions and actions to be taken by CC or other responsible organizations, such as, LGD. Thus, the Analysis Sheet for ARP is the first initiative to kick off reforming organizational and institutional issues of local government. Since there are only 11 CCs in Bangladesh, and the social and economic situations, level of provision of services, capacity and needs of citizens are different among CCs, it is not appropriate approach to make common plan for administrative reform, but it is highly required for individual CC to analyze the situation, their capacity and needs of their citizen and formulate their own strategies for administrative reform. In order to initiate administrative reform in CC, it is proposed to organize Administrative Reform Committee in each CC.

3. Relevant Issues of ICGIAP

3.1 Areas/Activities

Administrative Reform Committee (ARC)
Established

3.2 Formation of ARC

- ARC is to facilitate administrative reform of local governance. Most of reform activities should be implemented with support of ministry (LGD). But the needs and approaches of reform can be proposed by CC. ARC is responsible for collecting and compiling necessary data, and proposes strategic plan as well as specific by-law for the CC. The plan and draft by-law will be submitted to LGD to review, finalize and take necessary action in national level.

3.3 Tasks of ARC

- Task 1: Circular for formation of ARC produced by Mayor
- Task 2: Form ARC
- Task 3: Hold workshop on Administrative Reform Plan, and explain “composition”, “terms of reference”, and guideline for operation of ARC to members
- Task 4: Hold regular meeting on implementation of ARP
- Task 5: Request head of departments to review related parts of Function Analysis Sheet for ARP (functions, detail activities, present situation, 5 year target).
- Task 6: Review “area”, “issue” and “activity” in ARP, and discuss detail strategies to implement it.
- Task 7: Produce ARP strategic plan for each issue
- Task 8: Produce draft by-law for specific area
- Task 9: Submit ARP strategic plan to CSCC and City Corporation meeting for approval
- Task 10: Request Capacity Development Unit to formulate training program based on ARP strategic plan
- Task 11: Promote implementation of strategic plan of each department
- Task 12: Review achievement of ARP and produce report annually (report attached in CC annual report)

3.4 Composition of ARC

- Mayor
- CEO
- Secretary
- Head of departments

3.5 Terms of Reference (ToR)

- Revise ARP regularly and propose issues to be worked
- Produce strategic plan to implement ARP
- Produce strategic plan for capacity development and implement it with CDU
- Produce progress report on ARP
- Activity process of ARP is disseminated through media
- Promote decentralization of functions

3.6 Action by: Mayor and CEO

3.7 Time Schedule

Task 1-3: by mid of 1st year

Task 4: quarterly

Task 5-6: by the end of 1st year

Task 7-11: from 2nd year

3.8 Indicators

(1) 1st Performance Review: Initiate ARP implementation

Items to be evaluated

- ARC formed with specific TOR
- ARC request each department to review the ARP Analysis Sheet
- At least 1 sector of ARP Analysis Sheet reviewed

(2) 2nd Performance Review: At least one strategic plan initiated

- Administrative Reform Strategic Plan (ARSP) for identified issues is prepared
- ARSP is submitted to CSCC for comments
- Revised ARSP is approved by City Council meeting
- Necessary documents are submitted to LGD

4. Objectives

Administrative reform is long-run activity. Achieving the functions, a CC needs to scrutinize the situation of CC's jurisdiction, resources that can be used for better services, such as, social capital accumulated in urban community, capacity and good will of civil society and business of private sectors unfolding for urban life, so that CC will be able to figure out where to invest public fund to supplement the contributions of other actors.

ARC is to start initiating such activity. As for the details, objectives of ARC are as below;

- Review ARP Analysis Sheet
- Formulate Administrative Reform Strategic Plan
- Facilitate proposed activities

5. Relevant Organizations, Stakeholders and their role

5.1 National agencies

(1) Local Government Division

Organizational and institutional reform need to be reviewed and approved by LGD before legalizing the proposal through other examinations by the concerned ministries. LGD is expected to take actions soon after receiving the proposal from CCs. Working Group and Steering Committee will facilitate the actions taken by LGD because the core members of these committees are officials of LGD and relevant other ministries.

(2) Concerned national agencies

Some of the activities proposed in the Analysis Sheet cannot be achieved only by the effort of CC. Though the functions of CC are clearly described in CC Act (2009), the actual activities implemented on the ground are sometimes different from the Act. Defining the demarcation of function is one of the issues to be solved between CC and national agencies to bridge the gap of what is prescribed and what is in the reality. ARC may need to hold special meeting or invite concerned national agencies in regular meeting to formulate ARSP.

(3) Professional associations

Administrative reform is highly technical activity. Thus, CC may need technical assistance from professional people. CC may request any resource person from educational institutions, government organizations and private consultants in the process of ARSP formulation for their technical advices.

Apart from technical support from local professional groups, international donor agencies will provide technical assistance for the activity of ARC.

(4) Mass media

Administrative reform is basically internal issue of CC, but if the reform is to be done based on people's needs, it may be required to open the discussion in public. Social media, such as, Face Book, twitter, etc. may be one of the ways to open the discussion on administrative reform by CC's own effort. But if the budget is allowed by CC, the local media, such as, newspaper, TV and radio can be utilized for creating awareness of citizens in the reform and stimulate discussion between CC, citizens and private organizations.

6. Necessary Tasks and Procedure

6.1 Formation of ARC and members

CC holds a meeting chaired by the Mayor for formation of ARC. The Mayor and officials review the activity of ARC, composition and TORs written in ICGIAP. If the written conditions are accepted by the meeting, the Mayor issues notification for formation of ARC with ToR. If there is need of modifications, the Mayor issues documents accordingly. The documents will be submitted to PCO for approval.

6.2 Orientation workshop on ARC

Once ARC is formed, orientation workshop will be held by PCO. In the orientation workshop, the contents of Administrative Reform Strategic Plan (ARSP) and procedure for formulation will be explained according to this guideline.

6.3 Regular meeting

Regular meetings should be held according to the decision of ARC. The main agenda of the regular meetings are as below;

- Progress monitoring
- Solutions for identified issues in the process of ARSP formulation
- Review of proposed strategies proposed by departments
- Compilation of strategies proposed by departments
- Review of ARPS (ARSP is drafted by member secretary of ARC)
- Implementation and monitoring of ARSP
- Review of publications of ARC's activity

6.4 Prioritization of Service Sector

Since it may be difficult to bring reform in all sectors at a time, ARC selects prioritized sector for ARSP. The prioritized sectors will be selected based on vision of CC and policy taken by CPU. Other sectors that were not prioritized will be considered in the following year.

6.5 Procedure for ARP Analysis Sheet review exercise

ARP Analysis Sheet produced by CGP preparatory study team should be reviewed by the concerned department. The procedure of review exercise is described below;

1. Identify concerned functions, especially assessed as medium, low or non performance
2. Review level of performance and the reasons for the low performance or no activity
3. Review present status and proposed actions for next 5 years covering its feasibility
4. Review proposed applicable actions
5. Prioritize actions to be taken for next 5 years and make time frame and provide necessary budget

6.6 Procedure for formulation of strategic plan

(1) Contents of Administrative Reform Strategic Plan (ARSP)

Sample contents of ARSP are described as Annex I.

(2) Formulation procedure

Procedure of formulation of ARSP is described as below;

1. ARC decide the prioritized sector for ARSP based on vision and policy, if the proposed policy requires administrative reform
2. Request departments to review ARP Analysis Sheet
3. Each department analyzes ARP Analysis Sheet and prioritizes the reform activities.
4. Each department produces draft strategic plan (Action Plan and Implementation Plan in ARSP) with Capacity Development Plan (see format as Annex- IV and V)
5. ARC presents the draft strategic plan in CSCC and CDCC to make sure possible collaboration and coordination with relevant organizations
6. ARC compile proposed strategic plans from department, revise based on budget and other related activities.
7. ARC prepare draft ARSP with budget
8. Draft ARSP reviewed by CSCC (prepare summary paper for presentation)
9. Draft ARSP reviewed by CDCC (prepare summary paper for presentation)
10. Draft ARSP approved by City Council meeting

6.7 Procedure for law making

(1) Sample contents of bylaw, rules and regulations

According to the necessity to achieve ARSP, ARC facilitate making bylaw, rules and regulations. It should be proposed in ARSP as 'action to be taken'.

(2) Example of issues that is required bylaw

Items that are supposed to be prescribed as bylaw, rules and regulations are written in CC Act, Sixth, Seven and Eighth Schedule. The activities to be legally prescribed are infrastructure, procedure of contract, power of CEO, activities of councilors, taxes, fees, fines, cultural activities, trade of harmful materials, disease control, building control, etc.

ARC reviews all items written in CC Act, and confirm whether there are specific gazettes, circulars from central government for those items or not. If there is no specific gazette or circulars, then ARC needs to consider to make as bylaw, rules and regulations as specific in section-121 and 122. For the first step, ARC will take any action on law making according to the needs of reform in prioritized sector. In other words, relevant departments should review

relevant laws, and propose to make laws, rules and regulations to achieve functions of CC in prioritized sector.

(3) Procedures

The following procedures will be followed:

1. Identifies any items related to prioritized sector in CC Act, Sixth, Seventh and Eighth Schedule
2. Collect relevant laws that have already been enforced
3. Elaborate issues to be prescribed as bylaw, rules and regulations
4. Draft bylaw, rule and regulation
5. Consult law experts
6. Examined by relevant standing committees
7. Approval by City Council meeting
8. Submit to LGD for approval and necessary procedures at the ministry level

6.8 Facilitation of strategic plan implementation and monitoring

Once ARSP formulated, ARC starts facilitating implementation of ARSP. The procedure of implementation and monitoring is as below;

- ARC reviews schedule of implementation quarterly basis, and revise according to the progress
- ARC gives instructions for implementation to relevant departments
- Head of the relevant departments guide subordinate officials and staff to work according to ARSP
- ARC produces progress report on ARSP quarterly
- ARC produces final report annually

6.9 Procedure for review of achievement

ARC reviews achievements of ARSP based on quarterly progress report (Annex II) and annual report (Annex II) for ARSP. The summary of annual report should be reported to City Council meeting and placed on CC's website.

6.10 Dissemination of reform activity through media

In order to create awareness about administrative reform in CC, ARC disseminates progress of administrative reform activities through website. Summary of annual report is also placed on Annual Administrative Report produced by CC.

If budget is allowed, ARC also disseminates achievement or progress of activities about administrative reform through local media, such as, newspaper, TV and radio programs, so that the citizens of CC will be aware of effort on administrative reform.

Dissemination of reform activity will also help CC to stimulate discussion on decentralization of function and better coordination between central government and CC stakeholders. In other words, the discussion with CC and other stakeholders can facilitate reform activities that can be implemented not only CC level but also central level as well.

7. Implementation Schedule

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				
				1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	
2.2 Administrative Reform Committee (ARC) established	Initiate ARP implementation	At least one strategic plan initiated	Task 1: Circular for formation of ARC produced by Mayor																									
			Task 2: Form ARC																									
			Task 3: Hold workshop on Administrative Reform Plan, and explain “composition”, “terms of reference”, and guideline for operation of ARC to members																									
			Task 4: Hold regular meeting on implementation of ARP																									
			Task 5: Request head of departments to review related parts of Function Analysis Sheet for ARP (functions, detail activities, present situation, 5 year target).																									
			Task 6: Review “area”, “issue” and “activity” in ARP, and discuss detail strategies to implement it.																									
			Task 7: Produce ARP strategic plan for each issue																									
			Task 8: Produce draft by-law for specific area																									
			Task 9: Submit ARP strategic plan to CSCC and City Corporation meeting for approval																									
			Task 10: Request Capacity Development Unit to formulate training program based on ARP strategic plan																									
			Task 11: Promote implementation of strategic plan of each department																									
			Task 12: Review achievement of ARP and produce report annually (report attached in CC annual report)																									

8. Cost of Implementation (if necessary)

CC may need to prepare budget for reform activities, so it should be prepared by ARC according to the activities in ARSP.

Annex I Sample contents of Administrative Reform Strategic Plan (ARSP)

**Administrative Reform Strategic Plan (ARSP)
For XXX Sector
XXX City Corporation
DD/MM/20XX**

1. Introduction

- Briefly explain organizational capacity of CC such as number of officials, number of office (zonal office, Ward office).
- Explain why CC needs to implement administrative reform. Explain the situation of public service provision.

2. Justification

- Explain about vision of CC
- Explain about policy paper proposed by CPU.
- Explain why CC has decided focusing on this sector?

3. Situation Analysis in XXX sector services in CC

3-1. Performance of CC in the XXX sector

- As the ARP analysis sheet will be revised by relevant department, it can be pasted in this section (Present Status).
- Relevant functions are also mentioned together with selected functions

3-2. Existing services provided by other public agencies and private sector

- Describe the situation of service delivery in CC. Explain not only service of CC but also other service providers (public and private) briefly.

Describe type of beneficiaries, estimated number, covered area, etc.

XX Sector’s Service Providers and their major services

AGENCIES	MAJOR SERVICES	SITUATION ANALYSIS

3-3. Relevant services to be strengthen or provided

- According to the analysis of CC’s services (3-1) and other organizations services (3-2), compile services that is medium, low or none performance.

SERVICES	POTENTIAL SERVICE PROVIDER	CHALLENGES

4. Action Plan

Annex II Format for Quarterly Report

**Quarterly Report
for Administrative Reform Strategic Plan**

XXX City Corporation
DD/MM/20XX

1. Summary of ARC's Activities

No.	Planned Activities	Achievement	Remarks

2. Progress of ARSP

No.	Planned Actions to be taken in ARSP	Achievement	Remarks

3. Challenges in ARSP Implementation and Solutions

No.	Challenges	Possible Solutions	Responsible Persons

4. Activities for Next Quarter

No.	Planned Actions to be taken in ARSP	Responsible Dept. or Officials	Remarks

Name and Designation of
Member Secretary

Annex III Sample of Annual Report

Annual Report for Administrative Reform Strategic Plan

XXX City Corporation
DD/MM/20XX

1. Executive Summary

Mayor describes the activities taken by ARC, achievements of ARSP and other comments or commitments.

Mention any documents such as attendance sheet to prove achievements

2. Summary of ARC's Activities

No.	Major Activities	Achievement	Documents

3. Achievements in ARPS

XXX Sector / Service

No.	Functions	Detail Activity	Actions to be taken	Achievement

4. Challenges and Solutions

No.	Challenges	Solutions taken	Present status	Further action for solution

Name and Designation of
Member Secretary

**Annex IV Format for Proposal for Capacity Development
Program**

Capacity Development Program

**Proposal for Capacity
Development Activity
on
[specific item]**

XXX Department, XXX Section
XXX Standing Committee

Name of Head of department/Standing Committee

Date: DD/MM/20XX

XXXX City Corporation

1. Title of Capacity Development Activity

2. Justifications

Describe background of training, equipment installation, increase of manpower such as problem of service delivery, shortage of manpower, lack of skills, equipment and so on. Logically explain how problem in service delivery is related to the lack of skills which will be improved through the proposed training.

3. Objectives and Target

3.1 Objectives

Explain main objectives of training, equipment installation and increase of manpower

3.2 Specific Target

Explain what ability participants or department can improve by training, installation of equipment or increase of manpower as bullets

- 1.
- 2.
- 3.

4. Impact

How this training, equipment installation and increase of manpower help improve service delivery.

5. Cost of Training

No.	Items of Training / equipment / manpower	Detail training contents, specification of equipment, responsibility of manpower
1		
2		
3		
4		
5		

6. Provider of Training / Equipment

Explain brief profile of institutions and company which can provide trainings and equipment.

7. Training Schedule

Date, duration, time schedule of training, equipment installation and recruitment of manpower

CDU member use

Evaluation of Proposal

Evaluation Items	High	Moderate	Low	Score	Remarks
Urgency					
Relevance					
Effectiveness					
Efficiency					
Impact					
Sustainability					

Score: High=3, Moderate=2, Low=1

Final – January 2018

Annex V Format for Proposal for Training Activity

Proposal for Training Activity In 20XX

Capacity Development Unit (CDU)

Name of Head of CDU

Date: DD/MM/20XX

XXXX City Corporation

Final – January 2018

1. Justification

In order to maintain accountability of capacity development program, explain background to conduct capacity development activity. Explain why CC needs to provide trainings, install equipment and recruit manpower. The explanations should be understandable for tax payers. Describe justification of selected training, equipment installation, increase of manpower based on vision and mission of CC, needs of people and problems of service delivery. Logically explain how problem in service delivery is related to the lack of skills which will be improved through the proposed training.

2. Objectives

Explain how selected trainings, equipment installation and increase of manpower can help achieve vision and mission of CC.

3. Contents of Capacity Development Program

No.	Items of Training / equipment / manpower	Detail training contents, specification of equipment, responsibility of manpower	Score of Evaluation
1			
2			
3			
4			
5			
6			
7			

Note: See Annex I, proposals for capacity development activities (*attach proposals of selected activities*)

4. Training Schedule

Schedule of capacity development activities are described in the Annex IV (*Attach training schedule and monitoring sheet*)

5. Budget of Training

No.	Name of Activity	Item of Expenditure	Unit Cost	No.	Total
1	Increase of sanitation inspector	Salary	360,000	3	1,080,000
		Sub total			1,080,000

2	Training on waste collection and disposal at primary collection site	Honorarium for participants	600	30	18,000
		Training facilities	50	30	1,500
		Sub total			19,500
3	Installment of Trolley and dustbins	Trolley	50,000	30	1,500,000
		Dust bin	5,000	300	1,500,000
		Distribution and installation cost	50	300	15,000
		Sub total			3,015,000
4	Collect waste from primary collection point or dust bin and transport to dumping site	Training fee	15,000	2	30,000
		Training facilities	100	21	2,100
		Sub total			32,100
		Grand Total			4,146,600

Final – January 2018

Administrative Reform Committee
Tentative Budget for Administrative Reform Committee (2014-2015)

Sl	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Meeting on Formation of ARC and Members to review the ARC										
	Meeting on Formation of ARC and Members	Mayor, CEO, Secretary, Others CC officials; total 25									
	Food	Snacks	25	30	750	CC					
		Lunch-200tk/person	25	200	5000						
	Sub total=				5750						
2	Orientation Workshop on ARC (Non Residential)										
	One day Orientation workshop on ARC formulation and ARSP contents at CC level	25 Officials/Staffs from different dept. 3 officials from PCO, 5 CGP staff, 2 support staff ; Total 35 persons				PCO					
	Food	Two times snacks and Tea for 35 Person for 1 Day	35	60	2100	PCO					
		Lunch-200/Person*35	35	200	7000	PCO					

	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person	33	50	1650	PCO					
	Conveyance for Participants/ Honorarium	300tk/ person for 25 person for 1 Day	25	300	7500	PCO					
	Sub Total=				18250						
3	Quarterly Meeting of ARC										
	Quarterly Meeting of ARC on implementation, monitoring, review, publication	15 Officials and staff; Total 15 persons				CC					
	Food	snacks and Tea for 15 Persons for 1 Day	15	30	450	CC					
		Lunch- 200/Person*15	15	200	3000	CC					
	Per quarterly meeting cost				3450						
	4 quarterly meeting in a year @ 3450 = 13800										
	Total Approximate Budget for CCs =				37800						



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

Guidelines for Vision and Mission set in each Department

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction.....	1
2. Justifications	1
2.1 Definition of Vision and Mission	1
2.2 Legal basis regarding setting Vision and Mission.....	1
3. Relevant issues of ICGIAP	2
3.1 Tasks for Vision and Mission set in each department.	2
3.2 Action by : Head of department	2
3.3 Time schedule:	2
3.4 Indicators.....	2
4. Objectives.....	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 The Role and Responsibilities of the relevant departments	2
5.2 The Role of Relevant Standing Committee.....	3
5.3 The Role and Responsibilities of the Mayor / City Council meeting.....	3
6. Vision and Mission of 5 City Corporations.....	3
7. Necessary Tasks and Procedure	4
7.1 Assign the Officer in Charge of each Department	4
7.2 Workshop on Vision and Mission.....	4
7.3 Examination of Vision and Mission	5
7.4 Revision of vision and mission and approval.....	6
8. Implementation Schedule	6
9. Cost of Implementation (if necessary).....	6

List of Annexes

1. Format for Vision and Mission (Annex-01)
2. Budget for implementation for setting Vision and Mission in each dept. (Annex-02)

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Functions and job descriptions are given to departments and specific positions in CC. They show specific responsibilities, demarcation of departments and individual officers. Functions and job descriptions are guidelines to sustain daily work; however, they are not intended to guide a department to bring positive changes.

Vision and mission is a principle of work of an organization intending to bring betterment in daily work. Vision envisages desirable future status of organization; while, mission describes specific responsibilities to bring changes from preset status to the visualized future status. Principle of organization depicted as vision and mission are also a commitment to citizen that a department make their endeavors to achieve the vision.

2.1 Definition of Vision and Mission

- Vision defines the optimal desired future state – the “Mental picture” of what agencies or departments want to realize.
- Mission describes responsibilities to be taken by a department to bring change from present status to the desired future state, namely vision. It is action-oriented, reasons for its being.

2.2 Legal basis regarding setting Vision and Mission

Although a few has been specifically mentioned in the City Corporation Act 2009 about the vision and mission, the City Corporation have been empowered to make regulation with the prior approval of the Govt. under section 121 of the Act by issuing Govt. notification published in the Gazette which do not contradict to achieve the objectives of the Act.

3. Relevant issues of ICGIAP

3.1 Tasks for Vision and Mission set in each department.

To accelerate the function of city corporation, it requires to set the vision and mission of each department of CC following the under mentioned tasks:

- Task 1: each department prepare vision and strategic plan involving officials of each department (Considering CC Act 2009)
- Task 2: Vision and strategic plan approved by City Corporation meeting;
- Task 3: Vision and Mission are displayed in citizens Charter and website
- Task 4: Vision and Mission are reviewed

3.2 Action by : Head of department

3.3 Time schedule:

- Task 1-2 by end of 1st year;
- Task 3 by end of 2nd year
- Task ask 4 by end of 4th year

3.4 Indicators

(1) 1st Performance Review: Vision and mission are set in each department

Every department should set vision and mission for themselves, and disclose to citizen

(2) 2nd Performance Review: Review vision and mission

Vision and mission set by each department should be reviewed periodically, because the situation of city and needs of citizen may change.

4. Objectives

- To direct officials for common objectives, goals and vision
- To create team-work in organization
- To facilitate leadership building

5. Relevant Organizations, Stakeholders and their role

5.1 The Role and Responsibilities of the relevant departments

The roles of departments are;

- To hold meeting timely on how to define and set their Vision and Mission in the certain timeframe.
- To discuss where they are and where they will suppose to be in future.
- To conduct workshops/ group discussions/ seminar with all concerned.
- To set the Vision and Mission to meet the public/community desire in view of rendering services.

5.2 The Role of Relevant Standing Committee

The Role and Responsibilities of the relevant standing committees are;

- To closely monitor and supervise the activities of the departments in terms of setting vision and mission.
- To examine and revise, if necessary, the vision and mission proposed by relevant departments

5.3 The Role and Responsibilities of the Mayor / City Council meeting

The roles of Mayor or City Council meeting are;

- To agree or revise the Vision and Mission for CC
- To examine vision and mission proposed by each department in the view of vision of City Corporation
- To approve vision and mission with consensus

6. Vision and Mission of 5 City Corporations

CC	Vision	Mission
NCC	To build an environment friendly, Clean, Healthy, Safe and Poverty free planned city to provide necessary services to all city dwellers	<ul style="list-style-type: none"> • Infrastructure development that is environment friendly and sustainable • Total Solid Waste Management • Less disaster, crime, traffic and boat accident • Infrastructure that supports industry and basic human needs • Elaboration on sector plan and its execution • Equity in public services to all the wards
CoCC	Build a planned Beautiful Green City and keep it neat and Clean	<ul style="list-style-type: none"> • Elaboration on Master Plan and its execution • Green landscaping of the public areas • Equity in public services to urban and suburban areas • Good public services of road network, drainage, street lighting, market, bus terminal, community center etc.
RpCC	Make our Rangpur Poverty free, environment friendly, beautiful and safe city	<ul style="list-style-type: none"> • Infrastructure that supports industry and basic human needs • Good environment for nature and human life • Total solid waste management • Less disasters, traffic accidents and crimes • Equity in public services to urban and suburban areas
GCC	Make a green, Poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and peoples participation without hampering the natural environment	<ul style="list-style-type: none"> • Elaboration on sector plan and its execution • Total solid waste management with participation and PPP • Good environment for nature and human life • Infrastructure that supports industry and

		basic human needs <ul style="list-style-type: none"> • Smooth traffic flow with various transportation modes • Enhancement of Governance that manages appropriate public services
ChCC	To upgrade Chittagong Metropolitan city as a modern cosmopolitan city and an efficient Local Government Institution capable of addressing the future challenges with the increasing demand for better urban facilities and amenities for new generation citizens.	<ul style="list-style-type: none"> • To facilitate every urban facilities and amenities to its citizens • To ensure a comprehensive city planning in Chittagong on way to provide a better working environment for its citizens • To develop Chittagong as the 3 dimensional commercial capital of the country where trade/commerce, industry and Tourism would be encouraged.

7. Necessary Tasks and Procedure

7.1 Assign the Officer in Charge of each Department

- Head of department assigns an officer who will be in charge of elaborating draft vision and mission
- The officer in charge is responsible for holding workshop/meeting, keeping minutes; organize logistics for workshop/meeting, documentation, etc.

7.2 Workshop on Vision and Mission

In order to prepare vision and mission, officer in charge organizes internal workshop for articulating vision and mission. The activities in workshop are as below;

- SWOT analysis;
- Situation analysis of relevant services;
- Proposal of draft vision and mission;

(1) SWOT Analysis

The SWOT (Strengths, Weakness, Opportunity and Threats) analysis is an effective tool or technique to figure out possible approaches to develop an organization. In the consideration of present status and desirable future status to be achieved, participants analyze SWOT. SWOT analysis implies approaches to vision, thus mission can be formulated based on the analysis.

The worksheet of SWOT Analysis

Strength (internal)	Weaknesses (internal)

Opportunities (external)	Threats (external)

(2) Situation analysis: current status and desirable future status of relevant services

This exercise is to understand the present status and desirable future status of their service. Vision will be identification of desirable future status.

Name of Dept./Section:		
Present status of service delivery	Desirable Future Status of service delivery	Priority Ranking

Double tick (√√) = High; Single tick = (√) = Moderate; Blank = Low

(3) Setting Vision and Mission (proposal)

Based on the situation analysis and SWOT exercise, participants of the workshop propose vision and mission. (Sample of setting Vision and Mission in each dept. is attached as Annex-1)

7.3 Examination of Vision and Mission

Proposed vision and mission should be examined by the relevant standing committee. Based on the analysis, officer in charge prepares presentation material. Head of department gives presentation at the meeting of the relevant standing committee. Presence of Mayor is desirable. Professional persons can be invited, if necessary.

7.4 Revision of vision and mission and approval

Comments of the relevant standing committee should be reflected in the draft final version of vision and mission. The draft final of vision and mission is reviewed in City Council meeting and approved. If any comments for revision are given, the department makes revision accordingly.

8. Implementation Schedule

(1) Assignment of officer in charge

PIU requests every department to assign officer in charge immediately after its establishment.

(2) Workshop on Vision and Mission

The department conduct workshop on vision and mission by 2nd quarter of 1st year.

(3) Presentation at the relevant standing committee meeting

Presentation at standing committee meeting should be done by 3rd quarter of 1st year.

(4) Review in City Council meeting

Draft final of vision and mission should be reviewed by the last quarter of 1st year.

(5) Display vision and mission

Approved vision and mission should be displayed on website, and disseminated through other media, such as, leaflet, Citizen Charter, etc.

9. Cost of Implementation (if necessary)

- Budget for workshop (A sample budget is attached as Annex no-2)

City Governance Project

Name of the Theme:

"Vision and Mission set in each department"

Name of department: Engineering department

1. Check List for the workshop:

Multi Media, Brown paper, White board, Marker, Pad-pen, vipp card etc.

2. Group formation:

Each department is divided into two/three groups.

3. Brief Outline of the relevant department

Briefly State here about the department, Aim and Objectives, its role and responsibilities and functions etc.

4. Review the Vision and Mission of City Corporation

- The Vision and Mission of City Corporation has been clarified, reviewed and analyzed, which had been made during the preparatory works of CGP project. Vision is a long term and aspiration goal. On the other hand, Mission is a day to day activity that leads to the Vision. The main purpose of reviewing the Vision and Mission of CC is to achieve the institutional goal, so that every Vision and Mission of each department can act as a supplementary role in achieving Vision and Mission of City Corporation.

5. Strengths, Weakness, Opportunity, Threats (SWOT) analysis (Example)

The group has analyzed the SWOT to understand the internal strengths and weakness; and the external opportunity and threats of the department.

Example:

Strengths	Weakness
<ul style="list-style-type: none"> • (During the SWOT analysis, pls. consider the below things, like- Human resource, Materials, Money, Equipments, process and Technique etc.) 	<ul style="list-style-type: none"> • • • • •
.....

Opportunities	Threats

Development partners comes forward	Natural disaster and Political instability.
CC Organogram approval	Bureaucratic complication may delay the approval process
Inclusive approaches introduced in development activities	Lack of coordination between the CC and National agencies
.....

6. Situation Analysis (Example)

The groups have also exercised about the situation analysis briefly, identified the problems including challenges, but the principle areas have been found and selected regarding the present status and the desired future.

Present situation	Preferred future	Priority Ranking
1. Lack of Man Power	• A compact, skilled and experienced Engineering cell set up of dept.	Please Mark tick here as prefer
2. Lack of equipments	• Ultramodern engineering related equipments are secured.	
3. Lack of awareness of the citizens	• Citizens are aware and proactive in terms of their role and responsibilities and development concept	

7. Presentation of group work

After exercising the group works all groups will present the findings of their points.

8. Select the prioritized issues

All groups have picked up the important and prioritized issues that need to be incorporated in Vision and Mission of the departments. The selection of the issues has been considered on its importance and feasibility.

9. Set Vision and Mission (Example)

Engineering dept

Vision	Mission
<ul style="list-style-type: none"> ● "Uniformed, well -Equipped team in Engineering dept. to build a Climate resilience of sustainable infrastructure development and deliver qualitative services to the City Corporation." 	<ul style="list-style-type: none"> ● To empower/capacitate the local government system; ● To enhance community based approach; ● To build the linkage partnership amongst the service providing agencies; ● To conduct Policy advocacy to stakeholders. ●

- Remarks:

Annex-02

City Governance Project
Vision and Mission set in each Department
Budget for Preparation of setting Vision and Mission in each dept (2015-2016)

Sl	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Rem
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1 workshop on setting Vision and Mission in each dept.(Non Residential)											
	One day Workshop at CC level	25 Officials/Staffs from relevant dept. 5 CGP staff, 2 support staff from relevant Dept; Total 32 persons				CC					
	Food	Two times snacks and Tea for 32 Person for 1 Day	32	60	1920	CC					
		Lunch-200/Person*32	32	200	6400	CC					
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person	30	50	1500	CC					
	Conveyance for Participants/ Honorarium	200tk/ person for 25 person for 1 Day	25	200	5000	CC					
Expenditure for One workshop cost is Sub Total=					14820						
	Conduct Workshop in 9 dept.(Major) in each CC	Per dept. workshop expenditure-14820@9	9	14820	133380						
					Total cost for Nine Workshop	133380					
2 Relevant dept Standing Committee Meeting to review the proposed Vision and Mission											
	Relevant Standing committee members to review proposed vision and Mission	Standing committee members and CC Officials -7, CGP Staffs-5 and Meeting support staff-3, Total -15 person				CC					
	Snacks and Tea	15 person,	15	50	750						
	Lunch	15 packets;200 tk/ per pack	15	200	3000						

	Documentation printing and photocopy	Printing./Photocopy etc			1000						
				Total cost for one meeting	4750						
	14 Standing committee meeting for review the vision and mission	Total 14 standing committee@ 4750 tk each meeting cost	14	4750	66500						
Sub total=					66500						
City Council meeting to approve Vision and Mission of each dept											
3	Elected representative-34 person, CC Officials-20, CGP staff-5 and CC support staff-3, Total -62	One day meeting;Total person-62									
	Snacks and Tea	50 tk/62 person	62	50	3100						
	Lunch	200 tk/62person	62	200	11000						
	Materials (Banner, pen, pad, etc)	55 Pcs			6,000						
	Documentation printing and photocopy	Documentation printing and photocopy			3000						
Sub Total=					23100						
Printing, display and Distribution of Vision and Mission of each dept.											
4	Printing,publicity and Distribution of Vision and Mission	Printing of Vision and Mission- 500 copy, Distribution cost includes				CC					
	Printing of Vision and Mission	Minimum 500 sets of Vision and Mission publication in the form of booklet, pumlet etc. in each CC			50000	CC					
	Distribution of Citizens Charter	Citizens Charter distribution to the stakeholder, national agencies, NGOs, others dept. etc.			5000						
Sub Total=					55000						
8. Publicity of Vision and Mission in Local Newspaper and others Media											

5	Publicity of Vision and Mission in Local Newspaper and others Media	Vision and Mission Publishes at least 5 Local Newspaper and others Media				CC							
	Vision and Mission publish in Local Newspaper	at least 5 Local Newspaper in each CC			25000	CC							
	Publicity of Citizens Charter in others Media	Others Media			10000								
					Sub Total=	35000							
					Total Approximate Budget for CCs =	312980							

Final_February 2012



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department**

Guidelines for Capacity Development Unit

**Project Coordination Office
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction.....	1
2. Justifications	1
3. Relevant issues of ICGIAP	1
3.1 Areas of Activity Capacity Development Unit (CDU) established and formulated training program	1
3.2 Tasks of CDU	2
3.3 Composition of CDU	2
3.4 ToR of CDU	2
3.5 Action by	2
3.6 Time Schedule	2
3.7 Indicators	2
4. Objectives.....	3
4.1 Objectives.....	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 PCO/PIU	3
5.2 Training providers	3
5.3 Administrative Reform Committee	3
6. Necessary Tasks and Procedure	3
6.1 Formulation of CDU	3
6.2 Orientation workshop.....	4
6.3 Formulation procedure of training program.....	4
6.4 Schedule and Monitoring of Activity	5
6.5 Assessment of Capacity Development Program	5
6.6 Quarterly and final report on CDU activity.....	5
7. Implementation Schedule	5
7.1 Formation of CDU	5
7.2 Formulation of Capacity Development Program	5
7.3 Monitoring.....	5
7.4 Assessment.....	5
7.5 Reports	6
Annex I List of Training Provider	7
Annex II Summary Sheet for Capacity Development Program.....	1
Annex III Format for Proposal for Capacity Development Program	2
Annex IV Format for Proposal for Training Activity	6

Annex V	Schedule of Capacity Development Program and Monitoring Sheet	1
Annex VI	Format for Assessment for Capacity Development Activity.....	1
Annex VII	Format for Quarterly Report.....	1
Annex VIII	Implementation Schedule	2
Annex IX	Sample Budget for implementation of the CDU.....	3

Final_February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Pourashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Capacity development is one of essential activity to build inclusive city governance. At present, CCs have failed to conduct some of functions due to different reasons. One of the reasons is the capacity of officials. Since CC need to cover the functions given in CC Act with limited human resources and fund, CCs need to increase manpower, improve skills of officials, bring Kaizen to improve their work with minimal input and install equipment.

Different donors arrange several training programs for local government officials. The training is basically on the project basis; thus they are usually ad hoc in nature. Moreover, the training is not proactively formulated by CCs, and they are externally prepared. Officials will gain capacity on specific subject, which is often project activity oriented, through the training provided by the projects, and they may not always have the chance to upgrade skills and knowledge they need for their daily activities.

On the other hands, the needs for training towards officials are diverse, especially in CCs where the functions of town are differentiated from Paurashavas due to geographic location, economic activities, private sector activities, availability of NGOs and CBOs or the lifestyle of the general public. It may be necessary for local governments to formulate a training program according to the needs of resident's officials and policies they independently envisage. In order to make the training sustainable, each local government should secure the budget according to their training plan

3. Relevant issues of ICGIAP

3.1 Areas of Activity Capacity Development Unit (CDU) established and formulated training program

Establishment of CDU There are always needs of training to improve the capacity of the elected representative, officers and staffs of the city corporation. In order to make comprehensive training program

and sustain it, Capacity Development Unit (CDU) is established in the city corporation.

3.2 Tasks of CDU

:

- Task1 : CDU is formed and approved by City Corporation Meeting
- Task 2 : Letter is issued by Mayor and circulates it to the members
- Task 3 : Hold workshop on CDU operation
- Task 4 : Formulate Program for technical training and Kaizen activities with budget plan
- Task 5 : Conduct the technical training according to schedule
- Task 6 : Produce report on capacity development

3.3 Composition of CDU

CEO	Chairperson
Secretary	Member Secretary
Head of all department	Member

3.4 ToR of CDU

- CDU initiate formulating skill training program based on ARP and ICGIAP
- CDU proposes skill training course and Kaizen training with budget plan
- CDU organize training provider, and arrange training course by the CCs own fund
- Facilitate Kaizen training and activities
- Monitor implementation of Kaizen activities and technical training
- Assess capacity or work improved by Kaizen and technical training
- Prepare progress (quarterly) and final report on capacity development activities

3.5 Action by

- Secretary

3.6 Time Schedule

Task 1-3 by mid of 1st year

Task 4 by end of 1st year

Task 5 every year from 2nd year

Task 6 end of every fiscal year

3.7 Indicators

(1) 1st Performance Review: Training program formulated

Training program should be formulated by the 1st performance review. The training program should be formulated based on Administrative Reform Plan reviewed by ARC. The contents of training program should be relevant to ARP and feasible in terms of financial capacity. The format for training program is given in this guideline. CGP will not provide fund for the training program apart from the training specially arranged by CGP, thus it should be implemented by CC's own budget, or CCs may look for fund from other sources.

(2) 2nd Performance Review: Report on capacity development produced by CDU

As it is described in this guideline, CDU is supposed to produce quarterly and annual report. CDU should produce these report based on the formats which is given in this guideline.

4. Objectives

4.1 Objectives

Capacity Development Unit (CDU) is proposed to establish as institutional settings to develop the training program for sustainable capacity development of CC. CDU consists of top management officers, such as, CEO, secretary and other heads of department. It will analyze the needs of training based on ARP. It will formulate technical training with training providers, such as, NILG, LGED, DPHE, private institutes, NGOs and so on. It will also promote Kaizen activities. At the end of the fiscal year, it will evaluate training activities and performance of officials who received the training.

5. Relevant Organizations, Stakeholders and their role

5.1 PCO/PIU

Project Coordination Office (PCO) and Project Implementation Unit (PIU) are responsible for facilitation and monitoring of CDU. PIU will make budget for CDU activities based on proposed training program, and submit it to the relevant standing committee.

5.2 Training providers

There are several training providers. CDU is responsible for making contact with them and outsource training activity. If the budget of CC will not allow them to conduct training program, then CDU organize training by CC's own human resources. In other words, senior officials give training to junior officials. CDU coordinates with trainers, make schedule and budget for each training. **Annex I** shows potential training providers and subjects of training they can provide. CCs may look for other providers which are available in the CC or national level according to their needs. NILG is one of training provider, but it has wider network with resource persons and institutions, thus it is recommended that CC consults with NILG at the initial stage. The Municipal Support Unit of Urban Management Unit (UMU) of LGED is also one of the training providers in Bangladesh.

5.3 Administrative Reform Committee

ARC has authority to request CDU to formulate training program. CDU formulate training program based on ARP, but prioritization of training should follow the strategic plan produced by ARC.

6. Necessary Tasks and Procedure

6.1 Formulation of CDU

Member of CDU is recommended as follow;

- CEO – Chairperson

- Secretary – Member secretary
- Heads of all dept. – Member

CDU is formed by CEO, and approved by City Council meeting. The official letter should be prepared by Mayor and circulated.

6.2 Orientation workshop

Project Coordination Office (PCO) will organize orientation workshop on CDU formulation and operation in each CC. Orientation workshop is to explain the concept of CDU, functions and schedule of activities. It should be held immediately after ICGP consultant starts working on the ground. ICGP consultant will prepare materials for workshop, and organize workshop. ICGP consultant will give lecture on the concept of CDU and operational procedures.

6.3 Formulation procedure of training program

Training program will be formulated as per the following steps:

(1) Step 1: review of ARP

ARP is given to every CC. ARP describes “present status (1st sheet), “5 years action plan (2nd Sheet” and “Administrative Reform Plan (the last sheet)”. Each department confirms “Responsible Dept./Sec. in “present status”. Then, review “Reason for Moderate or Low performance”, “Present status” and “5 year action plan” in the second sheet namely “5 year action plan”. Finally, reviews “applicable activity” in ARP (3rd sheet) that show the actions to be taken, such as, “Kaizen activity”, Technology transfer”, “Installment of equipment” and “Increase of manpower”.

Please remember that review of ARP will be requested to head of departments by ARC. Thus, CDU does not have to request, but to guide and monitor the progress of review activity.

(2) Step 2: Proposal for training, installation of equipment and Increase of manpower

For every function, relevant activity is recommended in ARP. Each department will select one or two activities from “technology transfer”, “installation of equipment” and “increase of manpower” that can help improve services of the departments. Each department fill in necessary information in the summary sheet (**Annex II**, example of inputs are given in the format), and accordingly, prepare detailed plan for training, equipment installation and recruitment of manpower based on the format (**Annex III**).

(3) Step 3: Selection and formulation of Capacity Development Program

CDU compiles summary sheet prepared by the departments into one summary sheet. It also reviews contents of training proposals and give marks according to criteria listed below. Once the training are prioritized based on given total budget for Capacity Development Program, CDU compile the selected proposals and total budget, and make proposal as Capacity Development program according to the format (**Annex IV**).

Selection Criteria will include the following:

- Urgency: Is improvement of service delivery urgent?
- Relevance: Is the proposal relevant to vision and mission of department or vision of CC? Does increase of manpower (permanent staff) follow approved organogram? If not, is it part-time?

- Effectiveness: Is the proposal help achieve target of 5 year action plan in ARP?
- Efficiency: is it cost-effective? Compare expenditure and impact. Is proposed budget realistic or affordable for CC?
- Impact: How much does training have impact on public services? Is it measurable?
- Sustainability: Does the training, equipment or manpower sustain improved public services?

Note 1: There is a table for evaluation of proposal. CDU members marks proposal according to the criteria. The total marks of proposal can be used for prioritization of proposed training.

Note 2: After the selection of activities, if any necessary modifications, such as, target officials/councilors, number of participants, contents of training, budget, then CDU advises responsible departments to revise the proposal for finalization.

(4) Kaizen Training

Kaizen training should be implemented following the guideline for Kaizen Activity.

6.4 Schedule and Monitoring of Activity

Detailed schedule of training, equipment installation and recruitment will be given in the proposals prepared by each department. CDU compiles the schedule in the given format (**Annex V**). It also monitors the activities quarterly according to the schedule.

6.5 Assessment of Capacity Development Program

Assessment of each training activity should be done by the trainer immediately after the training activity, and assessment report should be prepared based on the format (**Annex VI**). The format for assessment can be modified according to the nature of training activity. CDU makes sure to include assessment of training in the TOR of trainer.

6.6 Quarterly and final report on CDU activity

Quarterly report will be made based on the format (**Annex VII**). For the final report, CDU uses the format which is same as quarterly report. It is just a sample for report writing which shows minimum information, thus it can be modified by CDU.

7. Implementation Schedule

7.1 Formation of CDU

CDU is formed soon after the issue of letter from PCO

7.2 Formulation of Capacity Development Program

Formulation of Capacity Development Program with budget should be done by June, 2015.

7.3 Monitoring

Implementation of the Program will start with fiscal year of 2015-16. CDU conducts monitoring work according to the Schedule and Monitoring Sheet. Some of training, equipment procurement and recruitment of manpower concerning ICGP could be done immediately after the start of ICGP.

7.4 Assessment

Assessment of each activity should be done within one month after the activity.

7.5 Reports

Quarterly report should be prepared by end of each quarter, namely, end of September, December, March, and the report of the last quarter is substituted by final report. Final report should be prepared by end of June.

See detail of implementation schedule in annex VIII

Final_February 2018

Annex I List of Training Provider

List of Training Provider		
No.	Training Provider	Training Contents
GoB		
1	NILG	Kaizen, general public administration, office management
2	LGED	Civil engineering in general, quality control of civil engineering, e-GP, Master Plan, Sector planning, fry over,
3	Urban Management Unit (UMU)	
4	DPHE	Water supply, water quality control, slum development
5	BARD (Comilla) RDA (Bogra)	Community mobilization, facilitation, participatory development, income generation for women, gender issue
6	Dept. of Social Welfare	Poverty reduction, gender issue
7	Other City Corporations	Any kind of functions of City Corporation, such as waste collection,
8	Department of Environment	Any kind of environmental issue
Academic Institutions		
1	Institute of Governance Studies, RRAC University	Governance, environment governance, private sector development, budget planning based on policy, democracy, negotiation and conflict management
2	BUET/CUET/Other universities	Urban planning, Civil Engineer, Sector plan, Waste management
NGOs/International Organizations		
1	IUCN Bangladesh	Environmental conservation
2	Bangladesh Environmental Lawyers Association	Environmental laws and regulations
3	Institution of Engineers Bangladesh (IEB)	
4	Bangladesh Institute of Management (BIM)	Management Capacity Building
5	Bangladesh Institute of Administrative Management (BIAM)	Development, Administration and Management

Annex II Summary Sheet for Capacity Development Program

Summary Sheet for Capacity Development Program

No.	Dept. / Section	Concerning Function	Activity (training / equipment / manpower)	Target Officers /Councilors	No. of Input (participants)	Training Duration (days)	Duration (dd/mm-dd/mm)	Contents of Training / Equipment / Responsibilities of Employee	Training Institutions / Experts	Estimated Budget
1	Conservancy Dept.	1-1. Responsibilities for sanitation	Increase of sanitation inspector	N/A	3	N/A	permanent	Field level inspection of sanitary situation in primary waste collection points and dumping site	N/A	30,000Tk/month x 12 months / year = 360,000 / year x 3 persons
2	Conservancy Dept.	1.4-7. Removal, collection and disposal of waste	Training on waste collection and disposal at primary collection site	Cleaner (waste collection)	30	2days	01/Aug-30/Sep	Route and schedule of waste collection Dumping at primary collection site Cleaning of dumping site	Sanitary Inspector	300Tk x 2 days x 30 person = 18,000Tk
3	Conservancy Dept.	1.4-7. Removal, collection and disposal of waste	Installment of trolley and dustbins	N/A	30 trolley 300 dustbins	N/A	01/Aug-30/Sep	500 litter trolley with rickshaw 100 litter dust bin	N/A	50,000Tk x 30 =1500,000 5,000Tk x 300 = 1500,000
4	Conservancy Dept.	1.4-7. Removal, collection and disposal of waste	Collect waste from primary collection point or dust bin and transport to dumping site	Medical officer / Sanitary Inspectors	5	3 days	01/Sep-30/Oct	How to make collecting schedule How to manage dust bin How to transport waste from primary collection point to dumping site	Dhaka CC, Conservancy Dept.	5,000Tk x 3 days x 2 officials = 30,000Tk
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										

**Annex III Format for Proposal for Capacity Development
Program**

Capacity Development Program

**Proposal for Capacity
Development Activity
on
[specific item]**

XXX Department, XXX Section
XXX Standing Committee

Name of Head of department/Standing Committee

Date: DD/MM/20XX

XXXX City Corporation

1. Title of Capacity Development Activity

2. Justifications

Describe background of training, equipment installation, increase of manpower such as problem of service delivery, shortage of manpower, lack of skills, equipment and so on. Logically explain how problem in service delivery is related to the lack of skills which will be improved through the proposed training.

3. Objectives and Target

3.1 Objectives

Explain main objectives of training, equipment installation and increase of manpower

3.2 Specific Target

Explain what ability participants or department can improve by training, installation of equipment or increase of manpower as bullets

- 1.
- 2.
- 3.

4. Impact

How this training, equipment installation and increase of manpower help improve service delivery.

5. Cost of Training

No.	Items of Training / equipment / manpower	Detail training contents, specification of equipment, responsibility of manpower
1		
2		
3		
4		
5		

6. Provider of Training / Equipment

Explain brief profile of institutions and company which can provide trainings and equipment.

7. Training Schedule

Date, duration, time schedule of training, equipment installation and recruitment of manpower

Detail Activity	Month					
	Sep	Oct	Nov	Dec	Jan	Feb

8. Budget of Training

- Training fee / honorarium for training provider / trainer*
- Training facilities (rent of room or hall, projector and screen, PC, tea, meals, etc.)*
- Training materials*
- Number of equipment, unit cost*
- Monthly salary and honorarium, number of manpower, duration of recruitment (if, it is permanent staff, then propose annual expenditure for each staff)*

Final_February 2018

CDU member use

Evaluation of Proposal

Evaluation Items	High	Moderate	Low	Score	Remarks
Urgency					
Relevance					
Effectiveness					
Efficiency					
Impact					
Sustainability					

Score: High=3, Moderate=2, Low=1

Final _ February 2018

Annex IV Format for Proposal for Training Activity

**Proposal for Training
Activity
In 20XX**

Capacity Development Unit (CDU)

Name of Head of CDU

Date: DD/MM/20XX

XXXX City Corporation

1. Justification

In order to maintain accountability of capacity development program, explain background to conduct capacity development activity. Explain why CC needs to provide trainings, install equipment and recruit manpower. The explanations should be understandable for tax payers. Describe justification of selected training, equipment installation, increase of manpower based on vision and mission of CC, needs of people and problems of service delivery. Logically explain how problem in service delivery is related to the lack of skills which will be improved through the proposed training.

2. Objectives

Explain how selected trainings, equipment installation and increase of manpower can help achieve vision and mission of CC.

3. Contents of Capacity Development Program

No.	Items of Training / equipment / manpower	Detail training contents, specification of equipment, responsibility of manpower	Score of Evaluation
1			
2			
3			
4			
5			
6			
7			

Note: See Annex I, proposals for capacity development activities (*attach proposals of selected activities*)

4. Training Schedule

Schedule of capacity development activities are described in the Annex IV (*Attach training schedule and monitoring sheet*)

5. Budget of Training

No.	Name of Activity	Item of Expenditure	Unit Cost	No.	Total
1	Increase of sanitation inspector	Salary	360,000	3	1,080,000
		Sub total			1,080,000

2	Training on waste collection and disposal at primary collection site	Honorarium for participants	600	30	18,000
		Training facilities	50	30	1,500
		Sub total			19,500
3	Installment of Trolley and dustbins	Trolley	50,000	30	1,500,000
		Dust bin	5,000	300	1,500,000
		Distribution and installation cost	50	300	15,000
		Sub total			3,015,000
4	Collect waste from primary collection point or dust bin and transport to dumping site	Training fee	15,000	2	30,000
		Training facilities	100	21	2,100
		Sub total			32,100
		Grand Total			4,146,600

Final_February 2018

Annex VI Format for Assessment for Capacity Development Activity

Assessment for Capacity Development Activity

1. Title of Activity:

2. Duration: DD/MM/-DD/MM/20XX

3. Schedule of Capacity Development Activity

Describe actual schedule, if it is different from proposed schedule
Copy paste the schedule on proposal, if it is done as proposed

4. Number of Participants / Equipment installed / Manpower recruited

Target	Actual

5. Achievements

(1) Targets and Achievement

No.	Targets	Achievements
1		
2		
3		

Describe targets which are mentioned in the proposal, and explain achievement after the implementation of activity.

(2) Result of Questionnaire (only for training activity)

Questions		Options		No. of Answer
1-	Do you find the training subject useful for you?	a	useful	
		b	some	
		c	not useful	
2-	Have you participated in a training on same subject?	a	yes	
		b	No	
	If yes, which training was more useful for you?	a	This training	
3-	How were the content of the training?	b	Previous training	
		a	sufficient	
		b	insufficient	
4-	How do you find the training text	c	poor	
		a	sufficient	
		b	insufficient	
5-	How was the time allocation?	c	poor	
		a	appropriate	
		b	need to be longer	

		c	need to be shorter	
6-	How was the timing of training?	a	appropriate	
		b	not appropriate	
7-	How was the place of the training course?	a	appropriate	
		b	not appropriate	
8-	How do you evaluate the lecturer (trainer)?	a	appropriate	
		b	not appropriate	
9-	How do you evaluate the training arrangement?	a	appropriate	
		b	not appropriate	
10-	Do you want to apply the process on the ground?	a	yes	
		b	no	

6. Budget

Proposed	Actual

7. Way Forward

Final_February 2018

Annex VII Format for Quarterly Report

Quarterly Report Capacity Development Program Capacity Development Unit, XXX City Corporation

1. Summary of Achievements

Describe the achievements

2. Summary Sheet of Training Program

No.	Implemented Training	Proposed Input (participants / equipment / manpower)	Actual Input (participants / equipment / manpower)	Proposed Target	Achievements	Proposed Budget	Actual Budget
1	Increase of sanitation inspector	3 Sanitary Inspector	3 Sanitary Inspector	1. 2. 3.	1. 2. 3.		
2	Training on waste collection and disposal at primary collection site	30 participants	25 participants	1. 2. 3.	1. 2. 3.		
3	Installment of trolley and dustbins	trolley 30 Dust bin 300	trolley 40 Dust bin 350	1. 2. 3.	1. 2. 3.		

3. Challenges

Explain any challenges if any activities are behind the schedule

Annex VIII Implementation Schedule

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20					
				1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th		
2.4 Capacity Development Unit (CDU) established, and formulate training program	Training program formulated and at least one Kaizen implemented by each Dept.	At least one Kaizen activity implemented by each Dept., and report on capacity development produced by CDU	Task 1: CDU is formed and approved by City Corporation Meeting																										
			Task 2: Letter is issued by Mayor and circulate it to the members																										
			Task 3: Hold workshop on CDU operation																										
			Task 4: Formulate Program for technical training and Kaizen activities with budget plan																										
			Task 5: Conduct the technical training according to schedule																										
			Task 6: Produce report on capacity development																										

Final February

Annex IX Sample Budget for implementation of the CDU

City Governance Project Capacity Development Unit

Annex-09

Tentative Budget for implementation of Capacity Development Unit (2014-2015)

SI	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Orientation Workshop on CDU (Non Residential)										
	One day Orientation workshop on CDU formulation and operation at CC level	25 Officials/Staffs from different dept. 3 officials from PCO, 5 CGP staff, 2 support staff ; Total 35 persons				CC					
	Food	Two times snacks and Tea for 35 Person for 1 Day	35	60	2100	CC					
		Lunch-200/Person*32	35	200	7000	CC					
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person	33	50	1650	CC					
	Convanche for Participants/ Honourium	300tk/ person for 25 person for 1 Day	25	300	7500	CC					
					Sub Total=	18250					
2	Workshop on formulation of training program										

	Two days workshop on formulation of training program at CC level	25 Officials/Staffs from different dept., 5 CGP staff, 2 support staff ; Total 32 persons				CC						
	Food	Four times snacks and Tea for 32 Person for 2 Days	32	120	3840	CC						
		Lunch-200/Person*32 for 2 days	32	400	12800	CC						
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person	30	50	1500	CC						
	Convanee for Participants/ Honourium	300tk/ person for 25 person for 2 Days	25	600	15000	CC						
					Sub Total=	33140						
					Total Approximate Budget for CCs =	51390						



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department**

2.5 Guidelines for Revision of Job Descriptions

**Project Coordination Office
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant issues of CGIAP:	1
3.1 Task:	1
3.2 Action by:	2
3.3 Time Schedule:.....	2
3.4 Indicators:.....	2
4. Objectives.....	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 Each department of CC	2
5.2 Administrative Reform Committee (ARC).....	2
6. Necessary Tasks and Procedure	2
6.1 Revision of job description	2
6.2 Review of revised job descriptions	3
6.3 Procedure of approval for revised job descriptions.....	3
6.4 Circulation of revised job descriptions.....	3
6.5 Periodical review of job descriptions	3
7. Implementation Schedule	3
Annex I Revision of Job Description	1

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared that will be used in preparing and/or revising job descriptions for given positions in the respective departments.

2. Justifications

Job description is a guideline of daily work for every officer. Though officials of City Corporation need to work out of job descriptions when needs arise, they should be aware of minimum responsibilities to maintain. Job descriptions are given to relevant officials in CC, but they sometimes are not sufficient to cover the functions of City Corporation which are describe in CC Act.

This activity is to review the job descriptions according to Administrative Reform Plan (ARP). In ARP, performance of CC in the given functions has been analyzed, and actions to be taken are proposed. Thus, CC will review the job descriptions based on the analysis of functions.

3. Relevant issues of CGIAP:

3.1 Task:

Individual officer and staff of city corporation require the Job Descriptions to make sure their responsibilities and provide service effectively. It should be revised periodically to meet the needs of citizens.

Task 1: Review functions of CC by concerning department

Task 2: Job description is revised according to the functions in Act by each department

Task 3: CDU review job description

Task 4: Revised job description approved by City Corporation meeting

Task 5: Circulate the Job Description to all the officer and staff by official letter signed by Mayor

Job descriptions are reviewed by CDU

3.2 Action by:

Head of all departments

3.3 Time Schedule:

Task 1, 2: by end of 1st year

Task 3, 5: by end of 2nd year

Task 6: by end of 4th year

3.4 Indicators:

- 1st Performance Review: Job descriptions are reviewed and approved by City Council. Job descriptions are supposed to be reviewed and approved by relevant ministries and departments, but approval of relevant ministries is not a requirement for this indicator. As a minimum required, the proposed job descriptions should be approved by City Council.
- 2nd Performance Review: Job descriptions will be reviewed by the City Corporation. After two years' first review of job description, CC reviews the job descriptions. It should also be approved by City Council.

4. Objectives

- To review job descriptions based on ARP

5. Relevant Organizations, Stakeholders and their role

5.1 Each department of CC

Each department is requested to review ARP as a part of ICGIAP activity (2.2 Administrative Reform Committee established). When the departments review ARP, they will also review the job descriptions of relevant officials.

5.2 Administrative Reform Committee (ARC)

ARC is to request all departments to review ARP and job descriptions of relevant officials.

6. Necessary Tasks and Procedure

6.1 Revision of job description

Each department revises their existing job descriptions based on ARP. ARP shows performance of relevant functions. The departments identify any functions which are not implemented, and allocate tasks to officials to achieve the functions.

There are many reasons that a department cannot implement functions, but in the revision of job descriptions, they do not have to consider other causes of their mal-function. If there are any

functions that are implemented, but not integrated in job descriptions or functions such as “*site selection of dumping site*”, then they should propose to add them.

Annex I is the format for revision of job descriptions. It shows (1) relevant functions of department, (2) detailed activity, (3) Performance, (4) Reasons for “Low” or “None”, (5) Responsible position for the function and (6) Proposed Job Description. From (1) to (5) are written in ARP analysis sheet which is supposed to be revised before working on revision of job descriptions (Activity 2.2). In the process of revision of job descriptions, departments fill up (1) to (5) according to ARP, and propose necessary job descriptions in (6). Each department will submit the format to ARC after the revision of job descriptions.

6.2 Review of revised job descriptions

ARC collects Revision of Job Description (Annex I) from each department, and reviews the proposal. ARC integrate the Revision of Job Descriptions submitted by each department. If it is necessary, ARC gives comments on proposed job descriptions, and requests relevant department to finalize their proposal.

6.3 Procedure of approval for revised job descriptions

Compiled Revision of Job Descriptions will be submitted by ARC to City Council meeting. Mayors and councilors review the proposal, and give comments, if any. The comments of City Council meeting are given to ARC. ARC reviews the comments, and revised the job description in consultation with relevant departments.

6.4 Circulation of revised job descriptions

Revised job descriptions is submitted to LGD for approval. Once it is approved by LGD, then it is circulated in CC by Mayor. MCC may be involved in the process of dissemination of new job description by using website and other media.

6.5 Periodical review of job descriptions

Job descriptions should be reviewed periodically. Timing of revision can be decided by City Council meeting, but it should be revised before 1st and 2nd performance reviews during ICGP project period.

7. Implementation Schedule

- Review of ARP: Follow the schedule of ARC (2.2)
- Revision of job description by each department: Immediately after the review of ARP
- Review of proposed job description by ARC: 1st quarter of 2nd year
- Approval of proposed job descriptions by City Council: 2nd quarter of 2nd year
- Submission of new job description to LGD: 3rd to 4th quarter of 2nd year
- Circulation of new job description in CC: Immediately after the approval of LGD

Annex I Revision of Job Description

Revision of Job Description

Department of XXX

Sl. No. of Functions	(1) Functions	(2) Detail Activity	(3) Performance	(4) Reasons for Low or None	(5) Responsible Position for the function	(6) Proposed Job Description
8.8, 8.9	Private drainage (8.8, 8.9)	Permission for connection of private drainage to public drainage	None	Private drainage are not identified	Town Planner	<ol style="list-style-type: none"> 1. Provide permission to construct private drainage with specification of drainage when building permission issued 2. Provide permission for additional private drainage with specifications of drainage
		Require the provision, alternation, covering, clearing and closing of private drains	None	There is no responsible officers	Conservancy Inspector	Conduct monitoring of private drainage and provide instruction for management of private drainage
		Inspection and control (Monitoring and reporting) of private drainage condition	None	There is no responsible officers	Conservancy Inspector	Conduct monitoring of private drainage and provide instruction for maintenance of drainage in terms of hygiene and sanitation.
None	Waste Management	Selection of dumping site	L	There is no appropriate selection criteria in terms of urban planning and environment conservation	Urban Planner	<ol style="list-style-type: none"> 1. Set selection criteria for dumping site selection 2. Assess proposed site in the view of urban planning
					Conservancy Officer	<ol style="list-style-type: none"> 1. Request DoE to assess impact of environment and to provide advice for selection 2. examine the site selection of dumping site in terms of hygiene and sanitation



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department**

2.6 Guidelines for Kaizen Activities Implementation

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction:	1
2. Justification and Implementation Phases of Kaizen activities	1
3. Initiate Kaizen Activities:	3
3.1 Tasks of Initiate Kaizen Activities:	3
3.2 Action By:	3
3.3 Time Schedule:	3
3.4 Indicators.....	3
4. Objectives	3
5. Relevant Organizations, Stakeholders and their roles and Responsibility	4
5.1 Role of CDU	4
5.2 Role of Work Implementation Team	4
6. Necessary Tasks and Procedure	4
6.1 Select Kaizen Focal person	4
6.2 Roles and responsibility of Kaizen focal person;.....	4
6.3 Formation of Work Improvement team (WIT)	4
6.4 Outline of Kaizen Main Training	4
6.5 Composition of mentoring team:	5
6.6 Development of Action plan	5
6.7 Outline of Refresher training	5
6.8 Preparing progress and final report	5
6.9 Sharing experiences in CCs level.....	5
7. Implementation Schedule of the Activity	6
8. Cost of Implementation:	6
9. Possible Themes for Kaizen Initiatives are to:	6
10. Example of Successful Kaizen initiative:	7
Annex I: Work Improvement Member's List.....	1
Annex II: Theme Selection Format	2
Annex III: Service Related Problems.....	3
AnnexIV: Project Description (PLAN).....	4
Annex V : List of the causes of selected problems	5
Annex VI: Root Causes and Required Action.....	6
AnnexVII : Implementation Schedule (Gantt Chart) for WIT	7
Annex VIII : Implementation Schedule	1
Annex IX: Sample Budget format for WIT	2

1. Introduction:

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Kaizen activities that will be used for training and implementation of Kaizen activities in 5 City Corporations under the project.

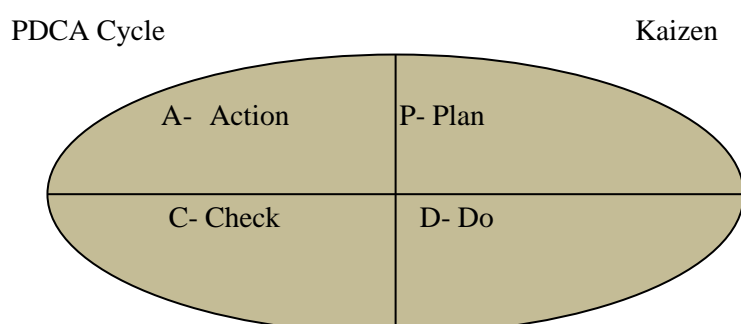
Kaizen is a system of continuous improvement in quality, technology, process, company, culture, productivity, safety and leadership. Kaizen was created in Japan following World War II. The word Kaizen means ‘Continuous Improvement’ It comes from the Japanese word “Kai” which means “change” and “Zen” is “better” or “good”.

Kaizen is a system that involves every employee – from upper management to the cleaning crew. Everyone is encouraged to come up with small improvement suggestions on a regular basis. This is not a once a month or once a year activity. It is continuous. Kaizen is a new governance improvement tool to bring continuous improvement of the service of city corporations. Kaizen means “improvement” in Japanese. Kaizen does not require any financial input or may need minimal input, but it brings changes in their work by introducing innovative ideas.

2. Justification and Implementation Phases of Kaizen activities

The implementation of Kaizen activities at City Corporation level shall contribute to develop capacity, skill & leadership; improve management system including office record and filing; increase service delivery efficiency and quality; ensure optimum use & utilization of resources for citizen service; reduce service delivery time, improve gender sensitive work environment etc.

Kaizen follows three principles namely (1) process and results, (2) systematic thinking and (3) non-blaming. The four steps known as “Plan-Do-Check-Act (PDCA) cycle” are followed in Kaizen process. PDCA cycle is also be more visualized in the following figure.



In 1949, the Supreme Commander of Allied Powers, the allied occupation forces headquarters, invited the distinguished statistician W. Edwards Deming to Japan. He would return to Japan one year later to lecture at the now famous eight-day **Japanese Scientists and Engineers (JUSE)**. Seminars where he introduced quality control practitioners to three basic ideas. The first idea Deming introduced to **Union of Japanese Scientists and Engineers (JUSE)** was the **PDCA Cycle**—Plan, Do, Check and Action.

In the plan phase-- to define a very specific issue from own departmental services that services should be improved much more and may be done more easy way and also be feasible to do that.

In the do phase—to engage in education (Basic Information), training, analysis of the related problems, set priority actions and then implement the plan.

In the check phase- to evaluate the outcomes of the implementation based on the measures and metrics adopted in the plan phase like Key Performance Indicators (KPI). While check the performed actions.

And in the action phase- to take the appropriate measures to close the **performance gap** between what was planned (before) and the actual outcomes (after).

Managers are expected to make wise decisions (plan) but they do not always have the resources to fully implement it (do). Short-gap measures are taken, creating delays and bottlenecks in implementing a policy. If political or client dissatisfaction escalates, then the manager must again seek another short-gap measure. To prevent this recurrence, the PDCA Cycle goes two-steps further.

First, managers are required to check what alternative resources (manpower, materials, machines, methods, market, money = **6Ms**) they can mobilize to address the primary **root cause** of the delays and bottlenecks, and, second, then decide what corrective actions are necessary to prevent future recurrence.

This cycle is repeated—that is, returning to the plan phase—by addressing the next largest root cause of delays and bottlenecks until the desired goals is achieved. This step-by-step process of “continuous improvement” is called **kaizen**.

The approach of Kaizen has been introduced through “the Project for Improving Public Services through Total Quality Control” supported by JICA. This project has established centers in central government and systematic approach to disseminate Kaizen activities all over Bangladesh. The activities of Kaizen have been spreading day by day, and officials of municipalities and CC are trained in Kaizen approach. However, Kaizen is still not so much familiar with officials in CC. Kaizen activity has not been implemented on the ground. In the process of formulation of ICGP, JICA Project team conducted Kaizen as pilot activity in Gazipur CC. Through the process of the pilot activity, the CC officials realized a certain impact of Kaizen activity, and the Project team also observed potential of CC officials to implement Kaizen activity in their service delivery and office work. CC officials in GCC and other CCs came to be keen to implement Kaizen, thus Kaizen has been enlisted as one of activities of ICGIAP.

3. Initiate Kaizen Activities:

3.1 Tasks of Initiate Kaizen Activities:

Task 1: Review and follow the Kaizen implementation guidelines;

Task 2: One officer nominated by head of each department participates in Kaizen training;

Task 3: Conduct Kaizen training and ensure participation in Kaizen training;

Task 4: Train officer in Kaizen as proposed in Kaizen;

Task 5: Officer in charge of Kaizen proposes Kaizen activity to CDU;

Task 6: City Corporation provide fund for kaizen implementation;

Task 7: Initiate Kaizen activities in each department;

Task 8: Each department implements Kaizen activity, submit monthly progress report to CDU;

Task 9: CDU conduct monitoring by progress report and field visit;

Task 10: CDU compile the report and present to City Corporation meeting;

Task 11: CDU compiles final report from the report produced by each department;

Task 12: Final report submitted to Mayor, and best practice prize given to one department;

Task 13: Achievement of Kaizen displayed on website.

3.2 Action By:

Head of department, Officer in charge (trained), CDU

3.3 Time Schedule:

- Task 1, 2: by mid of 1st year
- Task 3-12: by end of 2nd year
- Task 5-12: continuous from 3rd year

3.4 Indicators

- 1st Performance Review (PR): At least 1 Kaizen activity implementation in each department
- 2nd Performance Review (PR): At least 2 Kaizen activities implemented in each department

4. Objectives

- To enhance the capacity of officials to initiate Kaizen activity;
- To facilitate Kaizen activities projected in each department;
- To disseminate model activities to other departments and CCs.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of CDU

- To select Kaizen Focal person from CDU
- To formulate Kaizen training program, budget and necessary logistics for officials;
- To assist to each department to implement the Kaizen training;
- To provide mentoring support to each department;
- To monitor Kaizen activity through reviewing quarterly and annual report;
- To hold share the experiences and lessons learnt in CC
- To disseminate among mass people in CC and out of CC.

5.2 Role of Work Implementation Team

- To select Kaizen theme based on APR
- To Find out service related existing problems through ARP
- To analyze problem tree
- To select appropriate actions for addressing the problems
- To divide individual's roles and responsibilities
- To prepare proposal for Kaizen activity and budget
- To prepare action implementing chart and display in each department
- To implement Kaizen activity
- To make report

6. Necessary Tasks and Procedure

6.1 Select Kaizen Focal person

CDU selects a Kaizen focal person from a member of CDU namely from head of departments. Focal person is nominated for one year initially. After his/her successful completion of duties, he or she may be nominated for following year again. For the purpose of dissemination of Kaizen in CC, the responsibility as focal person can be rotated among the members of CDU, but it is recommended to assign one person for two or three years continuously. Head of CDU will have full responsibility for selecting focal person.

6.2 Roles and responsibility of Kaizen focal person;

- To assist CDU for organizing Kaizen training.
- To assist CDU for compiling of reports of department.
- To assist CDU to spread out Kaizen learning among many people
- To work as a key communicator between CC and PCO

6.3 Formation of Work Improvement team (WIT)

A Work Improvement Team (WIT) is formed in each department. The Team is composed of the combination of 3-5 members. Some key qualifications should be considered during the formation of team like those who will be interested to work proactively with energetic, dynamic, positive mind, innovative and eagerly wants to bring the positive changes etc. The rest of staffs of department are the general member of team. The head of the department will chair WIT meeting. The chair will take initiative for WIT formation through the department internal meeting where all officials will be present.

6.4 Outline of Kaizen Main Training

Kaizen training gives a clear idea about Kaizen activity implementation by Kaizen specialists. Resource person will be hired from BPATC, NILG or other partner institutions. All trainers will be certified by IPS-TQM team. Main training to be covered are explained below:

- Course contents will be explained in detail;
- Concept of Kaizen is to be discussed in detail;
- Origin of Kaizen is to be discussed;
- Relevant terms TQM, WIT, PDCA cycle, SIP will be explained;
- Sitting arrangement, participant list and other logistic support will be shared;
- Different types of format like action plan, implementation schedule, problem tree and root causes analysis chart will be explained.

6.5 Composition of mentoring team:

Resource person/ trainers play the mentoring role for 1st year of kaizen initiative. From the second year, CDU forms a mentoring team with some officials (3-5 persons) who participated in Kaizen training in the first year. The team members will guide or give mentoring support of each department separately.

Key responsibilities of mentors are described below;

- To organize meetings for progress sharing
- To provide technical support to solve existing barriers
- To assist CDU for facilitation and monitoring
- To organize capacity building initiatives for WIT members

6.6 Development of Action plan

WIT develops their action plan annually. The action plan consist of the following activities

- Work Improvement Members List (Annex-I)
- Theme selection (Annex II): WIT scrutinizes relevant part of ARP, and extract themes
- Service related problems (Annex III)
- Project description (Annex IV)
- List of the causes of selected problem (Annex V)
- Root causes and required actions (Annex VI)
- Implementation schedule (Annex VII) for WIT
- Reporting Format (Annex- H)
- Budget Format with sample budget (Annex VIII)

This plan is made during main training based on the analyzing of existing problems mentioned in ARP. There are many stages to develop an action plan which is discussed during the main training. WIT facilitates Kaizen activities based on the action plan.

6.7 Outline of Refresher training

Before annual report making refresher training is to be organized by ICGP for WITs. Mainly the progress report will be shared by team in the refresher training. If there is any gaps, challenges faced to implement the activity is also to be discussed there.

6.8 Preparing progress and final report

Quarterly progress report and annual report should be prepared by WIT timely. All reports from departments are submitted to CDU, and it compiles the reports and submits to Mayor. Please see the sample Reporting format in Annex-H

6.9 Sharing experiences in CCs level

After compilation of progress report, CDU will organize quarterly progress sharing meeting and annual meeting in CC level and submit the report to Mayor and ICGP team. Achievements of Kaizen are recommended to be visualized with photos, documentary film, success case writing, web page,

and other mass media for dissemination of CC's effort, achievements and experiences to citizens. Portal site for Total Quality Management (<http://www.ipstqm.net/>) and face book of Improving Public Services through Total Quality Management (hereafter TQM Project) can be one of the opportunity to disseminate Kaizen activities in City Corporations. There is also a magazine named "Kaizen: Field Initiatives in Bangladesh" published by the TQM Project, BPATC. The magazine is a tool to animate Kaizen activities as movement initiated by government sector.

7. Implementation Schedule of the Activity

Following activities are implemented according to the schedule prepared by PCO.

- CDU assigns focal person
- Formation of WIT
- Implementation of Training
- Conduct Kaizen activity
- Quarterly report
- Implementation of refresher training
- Progress sharing meeting
- Final Report submission

Annex VIII may be seen for implementation schedule.

8. Cost of Implementation:

City Corporations shall born cost of Kaizen activity implementation. The cost estimate for Kaizen activities have to be prepared by each department at the beginning of each financial year and submit through CDU to City Council. Based on department's cost estimate a combined cost estimate has to be prepared at City Corporation levels and ultimately to be included city corporation budget each financial year, even beyond the project period, CGP.

Each department of CC will take Kaizen initiative at her/his office or outside of office. It's a small initiative but the changes will be visible and contribute to bring the greater changes in CC level related to the CC's vision. In this regard, it may be needed minimal budget to implement the selected themes. Therefore, annual budget must be made by each department and CDU will submit one budget on Kaizen to CC's. CC will accommodate the budget as Kaizen head in their annual budget for each year that should be continued after closing the project period also. Please, you may see the sample budget format in Annex- IX.

9. Possible Themes for Kaizen Initiatives are to:

- develop file management system;
- ensure time management for Staffs;
- ensure one stop service center;
- improve office cleanliness ;
- develop yearly task calendar and implement the activities as per calendar ;
- enhance cleanliness of 1-2 primary school regarding sanitation and safe water;
- ensure collaboration with two health clinic regarding pre-natal and post- natal caring;
- develop a system of optimizing uses of medicine under health sector;
- improve tax collection in any ward or area/para;
- work with citizen in collaborative way for drain cleaning in any ward;
- improve street lightening at one area/place/ ward;
- ensure waste management in specific area with the collaboration of citizen;
- ensure relevant services (one/ two) from Government Agencies/ Line Ministry/ department or NGOs;

- improve Bangla typing for smooth communication;

10. Example of Successful Kaizen initiative:

সামগ্রিক মান ব্যবস্থাপনা (TQM) এর মাধ্যমে বগুড়া জেলার শিবগঞ্জ উপজেলা ভূমি অফিসের সেবার মান উন্নয়ন।



জনাব এ, কে, এম, তাজকির-উজ-জামান, সহকারি কমিশনার (ভূমি), শিবগঞ্জ উপজেলা, বগুড়া তার অফিসের সেবার মান বিশেষ করে উপজেলা রেকর্ড রুম ব্যবস্থাপনার মান উন্নয়নের লক্ষ্যে সামগ্রিক মান ব্যবস্থাপনা (TQM) পদ্ধতি প্রয়োগ করেন এবং তিনি সফলতার সাথে রেকর্ড রুম ব্যবস্থাপনার মান উন্নয়ন সম্পন্ন করেন। এছাড়া আরো বিভিন্ন ক্ষেত্রে তিনি টিকিউএম পদ্ধতি প্রয়োগ করেন। ফলে এই ভূমি অফিসটি বর্তমানে সুসজ্জিত, সেবা বান্ধব ও পরিবেশ বান্ধব অফিসের

একটি প্রতীক হিসাবে উপস্থাপিত হয়েছে। রাজশাহী বিভাগীয় কমিশনার জনাব হেলাল উদ্দিন আহমেদ শিবগঞ্জ উপজেলার সুসজ্জিত রেকর্ড রুম উদ্বোধন করতে এসে অত্যন্ত খুশি হন এবং তিনি রাজশাহী বিভাগের সকল এসি ল্যান্ডদেরকে উক্ত ভূমি অফিস পরিদর্শনের একটি অফিস আদেশ জারি করেন। ইতোমধ্যে রাজশাহী বিভাগের সকল সহকারি কমিশনার (ভূমি)গণ উক্ত অফিস পরিদর্শন করেছেন এবং নিজ নিজ অফিসে টিকিউএম প্রয়োগের কায়দা হাতে নিয়েছেন।

সেবা সংশ্লিষ্ট সমস্যাসমূহ চিহ্নিতকরণ:

ক্রমিক নং	সেবা সংশ্লিষ্ট সমস্যা	অগ্রাধিকার ক্রমিক
1	অনেক নথি ছেড়া, নষ্ট এবং পোকায় খেয়ে নষ্ট করেছে	
2	নথিসমূহ যত্র তত্র ফেলে রাখা আছে	
3	একটা নথি খুজে পেতে কমপক্ষে 4-5 দিন সময় লাগে	1

4	অনেক নথি মেঝেতে রাখা আছে	
5	রেজিস্টারসমূহ হালনাগাদ নেই	
6	জনগণ খাস জমির তথ্য জানতে পারে না	
7	সব খাস জমি চিহ্নিত নেই	
8	খাস জমির জন্য কিভাবে আবেদন করতে হয় জনগন তা জানে না	
9	লিজম্যানি আদায় সঠিকভাবে হচ্ছে না	
10	কিভাবে নামজারি করতে হবে সে সম্পর্কে জনগনের মাঝে অজ্ঞতা	
11	নামজারিতে জনসাধারণের অর্থ ও সময় বেশি লাগে এবং বারবার যাতায়াত করতে হয়	
12	মামলার আদেশের অনুলিপি পেতে বেশি সময় ব্যয় হতো	
13	সেবা গ্রহিতাদের জন্য কোন অপেক্ষা করার জন্য বসার জায়গা ছিল না	
14	কাজ করা, আবেদন লেখা ইত্যাদির জন্য বিভিন্ন টেবিলের সামনে ধর্না দিতে হতো	
15	প্রায় ০৬-০৭ বছরের পুরোনো মামলা পেন্ডিং অবস্থায় ছিলো	
16	যে কোনো কারণে শুনানি না হলে অনেকদিন পর পর নতুন তারিখ পড়ত	
17	কেস ডাইরি রেজিস্টার ছিলনা ফলে সিরিয়াল মেনে চলা হতো না	
18	প্রায় ৩০০ এর মত পুরানো অনিষ্পন্ন মামলা ছিল	

চিহ্নিত সমস্যার কারণসমূহ চিহ্নিতকরণ

ক্রমিক নং	সেবা সংশ্লিষ্ট সমস্যা	অগ্রাধিকার ক্রমিক
1	নথিসমূহ সঠিকভাবে সাজানো নেই	1
2	অপ্রয়োজনীয় নথিসমূহ আলাদা করা নেই	

কাইজেন থিম: উপজেলা রেকর্ডরুম ব্যবস্থাপনা

	মুখ্য কর্ম সম্পাদন নির্দেশক (KPI)	
	পূর্বের	বর্তমান
নথি খুজে পেতে সময়	কমপক্ষে ৪-৫ দিন	সর্বোচ্চ 10 মিনিট
নথি সংরক্ষণ কাল	পোকা কেটে ২ মাসের মধ্যে নষ্ট করে ফেলেছে	১২ বছর পর্যন্ত রাখা সম্ভব

গৃহীত পদক্ষেপসমূহ:



উপজেলা ভূমি অফিসে রেকর্ড রুম তৈরি করা হয়েছে, যেখানে বিগত ১২ বছরের নামজারির নথি, বিভিন্ন রেজিস্টার এবং এস এ ও আর এস রেকর্ড আলাদা ভাবে সাজিয়ে রাখা

হয়েছে।

উপজেলা রেকর্ডরুম ব্যবস্থাপনা সফলভাবে সম্পন্ন হওয়ার পর অন্যান্য সমস্যা সমাধানের প্রতি মনোযোগ দেন এবং একের পর এক বিভিন্ন ক্ষেত্রে সেবার মান বৃদ্ধিতে ক্ষুদ্র ক্ষুদ্র উন্নয়ন করেন। নিচে সেবাসমূহের পূর্বের অবস্থা, বর্তমান অবস্থা এবং গৃহীত পদক্ষেপসমূহ দেয়া হলো।

সেবার নাম: খাস জমি বন্দোবস্ত ব্যবস্থাপনা

পূর্বের অবস্থা	বর্তমান অবস্থা
১। রেজিস্টার -৮ হালনাগাদ ছিল না (শুধুমাত্র এস এ রেকর্ড)	১। খন্ড ভিত্তিক আলাদা রেজিস্টার হালনাগাদ করা হয়েছে।
২। জনগণ খাস জমির তথ্য জানতে পারত না	২। সাধারণের জানানোর জন্য অফিস চত্বরে এই বিষয়ে আলাদা করে তথ্য সমৃদ্ধ বোর্ড টাঙ্গানো হয়েছে।
৩। খাস জমি চিহ্নিত ছিল না	৩। খাস জমি চিহ্নিত করে তাতে সাইন বোর্ড দেয়া হয়েছে যাতে সাধারণ জনগণ খাস জমি চিনতে পারে।
৪। কিভাবে আবেদন করতে হয় তা জানত না	৪। আবেদন ফর্ম প্রকাশ্য স্থানে দিয়ে দেয়া হয়েছে।

গৃহীত পদক্ষেপসমূহ:

১। এসএ ও প্রকাশিত ৫৪ টি আরএস মৌজাসহ ২৫৪ টি মৌজার পূর্ণাঙ্গ খাস জমির রেজিস্টার খন্ডভিত্তিক তৈরি করা।

২। খাসজমি বন্দোবস্ত বিষয়ক তথ্য সমৃদ্ধ বোর্ড স্থাপন

৩। খাসজমি চিহ্নিত করে তাতে সাইনবোর্ড স্থাপন।



সেবার নাম: অর্পিত সম্পত্তি “ক তফশিল” ব্যবস্থাপনা

পূর্বের অবস্থা	বর্তমান অবস্থা
১। বিভিন্ন জায়গায় ছড়ানো ছিটানো ফাইল	১। ইউনিয়নভিত্তিক ভাগ করে আলাদা আলমারিতে সকল ফাইল সংরক্ষণ করা হচ্ছে
২। জীর্ণ ও ছেঁড়া ফাটা ফাইল কাভারে কোন	২। সঠিকভাবে তথ্য বিশ্লেষণের ফলে ২০১৩-১৪ অর্থ বছরের দাবি ৩,৫১,০০০ হতে ২০১৪-১৫ অর্থ বছরে ১৩,৫২,০০০ টাকায়

তথ্য নাই ৩। সঠিক তথ্য না থাকায় দাবি নির্ধারণ ও আদায় কাজে গতিশীলতা নাই ৪। ইচ্ছামাফিক লিজমানি আদায়, ফলে জন দুর্ভোগ চরমে	উন্নিত করা সম্ভবপর হয়েছে। তাতে রাজস্ব আদায় বেড়েছে পায় ৪০০ গুণ। ৩। অর্পিত সম্পত্তি সেবা সপ্তাহ-২০১৪ এর মাধ্যমে ০৫ দিনে ওয়ান স্টপ সার্ভিস প্রদানের মাধ্যমে ১,৪৬,০০০ টাকা আদায় করা হয়েছে, যেখানে ২০১৩-১৪ অর্থ বছরের আদায় ছিল ২,৪৫,০০০ টাকা। ৪। দাবি সঠিকভাবে নির্ধারিত হওয়ায় লিজগ্রহিতারা নির্ধারিত লিজমানি জমা দিতে পারছে।
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গৃহীত পদক্ষেপসমূহ:

১। ইউনিয়ন ভিত্তিক আলাদা করে প্রতি লিজির তথ্য দিয়ে ডাটাবেইজ তৈরি করা হয়েছে।

২। ইউনিয়ন ভূমি অফিস সমূহে আলাদা করে রেজিস্টার - ২ তৈরি করা।

৩। প্রতিটি ভিপি ফাইল কে রি ফাইলিং করে তাতে



সকল লিজির তথ্য যেমন - জমির পরিমাণ, বকেয়া টাকা, মোট কতজন লিজি ইত্যাদি তথ্য সংযুক্ত করা।

৪। জনগণকে দ্রুততম সময়ে সেবা দিতে গত ৩০ সেপ্টেম্বর ২০১৪ হতে ০৪ অক্টোবর ২০১৪ পর্যন্ত “অর্পিত সম্পত্তি সেবা সপ্তাহ-২০১৪” পালন।

সেবার নাম: অর্পিত সম্পত্তি “খ তফশিল” নামজারি ও ভূমি উন্নয়ন কর সহজিকরন

পূর্বের অবস্থা	বর্তমান অবস্থা
১। জনসাধারণের মাঝে কিভাবে নামজারি করতে হবে সে সম্পর্কে অজ্ঞতা ছিল ৩। জনসাধারণের অধিক অর্থ ব্যয় হতো, সময় বেশি লাগত এবং বারবার যাতায়াত করতে হত। ৪। মামলার আদেশের অনুলিপি পেতে বেশি সময় ব্যয় হতো।	১। কিভাবে নামজারি করতে হয় সে বিষয়ে লিফলেট তৈরি ও বিলি করায় জনগণের মধ্যে সচেতনতা বেড়েছে। ২। সময় সুনির্দিষ্ট হয়েছে, অতিরিক্ত অর্থ ও ঘোরাফেরা না করে নামজারির আদেশ দেয়া সম্ভবপর হয়েছে ৩। রেজিস্টার মেনে চলায় যথাসময়ে আদেশের অনুলিপি প্রদান করা যাচ্ছে। ৪। ইতোমধ্যেই প্রায় ৪০ টি মামলার আদেশ প্রদান করা হয়েছে।

গৃহীত পদক্ষেপসমূহ:

- ১। উপজেলা ভূমি অফিসে হেল্প ডেস্ক স্থাপন
- ২। জনসম্বন্ধের সচেতনতা বৃদ্ধি করার জন্য লিফলেট ছাপানো ও বিতরণ
- ৩। দুই কপি করে আবেদন ও প্রয়োজনীয় কাগজ পত্র জমা নেওয়া।
- ৫। প্রয়োজনীয় রেজিস্টার সংগ্রহ ও মামলার কাজে তার ব্যবহার নিশ্চিত করা।



সেবার নাম: সার্ভিস আশ্রয় প্রবর্তন



উপজেলা ভূমি অফিস প্রাঙ্গণে একটি ছাতা আকৃতির বসার জায়গা তৈরি করা হয়েছে। যেখানে সাধারণ সেবা প্রত্যাশীরা বসে অপেক্ষা করার পাশাপাশি নিজেদের কাজ করতে পারে। একই সাথে দিনের দ্বিতীয়ার্ধে সেবা প্রত্যাশীদের সাথে সরাসরি মতবিনিময়ের সুযোগ তৈরি হয়েছে।

সেবার নাম: বিবিধ মামলা দ্রুততম সময়ে নিষ্পত্তিকরণ

পূর্বের অবস্থা	বর্তমান অবস্থা
১। প্রায় ০৬-০৭ বছরের পুরোনো মামলা পেন্ডিং অবস্থায় ছিলো	১। বর্তমানে কোন পেন্ডিং মামলা নাই
২। কোনো কারণে শুনানি না হলে অনেকদিন পর পর নতুন তারিখ পড়ত	২। কোন কারণে মামলার শুনানি না হলে তা বাদী ও বিবাদিকে টেলিফোনে জানিয়ে দেয়া হয়
৩। কেস ডায়েরি রেজিস্টার ছিলনা ফলে সিরিয়াল মেনে চলা হতো না	৩। পরবর্তি তারিখ নোটিশ বোর্ডে টাঙ্গিয়ে দেয়া হয়
৪। প্রায় ৩০০ এর মত পুরানো অনিষ্পন্ন মামলা ছিল	৪। প্রতি সপ্তাহেই শুনানি গ্রহণের ফলে সমুদয় মামলা নিষ্পন্ন করা গেছে

গৃহীত পদক্ষেপসমূহ:

- ১। মামলার বাদী ও বিবাদির মোবাইল নম্বর সংগ্রহ করে রাখা হয়।
- ২। প্রতি সপ্তাহে শুনানি গ্রহণ করা হয়
- ৩। নির্দিষ্ট দিনে শুনানি নেয়া সম্ভব না হলে তার পরবর্তি তারিখ ফোন করে জানিয়ে দেয়া

হয়।

৪। কেস ডাইরি, পিটিশন রেজিস্টার মেনে চলা হয়।

উদ্যোগের ফলাফল:

এই উদ্যোগসমূহ গ্রহণের ফলে ভূমি অফিসে সাধারণ সেবাপ্রত্যাশীদের যোগাযোগ সহজতর হয়েছে। একই সাথে জনগন তথ্য পাওয়া ও ছড়িয়ে দেয়া সহজতর হয়েছে। স্বচ্ছতা ও জবাবদিহিতা নিশ্চিত করায় সরকারি সেবায় আস্থার পরিবেশ তৈরি হয়েছে। তথ্য সংরক্ষণ করায় দীর্ঘমেয়াদি সুফল প্রদান করা সম্ভবপর হয়েছে। হেল্প ডেস্ক থেকে প্রয়োজনীয় তথ্য প্রদান করায় জনগনের মাঝে সেবা পেতে সহজ হয়েছে।

সেবার নাম: অফিসের সেবার পরিবেশ উন্নয়ন

<p>১। উপজেলা ভূমি অফিস কে সহজে চিহ্নিত করতে ভূমি অফিসের গেট স্থাপন করা হয়েছে।</p> 	<p>২। উপজেলা ভূমি অফিসের মূল ভবন কে চিহ্নিত করা হয়েছে।</p> 	<p>৩। সেবা প্রত্যাশীদের নাগরিক সেবা বিশেষ করে সুপেয় পানির জন্য টিউবওয়েল স্থাপন করা হয়েছে।</p> 	
<p>৪। উপজেলা ভূমি অফিস প্রাঙ্গণে একটা ফুলের বাগান করা হয়েছে।</p> 	<p>৫। সেবা প্রত্যাশীদের বিনোদনের কথা বিবেচনা করে মূল ভবনের করিডরে ফুলের টব দিয়ে সাজানো হয়েছে।</p> 	<p>৬। ভূমি অফিসের দেয়ালে ও অফিস কক্ষের দেয়ালে বিভিন্নভাবে ডেকোরেশন করা হয়েছে।</p> 	<p>৭। কি কি সেবা পাওয়া যায় তার তালিকা ভূমি অফিসের মুখে এই জাতীয় তথ্য বোর্ড স্থাপন করা হয়েছে।</p> 

<p>৪। শুধুমাত্র সহকারি কমিশনার (ভূমি) এর অফিস কক্ষকে নয় বরং অন্যান্য সহকারিদের অফিস কক্ষকে সুসজ্জিত ও সেবা বান্ধব করা হয়েছে।</p> 	<p>৯। উপজেলা ভূমি অফিস প্রাপ্তের ৩০ টি গাছে ৫০ টি পাখির বাসা বানিয়ে দেয়া হয়েছে; সেবা প্রত্যাশীদের বিনোদন ও জীব বৈচিত্র্য সংরক্ষণ করার জন্য।</p> 	<p>১০। ভূমি বিষয়ক তথ্য সাধারণের কাছে ভিন্নভাবে উপস্থাপনের জন্য উপজেলা ভূমি অফিস প্রাপ্তে “ভূমি জাদুঘর” গড়ে তোলার উদ্যোগ গ্রহন করা হয়েছে।</p> 	
<p>১১। নোটিশ বোর্ডে নিয়মিত হালনাগাদ তথ্য প্রদান</p> 	<p>১২। উপজেলা ও ইউনিয়ন ভূমি অফিসে ব্যবহৃত সকল রেজিস্টার লালসালু দিয়ে বাঁধাই করা হয়েছে এবং প্রতিটি রেজিস্টার কে লেবেলিং করা হয়েছে।</p> 	<p>১৩। সেবা গ্রহিতাদের সহজে সেবা নিতে প্রতিটি কক্ষকে আলাদা করে চিহ্নিত করে দেয়া হয়েছে।</p> 	<p>১৪। ভূমি বিষয়ক জনসাধারণের অভিযোগ সম্পর্কে আনুষ্ঠানিক ভাবে শুনতে ও প্রয়োজনীয় ব্যবস্থা নিতে প্রতি সপ্তাহে বুধবার সকাল ১১ টা থেকে দুপুর ০১ টা পর্যন্ত গনশুনানি গ্রহন করা হয়।</p> 

যোগাযোগ:

এ, কে, এম, তাজকির-উজ-জামান

(পরিচিতি নং- ১৬২৮৩)

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Annex I: Work Improvement Member's List

Work Improvement Team (WIT) Member's List

Name of the WIT: Excellent					
S L	Name	Position	Years of Service	Cell No	E-Mail

Tips for WIT:

List the members of Work Improvement Team (WIT). Members are usually colleagues and subordinates from the same department. The senior or head of the persons of department will be involved in the Team Member List as "Promoter." Formation and activation of WIT in all departments of City Corporation Offices is one of the most important features in the application of TQM in the CCs level Administration in Bangladesh.

Main Objectives of WIT are

- 1) "Team Building" - creating an atmosphere of mutual trust and collaboration" and
- 2) "Leadership building" - creating a democratic approach to achieve work objectives.

Annex II: Theme Selection Format

One Year One Project:
KAIZEN Theme: (Duration)
Name Of Department:
Name of CC:
Date:

Tips for selecting the issue to be addressed

1. Feasibility:

Is the problem can be addressed or improved easily by the WIT within the period of one year?

2. Significance:

Is it enough significant and relevant to your office? Is it valuable enough to spend time and effort of the WIT? (Remember that SIP Action Plan and achievement will be uploaded to the Website and visible to the public.)

3. Cost Effectiveness:

Is it implementable without any additional resource allocation? Resource may include budget, staff and equipment.

Final _ February 2018

Annex III: Service Related Problems

Tips for “Service Related Problems/Opportunities

List up “Service Related Problems/Opportunities” of the Office. Let the WIT members focus on **the** problems/ opportunities of their own office from their clients’ point of view by asking following questions.

- “Who is your Client?”

- “What service do you provide to your client?”

- “How far your current service is satisfying your client?”
- How to improve this issue in their KAIZEN Theme?

After listing up of the problems/opportunities, let the WIT select “one issue” to be addressed in their Small Improvement Project (SIP).

Identification of service related problems/ Opportunities	

AnnexIV: Project Description (PLAN)

Tips for project Description (PLAN):

This is the most important area in the Action Plan visualizing the improvement to be achieved through the project. First, describe “KAIZEN Theme” by rephrasing the “issue” selected in the previous service related problems format (Annex-C). Next, compare the current situation and the desired situation after three months. The WIT members must assess and determine a realistic target which is implementable and achievable within limitation of available resources and time schedule. Identify KPI (Key Performance Indicator), numerical indicator for visualizing the quantitative improvement. Investigate the current situation in order to establish a baseline metric. Usually this baseline metric is stated as either a quality factor (ex. Percentage of satisfied clients), cost factor (ex. Saved money amount), or a delivery factor (ex. Shortened time)—that is, the Quality Cost Delivery (QCD) Function.

Final _ February 2018

Annex V : List of the causes of selected problems

List of Causes of Selected Problems

Selected Problems	
Causes	To be addressed

Tips for the causes of selected problems:

Copy the “Selected Problem” from the Annex-C then ask the WIT members why this problem happens. Let them brainstorm and list up as many causes as possible. This is an important step because the WIT members must look for all possible causes that are creating bottlenecks in delivering quality public services. After listing up the causes, let the WIT agree with three causes to be addressed in their SIP.

Final_February_2018

Annex VI: Root Causes and Required Action

Root Causes and Required Action

SL	Root Causes	Actions
1.		1) 2) 3)
2.		1) 2) 3)
3.		1) 2) 3)

Tips for Root causes and required action:

For each of the three causes selected in the previous Annex-E and ask why, why, why... at least three times to find out "Root Causes." Often we talk in terms of outcome (e.g., the latrines are dirty) and maybe give a reason (low awareness).

Root cause analysis demands that for any given reason you ask again, why (why is there low awareness - lack of training); and then to ask why one more time (lack of training - no training manual). By asking why, why, why, usually we come to the root cause, and can then take effective remedial action (develop training materials) rather than doing nothing except to say there is low awareness.

For each of identified "Root Cause," brainstorm and suggest actions to be taken by the WIT.

AnnexVII : Implementation Schedule (Gantt Chart) for WIT

Implementation Schedule

S L	Actions	Person in charge	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1														
2														
3														
4														
5														
6														
7														
8														
9														

The WIT agrees on implementation schedule utilizing GANTT chart, and assign person in charge for each action. Actions can be copied from the previous Annex-F.

The person in charge should be person in the WIT.

The Gantt Chart can be utilized for the monitoring of the project progress by the leader, promoter and the mentors during the implementation.

**Annex H: Reporting Format
Tips for quarterly and Final Report**

- Cover page
- Contents
- Introduction
- Theme
- Problems
- Necessary Action
- Output/ Result
- Challenges
- Lessons Learned
- Conclusion

Annex VIII : Implementation Schedule

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20					
				1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th		
2.6 Initiate Kaizen activities	At least one Kaizen activity implementation in each Dept.	At least one Kaizen activity implemented in each Dept.	Task 1: Prepare Kaizen implementation guideline as per PMO direction.																										
			Task 2: One officer nominated by head of each department participate in Kaizen training																										
			Task 3: Conduct Kaizen training and ensure participation in Kaizen training																										
			Task 4: Train officer in Kaizen as proposed in Kaizen																										
			Task 5: Officer in charge of Kaizen propose Kaizen activity to CDU																										
			Task 6: City Corporation provide fund for kaizen implementation																										
			Task 7: Initiate Kaizen activities in each department																										
			Task 8: Each department implement Kaizen activity, submit monthly progress report to CDU																										
			Task 9: CDU conduct monitoring by progress report and field visit																										
			Task 10: CDU compile the report and present to City Corporation meeting. (2.4-Task 6)																										
			Task 11: CDU compiles final report from the report produced by each department																										
			Task 12: Final report submitted to Mayor, and best practice prize given to one department																										
			Task 13: Achievement of Kaizen displayed on website																										

Annex IX: Sample Budget format for WIT

City Governance Project
KAIZEN Initiatives
Budget for Kaizen Theme Implementation (2015-2016)

sl	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Basic training for all Department Heads/ Representatives										
	Three Days Basic training for 5 CC Staffs (Residential)	Departmental Heads in each CCs; Total Participants 6*5=30 , Trainer and other staffs 10, Total= 40 Person	1 Batch (40 Person)			SAPI/ CGP Team					
	Venue Fare for 3 Days	10,000 tk /Per day	3	10000	30000						
	Food	Breakfast of 40 Person for 3 Days	120	40	4800						
		Lunch for 40 Person for 3 Days -300 tk /Person	120	300	36000						
		Two Times Snacks for 40 Person for 3 Days -40+30+30=100	240	30	7200						

	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 100 tk/ Person for 40 person for 3 Days	120	100	12000						
	Trainer Fees/ Honorium	Per day 2 Trainer for 3 Days; Total 6 Trainers	6	3000	18000						
	Convance for Trainers and Others	Two Trainers for 3 days	6	3000	18000						
	Convance for Participants/ Honourium	3000tk/Person	30	3000	90000	SAPI Team					
	Total Budget for CCs				216000						
2	Basic training for Work Improvement Team Members (WIT) Staffs of each Depart (Non Residential)										
	Two days Basic Training for all staffs at CC level	3-5 Staffs from in each Dept; Total 30-35 Staffs; Other CGP Staffs-5; Total 40 person				CC					
	Food	Two times snacks for 40 Person for 2 Days	80	30	2400	CC					
		Lunch- 300/Person*40	80	300	24000	CC					

	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 100/ Person	60	100	6000	CC					
	Convanee for Participants/ Honourium	200tk/ person for 30 person for 2 Days	60	200	12000	CC					
Sub Total=					44400						
3	Department wise Kaizen Initiatives										
	File Management Issue					CC					
	Purchase New File	50 Data Bank File; 60 tk/File	50	60	3000						
	Magazine File	12 File; 50 tk/ per file	12	50	600						
	Markers, VIPP card, Stapler, Punch Machine, paper, scotch tape , Scissor, Cutter, Pen holder etc	Logistics			10,000						
	Make New Almirah by Wood/ Steel/ wall Cabinet	Cabinet	1	10000	10,000						
	New Board etc.	Wood Board, Duster,			3000						
	Documentation and Reporting	Printings, Bindings, Photocopy etc			5000						
Subtotal=					31600						

4 Quarterly Progress Sharing Meeting and Report Preparing										
	Quarterly Progress Sharing Meeting in CC level (Four Meeting); One Meeting will be considered as an Refresher Trg.	Participants All WIT Team members, Trainers and Others; (Total Staffs -50)				CC				3rd Qrt is considered for Refresher Trg.
	Food for One day for 4 Meeting	Snacks 2 times for 50*4*2 =400 Staffs	400	30	12000	CC				
		Lunch-4 Times for 50=200 Staffs/300 tk	200	300	60000					
		Materials- 50/ Per Person for 4 Days; Total= 50 tk/35 person	140	50	7000					
5	Final Report Printing	Documentation, Web portal Develop, Photo Printing, Yearly Magazine etc.	1	10000	10000	CC				
Sub Total=					89000					
Total Approximate Budget for CCs =					165000					



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

2.7 Guidelines for Formation and Operation of Comprehensive Planning Unit

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant issues of ICGIAP	1
3.1 Areas/Activities	1
3.2 Need for establishment of CPU	1
3.3 Composition of CPU	2
3.4 Tasks of CPU	2
3.5 Action by	2
3.6 Time Schedule	2
3.7 Indicators	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their role	3
5.1 National agencies	3
5.2 Each department in CC	3
5.3 Standing committee	3
6. Necessary Tasks and Procedure	3
6.1 Formation of CPU	3
6.2 Formation of Task Force	3
6.3 Policy paper	3
6.3.1 Procedure of formulating policy paper	3
6.3.2 Contents of Policy Paper	4
6.4 Review of IDPCC	4
6.5 Monthly meeting	4
6.6 Review of policy paper with Relevant standing committee	4
6.7 Report	4
7. Implementation Schedule	4
8. Cost of Implementation (if necessary)	4

List of Annexes

Annex I	Sample of Policy Paper	5
Annex II	Sample of Annual Reprt	10
Annex III	Implementation Schedule	11
Annex IV	Budget for CPU	12

Final_January 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Comprehensive Planning Unit that will be used in detailed operational procedures and documentation for CPU.

2. Justifications

Development activities in CCs have been implemented based on people's needs that are recognized through councilors and CC officials. In order to widen the channel of collecting people's needs, CGP will revive the system of people's participation with new ideas for large scale city, namely, CSCC and WLCC. But there are no effective institutions to formulate a comprehensive plan with technical view of urban planning. Though it is important for CC to meet the needs of local people and business sector, if the development activities are implemented based on only citizen's needs which tend to have a micro perspective, the development activities in a macro perspective could be ineffective.

CGP preparatory study team proposed to form Comprehensive Planning Unit (CPU) to formulate long term policy that can be a guide for reviewing CCIDP. It will also monitor the development activities implemented annually and assess the achievement of the targets set in the policy.

3. Relevant issues of ICGIAP

3.1 Areas/Activities

Comprehensive Planning Unit (CPU) established.

3.2 Need for establishment of CPU

Comprehensive Planning Unit (CPU) initiates policy making to tackle multi-sectorial issues, such as Infrastructure, poverty reduction, environmental degradation, etc. based on vision and mission of the city corporations. The policy will indicate specific targets (qualitative and

quantitative), short and long term action plans which include specific criteria for CCIDP to achieve the targets.

3.3 Composition of CPU

1. Head of Engineering Dept. - Head of the Unit
2. Town Planner - Member Secretary
3. Head of Department - Member

3.4 Tasks of CPU

Task 1: Initiate discussion on policy development according to vision and strategy of CC as well as master plan

Task 2: Form task force in each sector as per direction of PCO for prioritized issues to make comprehensive strategic paper

Task 3: The Task force will be responsible for situation analysis of each sector and to identify the future demand and prepare draft short and long term plans

Task 4: Review the IDPCC and update the inclusive list in different sectors and follow the rolling plan as per IDPCC guideline

Task 5: Conduct CPU meetings monthly, prepare minutes and submit to PMO and appropriate officers

Task 6: CPU conducts meetings with the standing committee of Planning, Civic Service development and takes suggestions about the Planning of CC

Task 7: CPU will present their activities in the city corporation meeting and submit report to Mayor and Chief Executive Officer

3.5 Action by

Mayor, CEO

3.6 Time Schedule

Task 1 - 2 by end of 1st year, Task 3-6 by end of 2nd year

3.7 Indicators

Indicators for Performance Review (PR) are as below;

- 1st PR: CPU established, and regular meeting held by task force
- 2nd PR: CPU initiates activity based on policy paper

4. Objectives

Objectives of CPU are described below.

- To make long term policy to tackle multi- sectorial issues, such as, urban environmental degradation, poverty reduction, traffic control, disaster management, etc.
- To revise CCIDP based on the policy
- To monitor implementation of CCIDP

5. Relevant Organizations, Stakeholders and their role

5.1 National agencies

In order to achieve policy and comprehensive plans, CPU needs to coordinate with relevant national agencies. CDCC will be the forum for coordination between CC and national agencies. CPU is to prepare discussion points to be coordinated in CDCC.

5.2 Each department in CC

CPU produces policy paper based on vision of CC. It gives indicators for selection of projects for the coming year. Each department is expected to prepare projects and budget considering the indicators set in the policy paper.

5.3 Standing committee

Relevant standing committees are in a position to examine development activities proposed by relevant departments. The standing committees will examine the proposed plan referring to the indicators set in the policy paper, so that the perspectives of CPU will be reflected in the plans proposed by each department.

6. Necessary Tasks and Procedure

6.1 Formation of CPU

Recommended composition of CPU is given below;

Head of Engineering Dept.	- Chair
Town Planner	- Member Secretary
Heads of Depts.	- Members

6.2 Formation of Task Force

Task force is a team to produce draft policy paper. It will consist of officials of relevant departments. The Task Force will be a kind of Round Table so that all participants can raise their ideas regardless of their position in CC. The members of Task Force will be selected by CPU with advice of Mayor. Members of CPU select a facilitator of the Round Table meeting. They also select one or two officials for practical documentation works.

6.3 Policy paper

6.3.1 Procedure of formulating policy paper

CPU makes policy papers according to the procedures described as follows:

1. CPU identifies inter-sectorial issues raised through WLCC
2. CPU prioritizes the inter-sectorial issues
3. Task Force conducts analysis of status quo on selected issues
4. CPU examines the documents of situation analysis
5. Consultation with expert for situation analysis
6. Task Force sets feasible targets to be achieved in a certain period (e.g. 5 years)
7. CPU examines the targets set by Task Force
8. Task Force formulates approaches to achieve targets
9. CPU examines the approaches proposed by Task Force

10. Task Force produces action plans with timeframe and indicators for project prioritization
11. CPU examines the action plan
12. Task Force compiles the documents as Policy Paper
13. The Policy Paper is explained in CSCC for comments from stakeholders
14. CPU integrates the comments from CSCC, and finalizes Policy Paper

6.3.2 Contents of Policy Paper

Contents of policy paper are different from issues but basic contents are given below;

1. Background of Issue
2. Vision and Objective
3. Situation Analysis
 - 3-1. Target Beneficiaries or Area
 - 3-2. Problem Analysis
4. Basic Strategies
5. Sector Base Approaches
6. Sector Base Action Plan
7. Implementation Schedule

6.4 Review of IDPCC

CPU will be the focal institution for review and implementation of IDPCC. The procedure of IDPCC review is described in the relevant guideline (Activity 6.3).

6.5 Monthly meeting

In the initial stage of policy making the Task Force will hold meetings according to the needs of work. CPU holds meetings monthly, and reviews the progress of policy formulation. Once the policy paper is prepared and implementation commenced, then CPU holds meetings for monitoring progress of implementation of IDPCC.

6.6 Review of policy paper with Relevant standing committee

Policy papers should be examined by relevant standing committees. CPU selects relevant standing committee after their decision on priority issues with advice of Mayor. Once the draft policy paper is prepared, it should be submitted to the relevant standing committee for their comments. After that, the policy paper will be submitted to the City Council meeting for approval.

6.7 Report

CPU produces annual report (Annex II) at the end of fiscal year (by December).

7. Implementation Schedule

Implementation Schedule is attached as Annex III

8. Cost of Implementation (if necessary)

Budget for implementation of CPU activities is attached as Annex-4

Annex I Sample of Policy Paper

Policy for XXX

XXX City Corporation
DD/MM/20XX

1. Background of Prioritized Issue

Prioritized Issue / Sector		Responsible Depts. / Sections	
Background	Justification		

2. Vision and Objectives

Vision of CC	
Aim of Policy	

3. Situation Analysis

3-1. Target Beneficiaries or Areas

Describe the target beneficiaries or areas and situations

No.	Target Beneficiaries / Areas	General Situation	Estimated No. of Beneficiaries

3-2. Problems Analysis

No.	Major Problem	Basic Data / Descriptions	Major Causes

3-3. Existing Relevant Activities

Explain existing projects implemented by other agencies (national agencies, NGOs, international agencies, etc.).

Relevant Project 1

Name of Project		
Agencies	<u>Donor</u>	<u>Implementing Agency</u>
Project Budget and Duration	<u>Budget</u>	<u>Duration</u>
Goals and Objectives	<u>Goals</u>	<u>Objectives</u>
Target Beneficiaries / Areas	<u>Beneficiaries</u>	<u>Areas</u>
Expected Output		

Major Activities and Indicators	<u>Activities</u>	<u>Indicators</u>
--	-------------------	-------------------

Relevant Project 2

Name of Project		
Agencies	<u>Donor</u>	<u>Implementing Agency</u>
Project Budget and Duration	<u>Budget</u>	<u>Duration</u>
Goals and Objectives	<u>Goals</u>	<u>Objectives</u>
Target Beneficiaries / Areas	Beneficiaries	Areas
Expected Output		
Major Activities and Indicators	<u>Activities</u>	<u>Indicators</u>

4. Basic Strategies

Describe problems or target beneficiaries or areas that are not supported by

No.	Issues to be Tackled	Strategy	Expected Outcome	Responsible Dept. / Section
1	Describe issue in one sentence (not in detail)	Describe action in one sentence (not detail)	Describe outcomes to be achieved.	
2				

3				

5. Strategies
Strategy 1

Title of Strategy	Action described the table above	Responsible Dept. / Section	Mentioned in table above
Goal		Objectives	
Duration		Budget	
Target Beneficiaries / Area		Target No. or Area to be Covered	
Detail Activity		Indicators	

Implementation Schedule

No.	Detail Activity	Year 1				Year 2			
		1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
1									
2									
3									
4									

Strategy 2

Title of Strategy	Action described the table above	Responsible Dept. / Section	Mentioned in table above
Goal		Objectives	
Duration		Budget	
Target Beneficiaries / Area		Target No. or Area to be Covered	
Detail Activity		Indicators	

Implementation Schedule

No.	Detail Activity	Year 1				Year 2			
		1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
1									
2									
3									
4									

Strategy 3

Title of Strategy	Action described the table above	Responsible Dept. / Section	Mentioned in table above
Goal		Objectives	
Duration		Budget	
Target Beneficiaries / Area		Target No. or Area to be Covered	
Detail Activity		Indicators	

Implementation Schedule

No.	Detail Activity	Year 1				Year 2			
		1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
1									
2									
3									
4									

Annex II Sample of Annual Reprt

**Annual Report
Policy for XXX
XXX City Corporation
DD/MM/20XX**

1. Executive Summary

Summary of policy implementation by Mayor

2. Major Achievements of Policy Implementation

No.	Strategy	Target	Achievement

3. Progress of Activity

Strategy 1

Activity	Target in 20XX	Achievements	Challenges	Way Forward

Strategy 2

Activity	Target in 20XX	Achievements	Challenges	Way Forward

Strategy 3

Activity	Target in 20XX	Achievements	Challenges	Way Forward

4. Budget to be allocated

Strategy	Projected Budget	Allocated Budget	Actual Expenditure

Annex III Implementation Schedule

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20			
				1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
2.7 Comprehensive Planning Unit (CPU) established	CPU established, and regular meeting held by task force	CPU initiate activity based on policy paper	Task 1: Initiate discussion on development policy according to vision and strategy of CC as well as master plan																								
			Task 2: Form task force in each sector as per direction of PMO for prioritized issue to make comprehensive strategic paper																								
			Task 3: The Task force will responsible for situation analysis of each sector and identify the future demand and prepare draft short and long term plan																								
			Task 4: Review the IDPCC and update the inclusive list in different sector and follow the rolling plan as per IDPCC guideline (2.1-Task 4 / 6.3 Task 3)																								
			Task 5: Conduct CPU meeting monthly and prepare minutes and submit to PMO and concern officer																								
			Task 6: CPU conduct meeting with the standing committee of Planning, civic Service development and take suggestions about the Planning of CC.																								
			Task 7: CPU will present their activities in the city corporation meeting and submit report to Mayor and Chief Executive Officer																								

Annex IV Budget for CPU
City Governance Project
Comprehensive Planning unit
Budget for implementation of Comprehensive Planning Unit (2015-2016)

S I	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person
1	1.1 Initiate discussion/ Workshop on CPU activities/development policies for 2 days (Non Residential)					
	Two days discussion /Workshop on CPU activities/development policies and budget preparation at CC level	20 Officials including CPU, CGP staff and support staff; Total 20 person				CC
	Food	Two times snacks for 40 Person for 2 Days	40	60	2400	CC
		Lunch-300/Person*40	40	400	16000	CC
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 100/ Person	20	100	2000	CC
	Conveyence for Participants/ Honourium	300tk/ person for 12 person for 2 Days	16	600	9600	CC
Sub Total=					30000	
2	Monthly Meeting of CPU					
	CPU meeting - monthly basis	CPU committee members 11, CGP staffs-2, and Office staff-2, Total -15 person				CC
	Snacks and Tea	15 person,	15	50	750	
	Lunch	15packets;200 tk/ per pack	15	200	3000	
	Per meeting cost				3750	
		per meeting cost -7050	12	3750	45,000	
Sub total=					45000	
3	1 CPU with Standing Committee for review the policy papers					
	8 members from each standing committee, support staff-1, Total - 9	One day meeting				

	Snacks and Tea	50 tk/ 9 person	9	50	450	
	Lunch	200 tk/9 person	9	200	1800	
	Per standing committee cost				2250	
	14 standing committee@2250 ; Sub Total=				31500	
4	Round Table meeting of Task Force					
	Round Table meeting of Task force	16 officials from dept. 1 Facilitator, 2 officials for practical documentation works, 1 support staff total 20				CC
	Food	Snacks 20 packet, each 30 tk.	20	30	600	
		Lunch	20	200	4000	
	Sub Total=				4600	
	Total Approximate Budget for CCs =				111100	



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

3.1 Guidelines for Improvement of capability/efficiency of tax assessment

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
And
Urban Management Unit, LGED**

Table of Contents

1. Introduction	3
2. Justifications	3
3. Relevant Issues as described in ICGIAP	3
3.1 Task	3
3.2 Action by	4
3.3 Time Schedule	4
3.4 Indicator	4
4. Objectives	4
5. Relevant Organizations, Stakeholders and their roles and Responsibility	4
5.1 Role of Project Coordinating Office (PCO)	4
6. Necessary Tasks and Procedure	5
6.1 Improvement of tax assessment capability	5
6.2 Tax assessment carried out annually and collection increased.....	5
6.3 Reporting and monitoring	5
6.4 Link holding tax ID and construction registration	6
7. Implementation Schedule	6
8. Cost of Implementation (if necessary)	6
Annex I Holding Tax Assessment and Billing/Collection System	7

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

This guideline has prepared in recognition of the fact that Revenue from holding tax is essential for CCs to improve their financial status. Low holding tax receipts are caused by i) low capacity of the revenue sections in terms of both quality of staff and number of staff, ii) unsystematic assessment process (i.e. inadequate IT infrastructure, no linkage of building permission with the holding tax system), and so on. It, therefore, is essential that CCs improve capabilities to enlarge income from holding tax.

2. Justifications

Holding tax is a major revenue source of a City Corporation. But due to low capacity of the revenue sections in terms of both quality of staff and the number of staff and unsystematic assessment process as well as lack of proper coordination, cooperation and integration with assessment and billing section revenue collection scenario is very poor. The conventional system of Tax Assessment and billing process in the CC offices is paper-based, which is time consuming and labor intensive for Tax Assessor and Tax payer. Moreover, as it is inflexible, it causes delay in the tax assessment and collection process and is prone to abuse or corruption. Due to shortage of manpower and infrastructure, CC offices are also unable to meet the high demand for services from the growing construction and holding scenarios. Therefore, it has become imperative to put in place an innovative solution combining back-end automation with efficient services points to improve the quality and speed of services at the CC offices as well as to improve capabilities to enlarge income from holding tax.

3. Relevant Issues as described in ICGIAP

3.1 Task

Revenue from holding tax is essential for CCs to improve their financial status. It is important to enhance capacity of the revenue sections in terms of both quality (skills and knowledge) and quantity (number of staffs), and to establish systematic assessment process. The reform of tax

assessment should be carried out by following steps:

- Task 1: Deploy senior (high qualification) tax assessors who can play a role as trainer for tax assessors in staff level.
- Task 2: Increase the number of tax assessors and collectors in staff level (one assessor/collector per 1,000 holdings).
- Task 3: Initiate to use tax assessment manual/guideline for assessors prepared by PMO.
- Task 4: Conduct regular re- assessment holdings after 5 year interval
- Task 5: Introduce software for tax assessment database.
- Task 6: Create systematic link between “holding tax ID number” and construction registration. Holding tax ID (client ID) should be registered when construction registrations are processed.

3.2 Action by

Mayor , CEO and PCO

3.3 Time Schedule

Task 1 to 5: Within 1st batch of project

Task 6: by the end of 3rd year

3.4 Indicator

(1) 1st Performance Review

- i. A senior tax assessor, assessors, collectors deployed
- ii. Software for tax assessment database introduced

(2) 2nd Performance Review

Linkage system (holding tax ID and construction registration) created

4. Objectives

- To increase capacity of CCs to raise revenues from holding tax
- To create enabling environment for CCs to carry out proper tax assessment/collection procedure
- To register all missing holdings in the territory of CCs, and assess their value for holding tax purposes

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Project Coordinating Office (PCO)

- PCO will provide training in tax assessment/collection with tax assessors and collectors.
- PCO will engage an ICT Company as a subcontractor to develop *Holding Tax Assessment and Billing/Collection System* as a part of Integrated Financial Management System (IFMS).

- A subcontractor under PCO will install and set up *Holding Tax Assessment and Billing/Collection System* in the IFMS.
- PCO will monitor progress of interim tax assessment through reviewing quarterly progress reports submitted by CCs, and give advice to CCs.

6. Necessary Tasks and Procedure

6.1 Improvement of tax assessment capability

CCs should improve their capability of tax assessment through proper manpower assignment, utilization of ICT system, and standardized procedure of tax assessment.

- CEO and revenue section/department, in cooperation with a consultant under PCO, should prepare a manpower plan for tax assessment/collection for short and middle term. And then, CCs should allocate necessary budget from revenue account related to manpower.
- CCs should deploy senior (highly qualified) tax assessors who can play the role of training tax assessors at the staff level.
- CCs should increase the number of tax assessors and collectors at the staff level (one assessor/collector per 1,000 holdings), so that tax assessment and collection are smoothly carried out.
- Training for tax assessors and collectors will be provided by PCO
- PCO will install *Holding Tax Assessment and Billing/Collection System* as a part of Integrated Financial Management System (IFMS) to a revenue section in CCs. A revenue section/department in CCs should carry out daily transaction (please see Annex I in detail).
- Technical Cooperation Project (TCP) will prepare “tax assessment manual/guidance”. A revenue section/department will be able to determine annual valuation based on systematic and standardized procedures included in “tax assessment manual/guidance”.

6.2 Tax assessment carried out annually and collection increased

CCs should conduct interim tax assessment on an annual basis.

- A revenue section/department, in cooperation with a consultant under PCO, should prepare a plan for interim tax assessment. The plan should include; objectives, assignments of manpower to each ward, schedule, and how to identify missing holdings.
- A senior tax assessor who is newly deployed should lead a tax assessment team.
- A tax assessment team in a revenue section/department should identify missing holdings and bring them to assessment registration.
- Technical Corporation Project (TCP) will create GIS application system for tax assessment. A revenue section/department will be able to carry out tax assessment, including identification of missing households, in a systematic and efficient way.

6.3 Reporting and monitoring

CCs should carry out reporting and monitoring a regular basis, and continue the process even after the completion of the project.

- CEO, revenue section/department and accounting section should review progress of interim tax assessment in the CC monthly meetings.
- Revenue section/department should prepare quarterly progress reports, and submit to standing committee on Taxation and tax realization for their review.
- After review of the standing committee on Taxation and tax realization, CCs should submit quarterly progress reports to PCO.

6.4 Link holding tax ID and construction registration

CCs should create a procedure of linkage between the holding tax ID number (client ID) and building permission.

- Planning department in CCs should send a copy of building permission to a revenue section/department immediately after issuing building permission.
- A revenue section/department should list such buildings (holdings) with relevant information of building plan and file a copy of building permission, and then should record tentative holding tax ID number.
- Based on newly recorded holding tax ID number, CCs will be able to identify new holding and carry out tax assessment.

7. Implementation Schedule

Holding Tax Management is a part of IFMS which will be implemented in 1st Year.

8. Cost of Implementation (if necessary)

This cost is a part of IFMS development & Implementation Cost.

Annex I Holding Tax Assessment and Billing/Collection System

i) Outline

Holding Tax Assessment and Billing/Collection System is a sub-system for registration, assessment, billing/collection of holding tax in CCs. All relevant transactions, which are currently carried out in manual (e.g. registration, evaluation), will be computerized by this new system.

A prototype of the software of holding tax assessment has been developed and installed in RCC in the last year. And also the tax billing/collection software exists in the targeted CCs. However, in reality it is difficult to interface between two systems because an application of the existing billing/collection software is out of date. In consideration with the current IT environment, *Holding Tax Assessment and Billing/Collection System* should be newly developed through modifying and integrating the existing two systems.

ii) Functions

- To record all data/information related to holding tax management.
- To calculate and re-evaluate valuation of holdings.
 - In case that reduction/remission toward the final valuation is made through petition procedure in CCs, the system should keep records of both the final valuation and the amount of reduction/remission.
- To issue bills same as a previous format
- To recognise collection status from each tax payers (e.g. instalment, paid amount, arrears and others), and method of payment (cash payment or bank transfer). The system should have functions of swift tracking, reference, amendment, monitoring and other procedures.
- E-billing/e-payment
- To generate required reports

iii) Reporting

- Bills for subscribers
- Holding tax register
- A slip of received tax payment
 - A slip should be mentioned category wise amount (i.e. tax on buildings and lands, lighting rate, conservancy rate, and water rate). A slip should be issued monthly basis.
- Others (to be determined through requirement survey)



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

3.2 Guidelines for Interim tax assessment carried out throughout the year and collection increased

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1.	Introduction	1
2.	Justification	1
3.	Relevant Issues of ICGIAP	2
3.1	Tasks	2
3.2	Action by:	2
3.3	Time Schedule:	2
3.4	Performance Review Criteria:	2
4.	Objective	2
5.	Relevant Organizations, Stakeholders and their roles and Responsibility	2
5.1	Necessary actions of stakeholders related to interim tax assessment	2
5.2	Stakeholders and their Expected Roles in Holding Tax Collection	3
6.	Necessary Tasks and Procedures	6
6.1	Identify missing holdings and bring them to assessment registration (Task-1)	6
6.2	Procedure of interim tax assessment	7
6.3	Rates of the Holding Tax	9
6.4	Procedure of Calculation of Tax	10
6.5	Prepare quarterly progress report and present it City Corporation meeting (Task 2)	11
6.6	Review progress of linking interim assessment with Finance and Establishment Standing Committee and place the report to CC monthly meeting (Task3)	11
6.7	Prepare report and submit to PCO on a quarterly basis (Task 4)	11
6.8	Tax collection efficiency should be increased up to 85% within 4 years after starting the project (Task 5)	12
6.9	Continue the process even after the completion of the project. (Task 6)	17
6.	Implementation Schedule	18
7.	Cost of Implementation (if necessary)	18
	Annex I The procedure of determination of New Holding Number	19
	Annex II Sample form-A	20
	Annex III Sample Form-B, Rules-22	21
	Annex IV Sample format for Building Descriptions	23
	Annex V Sample Form-C, Rules-23	24
	Annex VI Sample Notificaiton	25
	Annex VII Form P	27
	Annex VIII Construction Cost Formula	29

Annex IX Monthly Rent Based Formula (assuming monthly rent Tk.1,000).....	31
Annex X Progress Report Form on Interim Tax Assessment.....	33
Annex XI DEMAND NOTICE.....	34
Annex XII Duplicate Bill.....	35

Final February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justification

A property tax is a tax levied on property that the owner has to pay. This tax is levied by the governing authority of the jurisdiction i.e. a city corporation or a municipality in which the property is situated. Clause 2(5) of Part –I under the Local Government (City Corporation) act, 2009 defines that a building includes any shop, house, hut, outhouse, shed, stable or enclosure built of any material and used for any purpose, and also includes a wall, well, veranda, platform, plinth and steps.

Property tax is commonly referred to as 'holding/house tax' in Bangladesh. It is a local tax on buildings, along with appurtenant land, and has to be paid by the owners. In lieu of the normal property tax, a 'service charge' is permissible based on executive order. The normal property tax is usually coupled with a number of service taxes, for instance, rate for water pipe and water supply system, rate on waste disposal, rate on light and fire etc. All of these use the same tax base. The property tax rate is given as a percentage.

To improve revenue base of Comilla, Narayanganj, Rangpur, Gazipur & Chittagong City Corporations, City Governance Project (CGP) has emphasized regular tax assessment and increase of tax collection and made those mandatory in Governance Improvement Action Program (UGIAP) titled as 'interim tax assessment carried out throughout the year and collection increased' to update the tax demand and collection of CCs under the project on a regular basis.

3. Relevant Issues of ICGIAP

3.1 Tasks

Regular interim tax assessment enables CC to correctly register new and missing holdings in their territory and also it can enhance collection efficiency. It is essential for CC to conduct interim tax assessment and review the progress through the following steps.

Task1: Identify missing holdings and bring them to assessment registration.

Task 2: Prepare quarterly progress reports and present them at City Corporation meetings.

Task3: Review progress of linking interim assessment with Finance and Establishment Standing Committee and submit the report to CC monthly meeting.

Task 4: Prepare report and submit to PCO on a quarterly basis.

Task 5: Tax collection efficiency should be increased up to 85% within 4 years after starting the project.

Task 6: Continue the process even after the completion of the project.

3.2 Action by:

CC Mayor, CEO and head of revenue/accounting section

3.3 Time Schedule:

Continuous

3.4 Performance Review Criteria:

1st PR: Interim tax assessment carried out regularly

2nd PR: Interim tax assessment carried out regularly

4. Objective

(1) To increase the financial sustainability of the City Corporation.

(2) To enhance collection skills of the concerned City Corporation officers.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Necessary actions of stakeholders related to interim tax assessment

- To conduct the interim tax assessment annually on time, **the Assessment Section** will prepare a specific yearly plan for assessing interim tax based on this guideline.
- **The Mayor and/or Secretary** will encourage staff of the assessment section to assess interim tax and develop simple procedure to identify building and land eligible for interim tax assessment.
- **The Council** will take necessary action based on review of regular progress in its meeting, monitoring the interim tax assessment. The review will be led by City Corporation Secretary.
- **Each Tax Assessor** will prepare a monthly report on the progress of interim assessment.

5.2 Stakeholders and their Expected Roles in Holding Tax Collection

In order to enable the City Corporation to collect holding tax in a systematic and organized manner, the roles of various local stakeholders, including various forums created by the City Corporation, concerned ministries, local government institutions, civil society groups and press are crucially important. In practice, the roles played by each stakeholder are different as well as to some extent, similar to others depending on the nature and scope of each of them. However, all of them are driven by the common goal of assisting the City Corporation to expedite holding tax collection. To this end, sometimes there is a need to undertake joint efforts by individual stakeholders together with the City Corporation in view of the City Corporation's limited capacity to undertake the huge and complicated tasks of holding tax collection.

Given the above, it is important to define the role of each stakeholder in terms of undertaking concrete tasks and steps. These are briefly discussed below in Table-1.

Table-1: Stakeholders and their roles in raising holding tax collection

Stakeholders	Roles
City Corporation's elected ward councilors and elected female councilors in reserved seats, and social elites	Motivating the citizens to pay holding tax based on the personal initiatives of councilors and elites, and to this end, participate personally in all activities organized by the City Corporation
Gender Committee (GC)	Encouraging women to pay tax through organizing courtyard meetings under the leadership of the female councilors
Ward Level Coordination Committee (WLCC)	Undertaking mass communication, awareness raising or rally based on discussions in the committee regarding the problems of tax collection of all holdings in the concerned ward
Civil Society Coordination Committee (CSCC)	Taking decisions at CSCC meeting about launching the special programs to resolve problems of holding tax collection
Mass Communication Cell (MCC)	Preparing campaign materials (posters, leaflets, sticker etc.) to expedite holding tax collection and organizing rallies along with undertaking mass campaign and motivational programs
Tax Assessment and Collection Standing Committee	Activating the Tax Assessment and Collection Standing Committee, and expediting implementation of its activities as per the scope of work

Stakeholders	Roles
Government (Local Government Division)	<p>As per the Local Government (City Corporation) Act, 2009, LGD will take the following actions:</p> <p>Section 83. Notification and Enforcement of Taxes- (1) All taxes, rates, cesses, tolls and fees levied by the Corporation shall be notified in the official Gazette and, unless otherwise directed by the Government, shall be subject to previous publication.</p> <p>(2) Where a date of proposal for the levy of a tax, rate, cess, toll or fee or for a modification of tax, rate, cess, toll or fee is specified by the sanctioning authority the levy or modification shall come into force on such date.</p> <p>Section 84. Model Tax Schedules- The Government may frame model tax schedules, and where such schedules have been framed, the Corporation shall be guided by them in levying a tax, rate, cess, toll or fee.</p> <p>Section 85. Directions with regard to Levy of Taxes- (1) The Government may direct the Corporation-</p> <p>(a) to levy any tax, rate, cess, toll or fee which the Corporation is competent to levy;</p> <p>(b) to increase or reduce any such tax, rate, cess, toll or fee, or the assessment thereof, to such extent as may be specified under clause (a); to exempt any person or property from the levy of any such tax, rate, cess, toll or fee or suspend or abolish the levy of any such tax, rate, cess, toll or fee under clause (a).</p> <p>(2) If a direction issued under sub-section (1) is not complied with, within the specified time, if any, the Government may make an order giving effect to the direction.</p>
Heads of all government, semi-government and autonomous bodies located within the City Corporation	<p>Enable themselves to fully pay holding tax assessed by City Corporation, respective heads of semi-government and autonomous bodies within the City Corporation will send demand notes to Finance Ministry and their head offices to ensure necessary fund allocations in their budgets in particular fiscal year</p>

Stakeholders	Roles
Ministry of Finance	Provide financial grants on time based on budget allocation as per demand notes from the heads of the concerned offices for payment of holding tax of government offices/buildings located within the City Corporation
Semi-government and autonomous bodies	Allocate budget to disburse financial grant on time for the respective departments/offices/buildings within the City Corporation to pay holding tax based on the demand notes received from the concerned heads of offices.
Local administration where the City Corporation is located	Assist the City Corporation in need to implement holding tax collection campaign in line with law and through campaign for executing warrants against big defaulters of holding tax and deployment of Police and Magistrate.
Press club, civil society, business organization	Depend on press conference, newspaper campaign, concerned society/organization members' cooperation, and commitment of the concerned people in paying the City Corporation tax; undertake and implement different motivational programs designed by them
Media	Undertake mass awareness and motivational programs (discussions, advertising, drama, folk-song, cartoon, Mayor's speech addressing the City Corporation dwellers, etc.) on the City Corporation tax payment through government and private radio and television channels and with the help of local cable operators

6. Necessary Tasks and Procedures

Regular interim tax assessment enables CC to correctly register new and missing holdings in their territory and also it can enhance collection efficiency. It is essential for CC to conduct interim tax assessment and review the progress through the following steps.

6.1 Identify missing holdings and bring them to assessment registration (Task-1)

Tax assessment: There are two types of assessment system of City Corporation: 1) General Assessment; and 2) Interim Assessment

- 1) General Assessment: As per rule 2
- 2) 1 of City Corporations (Taxation) Rules, 1986 Preparation of valuation list. - A new valuation list shall, unless otherwise ordered by the Government, be prepared in the manner specified in rule 20 once in every five years. The assessment thus prepared shall be the final list of assessment and shall remain valid until a fresh list is prepared subject to any alteration or amendment under rule 26

2) Interim Assessment: Interim taxes are assessed in the event of new construction or improvements to an existing property. The interim assessment is calculated by taking the difference between the previous assessment and the new assessment. The interim assessment is then for the additional improvements only.

Interim taxes are assessed in the event of an increase in the assessment which would have taken place before the next general tax billing cycle. The interim tax is only for the period that the improvement existed.

Apart from re-assessment in every five years, interim assessment of holding tax should be done by the City Corporations every year. The interim assessment is necessary because holding tax will be either increased or decreased based on the following changes in the holding:

- If the rent of any house or part of it reduces or increases significantly
- Land improvement and new building construction take place in a holding
- Extension of old building in a holding
- More new buildings are constructed in the holding
- New building is constructed based on changed design by demolishing the old existing building in the holding

6.2 Procedure of interim tax assessment

As per rule 26 of City Corporations (Taxation) Rules, 1986. Amendment or alteration of list. -

(1) The City Corporation may, at a meeting, at any time, direct alteration or amendment of the assessment list –

(a) by entering therein the name of any person or any property which, in their opinion, ought to have been entered, or any property which has become liable to taxation after the preparation of the final list under rule 25 ; or

(b) by substituting therein for the name of the owner of any building or land the name of any other person who has succeeded by transfer or otherwise to the ownership of the building ; or

(c) by altering the valuation of or assessment on any building or land which, in their opinion, has been incorrectly valued or assessed ; or

(d) by re-valuing or re-assessing any building or land, the value of which has been increased by additions or alteration ; or

(e) by reducing, upon the application of the owner, the valuation of any building or land which has been wholly or partly demolished or destroyed or the value of which has been diminished ; or

(f) by correcting any clerical or arithmetical error.

(2) The City Corporation shall give at least one month's notice to any person for any alteration which they propose to make under clauses (a), (b), (c), (d) or (f) of sub-rule (1) and of the date on which the person shall be heard.

(3) The provisions of rules 7, 25 and 27 shall apply mutatis mutandis to any objection made in pursuance of a notice issued under sub-rule (2) and to any application made under clause (e) of sub-rule (1).

As per rule 27 of City Corporations (Taxation) Rules, 1986, Increase of amount of assessment of a building or land. - If a City Corporation is satisfied that the rent of a building or portion thereof or land has been increased after the publication of the final assessment list to such extent that, in the opinion of the City Corporation, it justifies the re-valuation of the building, it may, notwithstanding anything contained in these rules and after giving the owner an opportunity of being heard, direct the amendment of the assessment list by increasing the assessment on such building. Steps of interim assessment of holding tax are indicated in Table-2.

Table-2: Steps of Interim Assessment of Holding Tax

Action	Responsible Person	Timeframe
<p>1) Survey of the building for interim assessment will be done twice a year which may be examined by the Finance and Establishment Standing Committee and finally approved by the City Council.(Annex-1) Issue a notice to the holding owner as per Form-A with attachment of Form A (Annexes 2, 2-1, 2-2) for property valuation followed by submitting filled-in Form-B by the holding owner with correct information to the City Corporation Tax Collection Section under the Administrative Division.</p>	<ul style="list-style-type: none"> • Mayor, • Standing committee • Tax Assessor • Holding Owner 	<p>7 days</p>
<p>2) In case Form-B is not submitted by the holding owner, the Tax Assessor will visit the holding and estimate its values and complete Form-B in presence of the holding owner and take his/her signature on it.</p>	<ul style="list-style-type: none"> • Tax Assessor • Holding Owner 	<p>Immediately after expiry of the above 7 days</p>
<p>3) Form-B determines the construction cost of the building and Annex-3 depicts monthly rent of the building. Based on this monthly rent, yearly valuation of building and land will be determined. After assessment of yearly holding tax considering either construction or rent, yearly holding tax will be assessed followed by submission of it to the Mayor for approval and signature (Two examples in this regard are given in Annexes – 6 & 7).</p>	<ul style="list-style-type: none"> • Tax Assessor • Mayor 	<p>Immediately after assessment by the Tax Assessor</p>
<p>4) The Mayor will submit the collected information about interim tax assessment to the next Council meeting, and, subject to council's approval, will sign it.</p>	<ul style="list-style-type: none"> • Mayor • Council 	<p>Next Council meeting</p>
<p>5) After the Mayor's signature, the Tax Assessor will inform each concerned holding-owner via notice about the assessed tax (Annex-4). At the same time, if the house-owner has any reservation to assessed tax, the Tax Assessor will ask the holding-owner to apply to the Mayor to collect 'Form-P' (Annex-5) for review of tax assessment. The owner should be informed that if the application, highlighting reservations, is not submitted within 30 days, then the assessed tax would be treated as final.</p>	<ul style="list-style-type: none"> • Tax Assessor • Holding Owner 	<p>Within 30 days after receipt of the above notice</p>
<p>6) If no review application on assessed tax from the holding-owner is received within 30 days, then the Tax Assessor will send the re-tax assessment information on that particular holding to the City Corporation's Tax Collection Section for necessary action.</p>	<ul style="list-style-type: none"> • Tax Assessor • Tax Collector • Concerned Assistant Tax Collector 	<p>After expiry of the deadline of review application by the holding owner</p>

Action	Responsible Person	Timeframe
7) In case of receipt of review application within 30 days, the Mayor will send the application to Finance and Establishment Standing Committee and will inform the subject to the holding owner.	<ul style="list-style-type: none"> • Mayor • Finance and Establishment Standing Committee 	Immediately after the receipt of the review application
8) The Finance and Establishment Standing Committee will take needed decision quickly based on hearing review application, and the decision of the above committee in this regard will be considered as final.	<ul style="list-style-type: none"> • Finance and Establishment Standing Committee 	Immediately after the receipt of the review application
9) The Tax Assessor will inform the holding-owner of the above final decision.	<ul style="list-style-type: none"> • Tax Assessor 	Immediately after Committee's decision
10) The Tax Assessor will register the tax of the concerned holding in the City Corporation tax book, and this will be informed to Tax Collection Section under the Administrative Division for collection.	<ul style="list-style-type: none"> • Tax Assessor • Tax Collector • Concerned Assistant Tax Collector 	Throughout the year.

6.3 Rates of the Holding Tax

As per section 82 of 4th schedule of the Local Government (City Corporation) act, 2009 allows City Corporation to impose:

- Tax on the annual price of building & lands;
- Rate for water pipe and water supply system;
- Rate on waste disposal;
- Rate on light and fire.

Only the city corporation having the water supply facilities imposes rate for water pipe and water supply system. Other taxes and rates mentioned above are imposed by all the City Corporations of Bangladesh

According to the rule 35 of Chapter III under City Corporations (Taxation) Rules, 1986: Determination of percentage of taxes or rates before finalization of annual budget. - Subject to the maximum rate sanctioned by the Government, the City Corporation shall, at a meeting to be held before the annual budget is finalized, determine the percentage on the annual value of buildings and lands at which any of the taxes or rates mentioned in rule 19 shall be levied in the next financial year and the percentage so fixed shall remain in force until the City Corporation at a meeting shall determine any other percentage on the annual value at which the rate shall be levied at the beginning of the next financial year.

According to the City Corporation (Taxation) Rules, 1986, the City Corporations under the project follow the below mentioned taxes and rates for holding tax that should not exceed 27% in total. The maximum rate is also defined by the types of taxes and rates, namely, tax on land and building, street light rate, conservancy rate, and water supply rate. Details of such maximum rates are indicated in Table-3.

Table-3: Tax and Rates of Holding Tax

Source of Taxes and Rates	%
Tax on yearly valuation of building and land	Not exceeding 7%
Light rate on yearly valuation of building and land covered by street light services	Not exceeding 3%
Conservancy rate on yearly valuation of building and land covered by conservancy services	Not exceeding 7%
Water rate on yearly valuation of building and land for water installation or water supply expenditures	Not exceeding 10%

Source: Produced by the SAPI Team based on City Corporation (Taxation) Rules, 1986

6.4 Procedure of Calculation of Tax

As per Article 20 of the City Corporations (Taxation) Rules, 1986, Preparation of a valuation list. - (1) For the purpose of levy of any of the taxes or rates mentioned in rule 19, the City Corporation shall cause to prepare a valuation list of all buildings within the City Corporation and such list shall be prepared by an assessor appointed for the purpose by the City Corporation.

(2) The assessor shall, after making such inquiries as may be necessary, determine the annual value of all buildings and lands within the City Corporation in the manner provided in these rules and shall enter such value in a valuation list.

(3) The manner of determining the annual value of building and lands shall be as follows:-

(a) For wholly let-out buildings. - (i) The annual value shall be taken to be the gross annual rental minus two month's rent as maintenance allowance; and if the property is mortgaged to the Government, Bangladesh House Building Finance Corporation, scheduled bank or any other financial institution under registered instrument for securing funds for construction or purchase of the same, then the annual interest payable on account of such mortgage-debt shall also be deducted.

(ii) If the monthly rental of any building appears to be abnormally high or unusually low, the assessor, while determining annual value, may have regard to the rent at which buildings and lands of similar description and with similar advantages in the locality may be let-out.

(b) For wholly occupied buildings. - The annual value shall be deemed to be the probable annual rent at which the buildings and lands of similar description and with similar advantages in the locality may be let out or at 7 percent of the value of the building on the date of

assessment plus ground-rent for the land comprised in the building, whichever is less, minus the following:-

(a) two months rent, or one-sixth of the annual value, as the case may be, as maintenance allowance;

(ii) 40 percent of the annual value after deduction of the amount mentioned in item (i);

(iii) if the property is mortgaged to the Government, Bangladesh House Building Finance Corporation, scheduled bank or any other financial institution for securing funds for its construction or purchase of the same, then the annual interest payable on such mortgage-debt.

(c) For partly rented and partly occupied buildings. - The annual value of the rented portion shall be calculated in the manner as specified in clause (a) and that of the occupied portion as in clause (b).

6.5 Prepare quarterly progress report and present it City Corporation meeting (Task 2)

Each Tax Assessor will prepare monthly report on the progress of interim assessment (**Annex-8**) and submit it to the Council meeting, thereafter, the Mayor will prepare quarterly report following the Tax Assessors' report.

6.6 Review progress of linking interim assessment with Finance and Establishment Standing Committee and place the report to CC monthly meeting (Task3)

The Terms of reference (TOR) relating to review progress of interim assessment need to be set for Finance and Establishment Standing Committee. The purposes of review are manifold as indicated below:

- to analyze and assess the performance of the existing status of interim assessment and determine to what extent CC can emphasize in identifying new and missing holding at the time of interim assessment
- to determine if there is a need to formulate any contingency plan
- specific focus will be placed on the issues of performance and whether CC is indeed optimally performing in identifying new/missing holdings and unpacking what the challenges are in this regard

After identifying variations from the plan, the Finance and Establishment Standing Committee should formulate possible corrective actions. If pre-established contingencies will not suffice, alternate corrective options should be formulated. As solutions to variance are pursued, the process for implementing changes in scope should also be activated. Once a list of possible solutions is identified, the Establishment Standing Committee should select the best option and then submit it for approval.

6.7 Prepare report and submit to PCO on a quarterly basis (Task 4)

Each Tax Assessor will prepare monthly report on the progress of interim assessment following Annex-8 and submit it to the Council's meeting, thereafter, the Mayor will prepare quarterly report following Annex-8 to discuss it in the CSCC meeting and send it to PCO.

6.8 Tax collection efficiency should be increased up to 85% within 4 years after starting the project (Task 5)

With the rapid urban growth all over the world, the demand for various services and facilities are increasing radically. Financial support is necessary to provide these facilities. To meet the growing needs of the City Corporations' citizens and ensure sufficient quality and quantity of all public services together with necessary infrastructure development, the City Corporation needs a strong and permanent financial base. There are two types of revenue earnings of the City Corporations - tax revenue and non-tax revenue. Two-thirds of tax revenue comes from the holding tax. In tax revenue, the holding tax plays an important role to make the city corporation revenue base strong.

The holding tax is the part of property tax and everyone has to pay it. But the amount is not increasing according to the population size because of the ineffectiveness in revenue collection. The City Corporation has its act and under the act there are some specific rules. Any City Corporation may collect/gather fiscal amount by enforcing these rules/laws. So, efficient law enforcement will certainly raise the amount of holding tax. It is important for City Corporations to introduce a standard and consistent policy for collecting accounts receivable, and for dealing with delinquent and defaulting payers.

It is mandatory for the holding owner/concerned authorities of the concerned institutions to pay the 'holding tax' regularly, as assessed by tax re-assessment or interim tax assessment. It should be particularly mentioned here that street light, solid waste disposal, and water supply are considered to be one of the most important services of a City Corporation, for which citizens pay money to the City Corporation as the 'holding tax'. So, it is mandatory for the City Corporation to provide these services with quality based on collection and utilization of the 'holding tax'.

In this context, the City Governance Project (CGP) incorporates one of the activities in the Inclusive City Governance Improvement Action Program (ICGIAP) which is related to the holding tax collection. The activity is presented in Table-4.

Table- 4 : Activity related to holding tax collection increase under ICGIAP

Activities	Performance criteria	
	Performance Review Criteria	Task (Implementation Modality)
3 Tax Reform		
3.2 Interim tax assessment carried out throughout the year and collection increased	Interim tax assessment carried out regularly	Tax collection efficiency should be increased up to 85% within 4 years after starting the project.

All target City Corporations under the CGP are required to implement the above activity

Classification of holdings under ‘holding tax’

Based on the types of ownership, the holdings can be classified in the following manner:

- Privately owned building and land (holding).
- Government, semi-government and autonomous bodies’ offices and residential holdings.
- Offices and residential holdings of non-government commercial organizations.
- Holding of building and land for industrial and residential purposes.
- Holding of office and land for non-government organizations.

Efficiency of holding tax collection

Holding tax collection efficiency is expressed in terms of the collection rate of holding tax in comparison to the total demand in percentage. On the other hand, the total demand of holding tax of a particular year consists of total arrears accumulated for all types of holding taxes in the preceding years and holding tax of the current fiscal year. In this regard, an example is given below for calculating the collection efficiency:

- Accumulated arrears of holding tax of all holdings for the preceding years as of 1 July 2012-13 fiscal year = A
- Total current demand of all holdings during July-June 2012-13 fiscal year = B
- Total tax demand of all holdings for 2012-13 fiscal year = A+B
- Total collected arrears of all holdings for July-June period of 2012-13 fiscal year= C
- Total collection against total current demand of all holdings for 2012-13 fiscal year= D
- Total collection of all holdings for July-June period of 2012-13 fiscal year = C+D
- Thus, collection efficiency for 2012-13 fiscal year is $E = \{(C+D) / (A+B)\} \times 100 = \dots\%$

To ensure steady tax collection, timely sending of the tax bills from the City Corporation and regular communications with taxpayers is important. However, as for tax collection for the organizations, it is important to make necessary allocations for holding tax payments in the budgets of the respective tax-paying organizations to demonstrate their willingness to pay taxes on time. Similarly, it is equally important for the City Corporation to collect the taxes. Combined efforts and activities of both sides would help increase the City Corporation’s holding tax collection. A City Corporation should play the leading role in creating such an environment.

Holes in the net /Reasons for lower Tax collection

Proper assessment of properties and efficient collection of tax are vital for the City Corporations as property tax is the primary source of income for these authorities.

Issues faced by the civic Corporations

- Low rate of tax filing, high arrears;
- Improper assessment of property tax;
- Large number of un-assessed properties;
- Wrongly assessed properties;
- Delay in preparing the list of defaulters;
- No uniform procedure of taxation;
- Paper based property records;
- Tampering of records;
- Inaccurate and inconsistent data.

Illegal constructions, un-assessed properties, administrative inadequacies, among others, have eroded the property tax base of most Bangladeshi cities. A significant number of properties are not included in the tax base, while those that are included are often inaccurately assessed, leading to inefficient tax collection. Also, legal disputes over property ownership result in poor tax assessment.

Moreover, property tax details are still maintained in paper format, which makes it difficult for the CC authorities to track the tax defaulters and trace the un-authorized and under-taxed properties. This results in poor coverage of properties, low revenue and inefficient tax management system.

Tasks to achieve the goal of increasing holding tax collection

1) Developing bill preparation and distribution systems to increase holding tax collection

- Introduce computerized tax record and tax billing system.
- Continue annual bill-book system combining four quarters' bills prior to introducing computerized billing system.
- Ensure distribution of filled-in bill book to all holding owners within first month of the first quarter of the fiscal year.
- Distribute computerized bills to all holding owners in the first month of each quarter.
- Employ dependable courier service to ensure timely distribution of bills.
- GIS may be an innovative practice in CCs in property tax assessment and administration

2) Simplification of holding tax payment system

- Stop cash collection system with receipts by visiting every house. Introduce the system of opening a counter in the City Corporation, e-payment system, Mobile payment together with holding tax payment through required number of bank branches.
- Introduce online banking system to pay the holding tax.
- Based on the feasibility of introducing holding tax payment through mobile companies, introduce this system, if possible.

3) Publicity, communication and opinion sharing to increase holding tax collection

- Undertake motivational campaign to make aware and sensitize the City Corporation dwellers to regularly pay the holding tax. To do this, undertake rally, announcement, courtyard meeting, leaflet/poster distribution, advertisement in local dailies, presence of the Mayor in local cable TV to publicize his/her appeal.
- Highlight the importance of holding tax payment, share opinions locally with elites, heads of government, semi-government, autonomous, non-government organizations, and Press Club, representatives of civil society and business organizations as well as representatives

of cross-section of people and all religious leaders, including *Imams* of mosques, and take their cooperation.

- Undertake regular publicity programs to make all the stakeholders aware of the reason why holding tax payment is mandatory as well as the adverse impacts on the City Corporation services in case of non-payment of the holding tax, powers provided to the City Corporation authority to enforce collection of holding tax in line with the relevant regulations, and the untoward consequences of taking actions according to the legal provisions, etc.
- As per rules, the tax rebate should be mentioned in the footnote of the bill (tax rebate of 5% will be given if the tax is paid on time, and the rebate of 10% or 7.5% (depending on the number of quarters will be given if it is paid in advance), and publicize the rebate system through public announcement, rally, leaflet, poster, local dailies, etc.
- After discussing at the CSCC, WLCC, CBOs or informal committees about holding tax collection, take decisions to seek cooperation of all stakeholders for expediting tax collection increase.
- In collection of holding tax, particularly, tax on privately owned holdings, sensitize and involve the female heads.
- Prepare computerized database of each holding owner with their e-mail addresses and cell-phone numbers, and pursue the payment of the tax through SMS/e-mail communications.
- Take help of the media for publicity, communication and opinion sharing.

4) Duties/responsibilities of Tax Collectors/ Assistant Tax Collectors to increase tax collection

- Every Assistant Tax Collector, in case of collection through the bill-book, will ensure distribution of a bill to every holding in his/her area in the first month of a fiscal year or in the first month of every quarter.
- Every Assistant Tax Collector will prepare monthly and three-monthly reports highlighting the latest tax collection status of all holdings in his/her area, and contact with defaulters in person to persuade them to repay the above.
- Every month the Tax Collector under the leadership of the Secretary will organize a meeting with the Assistant Tax Collectors to review the previous month's tax collection report, analyze progress, and identify their tasks to increase tax collection, and after preparing the consolidated progress report on tax collection, send it to the Secretary for review in the Council meeting every month.
- The Tax Collector, under the leadership of the Secretary, shall fix the quarterly target for the Assistant Tax Collectors, prepare comparative statement on target and progress, mention reasons if no progress is made, and send request to the CSCC to discuss and make decisions on the formulation of possible strategies to overcome the problems.
- The Tax Collector, at the beginning of the fiscal year, will prepare the holding tax collection statement of the previous year, prepare the list of tax defaulters, and place a file to the Mayor through the Secretary or the CEO to undertake legal and other actions to collect arrears on the holding tax.

5) Introducing a motivational and incentive system for holding tax collection/payment

- Encourage staff members of the City Corporation Tax Collection Section to increase holding tax collection, and develop appropriate means to increase collection.
- Fix three-monthly and yearly targets of holding tax collection for every assistant tax collector, and measure his/her efficiency in this regard;
- Allowing rebate to the honorable holding tax payers encourage them to pay tax in time as indicated in Table 5.

Table -5: Tax Rebates

Period of bill payment within the timeframe specified by the City corporation	Rebate (%)
Current quarter bill	5%
All four quarters bills	10%
First quarter plus less of the remaining three quarters' bills	7.5%

- Reduction or remission. - (1) Whenever from the circumstances of any case it appears that the levy of any tax, rate, toll or fee would produce excessive hardship to any person liable to pay the same, the City Corporation may, at a meeting, reduce the same to the extent of 15 percent of the assessed amount, and once such deduction has been allowed, no further reduction shall be allowed by the City Corporation on the reduced amount.
- Reward the tax collector(s) amongst all others, who have been able to achieve the annual collection target with promotion/special enhanced salary/bonus/special financial benefit/gratuity along with testimonials.
- Caution or withhold enhancement of salary of the tax collector(s) who failed to achieve the fixed target.
- Award prizes to regular taxpayers based on their regularity of payment.

6) Legal action against holding tax defaulters

The Government empowered the City Corporation to recover all arrears through distress warrant, sale of movable property or even by attachment and sale of immovable property belonging to the person concerned. The City Corporation should not only serve the distress warrant but also take legal action against defaulters to collect dues in arrears. Without punitive measures, collection efficiency cannot be increased. The City Corporation should bring pressure to bear on the defaulter to clear their arrears and should use the power which is provided by the government against the tax defaulters through attaching movable properties etc. The City Corporation must understand that without a collection-led strategy, no amount of reform in the system will generate increased tax revenues.

Finalizing the list of defaulters based on a review of the previous year's tax collection report submitted by the tax collector at the beginning of new fiscal year. **(Annex-9 & 10)**

Tax officials need to be given special mobilization and assessment training to boost the holding tax collection.

7) Application of the authority to collect arrears through attachment and sale

Under section 11 of the City Corporations (Taxation) Rules, 1986 Recovery of arrear taxes, etc. - (1) Subject to the provisions of rule 10, if any person fails to pay any tax, rate, cess, toll or fee, or any installment thereof or any other dues within the specified time, the City Corporation shall cause a list of such arrears to be prepared and shall display it on the notice board of the City Corporation and simultaneously a notice shall be served on the defaulter individually.

(2) On the expiry of thirty days from the date on which the arrear list is so displayed and notice served, the City Corporation may proceed to recover the arrears as a public demand, and where the City Corporation has been empowered to recover arrears of taxes, rates, cesses, tolls, fees and other moneys claimable by the Corporation by distress and sale of movable property belonging to the person concerned, it may proceed to recover the amount due by distress and sale of movable property belonging to the person concerned.

As per rule 12 of City Corporations (Taxation) Rules, 1986, Power to recover dues by distress and sale by whom to be exercised. - (1) The power to recover arrears of taxes, rates, tolls, fees and other moneys by distress and sale of movable property shall be exercised by the Mayor of the City Corporation.

(2) The Mayor of the City Corporation shall issue the warrant of distress and sale of movable property.

(3) Any employee of the City Corporation duly authorized by the Mayor in this behalf shall execute the warrant.

(4) In case there is any apprehension of breach of peace in the execution of distress warrant, the Mayor, when required, may seek police assistance and any extra cost involved in securing the assistance of police shall also be recoverable from the defaulter.

In some cases the big players earning crores of taka in rent are not at all interested in cooperating with the tax officials. Some of the prominent defaulters of holding tax would be served distress warrant notice. The City Corporation may seek police assistance to deal with situations that might arise once the notice is served. CC can earn more holding tax from the major defaulters as they evade it.

9) Computerization/GIS may simplify property tax assessment and collection in City Corporation

Proper assessment of properties and efficient collection of tax are vital for the City Corporation to increase their property tax. In a bid to improve their functioning, GIS may be an innovative practice in CCs in property tax assessment and administration. The need for implementation of on-line system for property tax through a proper mapping of properties using a GIS system is the dire need of time.

Use of GIS may open a whole new horizon for the City Corporation; the CC can utilize this technology for database preparation and assessment of property. The urban areas that will use the GIS might observe major increase in revenues.

6.9 Continue the process even after the completion of the project. (Task 6)

For financial stability of CC, sustainability of the practices/criteria established at the time of implementation of the project, even after its completion is vital. In many cases, it is experienced that while the project runs, all the criteria set by the project are followed by the concerned organization, however, after completion of the project, even some good practices, are sometimes abandoned by that organization. It is obvious that continuous tax assessment and collection increase set as a criteria by the development partner would have some positive

impacts on the City Corporation’s revenue collection. Therefore, there is no good reason to give up such practices after completion of the project.

6. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Interim tax assessment carried out throughout the year and collection increased	Task1: Identify missing holdings and bring them to assessment registration.																	
	Task 2: Prepare quarterly progress report and present it at City Corporation meeting																	
	Task3: Review progress of interim assessment linking with Finance and Establishment Standing Committee and submit the report to CC monthly meeting.																	
	Task 4: Prepare report and submit to PCO on a quarterly basis.																	
	Task 5: Tax collection efficiency should be increased up to 85% within 4 years after starting the project.																	
	Task 6: Continue the process even after the completion of the project.																	

7. Cost of Implementation (if necessary)

The Mayor, CEO and the head of revenue/accounting section will make an assessment of the cost of implementation of this activity and submit a proposal each year for approval of the CC Council.

Annex I The procedure of determination of New Holding Number

Department/Section	DEPARTMENT OF REVENUE
Procedure of delivering services	The owner of the landlord needs to apply enclosed with the documents of the ownership of the land. Subsequently, the holding number is given if physical examination on the ownership of the land found correct.
Required time to deliver the services	15 days are required subject to the availability of information/documents in relation to vacant places and for infrastructure under construction. 90 days are required if infrastructure exists.
Necessary Fee/tax/Relevant Expenses	Annual Tax BDT 27 & Quarter Tax 6.75 for vacant places and for infrastructure under construction.
Relevant Acts/Rules	Section 26(1) of the City Corporation Taxation Rules 1986
Other Rules	Approval of tax officer is needed for vacant places and for infrastructure under construction.

Annex II Sample form-A

FORM-A

..... **City Corporation**

[Under rule 22 of City Corporations (Taxation) Rules, 1986]

Date:.....

Memo No.

To:

Father/Husband Name:

Address:

For the purpose of preparing the (revised) valuation list of building and land, take notice that under rule 22 of the City Corporation (Taxation)Rules, 1986, you are hereby required to furnish the undersigned within fifteen days from the receipt of this notice a true and correct return of the rent or annual value of your buildings and lands and correct description of the same in Form B attached hereto.

In case of default, you shall be liable to fine which may extend two thousand taka, and a further fine of not exceeding one hundred taka for each day during which you shall fail to furnish the return.

.....City Corporation Office

Tax
Assessor

.....City Corporation

Date:, 20..... Year

Annex-2-1

Annex III Sample Form-B, Rules-22

FORM-B, Rule-22

..... **City Corporation**

[Notice under the City Corporations (Taxation) Rules, 1986]

For City Corporations tax assessment or revised tax assessment or interim tax assessment, actual and correct rent or yearly valuation return with clear and correct description of the land and building on it.

(The following points to be filled-up by the owner or occupant)

- 1) Name of revenue circle/ward:
- 2) Name of Moholla/road:
- 3) Present number of building and land (holding) in tax assessment list:
- 4) (a) Name of owner/owners of the holding:
Father's/husband's name:
- (b) Name of occupant(s):
Father's/husband's name:
- 5) Area of the building and land:
 - (a) Building area
 - (1) Pucca building:
 - (2) Semi-pucca:
 - (3) Kuttcha:
 - (4) Total:
 - (b) Land area
 - (1) Pond/derelict pond:
 - (2) Canal:
 - (3) Garden:

(4) Kutcha latrine:

(5) Other usage:

6) Description of the building

(Submit as per the description in the next page)

(Signature of the returnee)

(To be completed by Tax Assessor)

7) Building and land's new holding number (if provided):

8) Yearly valuation as determined by Tax Assessor:

Residents	Residential Building	Shop/warehouse/factory/workshop	Empty Land (if valuated separately)	Total
a. Owner (self)				
b. Occupant (tenant etc.)				

Total:.....

9) Tax Assessor's comments explaining briefly the reasons if there are differences in determining the holding taxes between the holdings in the same area or same road in relation to determining the basis of yearly valuation.

Tax Assessor

..... City Corporation

Annex IV Sample format for Building Descriptions

Description of Buildings (According to sl. no. 6 of FORM-B)

Type of building	Type of construction: Pucca building, semi-pucca building, kutchha house, temporary wooden house, plain or slate-tiles roof, or leaves, straw/leaves roof or corrugated tin-shade or flat etc.	Age of the building and current status	Number of storey	Number, shape & description					Present value or owner/occupants possessed building & attached land's yearly rent	Remarks
				Room	Balcony (open or closed)	Bath-rooms	Staircase	Total floor area		
1	2	3	4	5	6	7	8	9	10	11
a) Occupied by owner (1) Residential building (2) Shop/warehouse/factory/workshop										
(b) Occupied by occupants (1) Residential building (2) Shop/warehouse/factory/workshop										

Annex V Sample Form-C, Rules-23

FORM-C, Rule -23

.....City Corporation

..... year tax-assessment list

Sl. No	Road name of the building	Holding No of the building		Description of the building	Yearly valuation of the building	Name of owner	Type of tax or rate	Amount of yearly tax or rate						Amount of quarterly installment	Other description	Remarks
		Old	New					Holding	Conser-vancy	Water	Street light	Fire	Total			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17

Annex VI Sample Notificaiton

..... City Corporation

[Notification on City Corporation Tax Assessment as per Article 20(3) of the City Corporations (Taxation) Rules, 1986]

Date:

Memo No.

Name of holding-owner:

Father's/Husband's Name:

Address:

It is hereby being informed you that as per rule 7(1) of the City Corporations (Taxation) Rules, 1986 No. ward/tax circle moholla/road/present holding no. (old holding no.....) upon yearly valuation as per the above law's Article 20(3) new/changed basis yearly tax and rate have been fixed as per rates below. In the valuation list of tax assessment if you have any objections regarding proposed tax, ownership, houses/shops/building types etc., you can apply to the City Corporation in Form 'P' for tax re-assessment following payment of previous dues. After expiry of the deadline, no application will be accepted and assessed tax on you will be treated as final. The above tax will be effective onyear for collection.

In this context yourself or your representative in person may submit an application to the City Corporation within 30 days of this notification for a review providing reasons in Form 'CHHA' for any objections to tax assessment.

Tax Assessor

..... City Corporation

Mayor

..... City Corporation

Revised yearly tax and rate

Yearly valuation :

Tax on building & land :

Conservancy rate :

Street light rate :

Water rate :

Total

(In word:)

N.B. The above notice will be treated as final. Date of notification:

Final February 2018

Annex VII Form P

..... City Corporation

FORM- P

[Notice under rule 7(1)] of City Corporations (Taxation) Rules, 1986]

[Petition for objective against Assessment and Valuation]

[To be filled by the petitioner]

1. Date of application:

2. Name of applicant:

Father's/husband's name:

3. Holding/house no. :..... Ward/Circle No.

Name of Road/Moholla:

4. Yearly valuation

a) Current :

b) Revised :

5. Brief description of the reasons for rebate by the applicant:

Signature of the applicant

(To be filled-up by the office)

6. Attestation by the office on correctness of information provided from serial no. 1 to 5:

7. Comments of representative-member of the City Corporation or investigation officer:
8. Order of the Standing Committee regarding tax assessment and collection for every building

a) Essence of the order:

b) Final assessment of yearly valuation:

9. Signature of the members of Standing Committee on tax assessment and collection:

(1) (2) (3)

(4) (5)

10. Remarks about dues of the applicant and from which quarter this order would be effective:

.....
.....

Signature of section head

Annex VIII Construction Cost Formula

1. Construction cost		Tk. 100,000.00
2. Yearly valuation		
- 7.5% of construction cost		Tk.7,500.00
- deduction of O&M cost (1/6 of Tk.7,500)		Tk.(-)1,250.00
	Yearly valuation	Total: Tk.6,250.00

3. Assessment rates of yearly holding tax (based on yearly valuation in %)		
a. Tax on yearly valuation of building and land		Not exceeding 7%
b. Rate on building and land covered by street light services		Not exceeding 3%
c. Rate on building and land covered by conservancy services		Not exceeding 7%
d. Rate on building and land for maintenance and extension of water supply system		Not exceeding 10%
	Total	Not exceeding 27%

(Total rate of yearly holding tax valuation would be not exceeding 27% or as per the rates determined by the City Corporation following approved policies for calculating the holding tax. For convenience, 27% has been used here to calculate holding tax)

4. Amount of yearly holding tax = yearly valuation x 27%	= Tk.1,687.50
= Tk.6,250.00 x 27/100	

5. Deduction

a) For own use ¼	= Tk.421.88		
b) Repaid interest of house building loan	=	Tk.	
		
Total deduction	=	Tk.	= Tk.
		

6. Assessed yearly holding tax = Tk.

7. If the assessed holding tax is lower than the minimum amount determined for the concerned City Corporation then the minimum tax would be applied.

Final February 2018

Annex IX Monthly Rent Based Formula (assuming monthly rent Tk.1,000)

- | | |
|--|---------------|
| 1. Actual rent of 12 months or potential rent | Tk. 12,000.00 |
| 2. Deduction of 2 months' rent (for maintenance) | Tk. 2,000.00 |

Total yearly valuation = Tk. 10,000.00

3. Assessment rates of yearly holding tax (based on yearly valuation in %)
- | | |
|---|-------------------|
| a. Tax on yearly valuation of building and land | Not exceeding 7% |
| b. Rate on building and land covered by street light services | Not exceeding 3% |
| c. Rate on building and land covered by conservancy services | Not exceeding 7% |
| d. Rate on building and land for maintenance and extension of water supply system | Not exceeding 10% |

	Total Not exceeding 27%
--	--------------------------------

(Total rate of yearly holding tax valuation would be not exceeding 27% or as per the rates determined by the City Corporation following approved policies for calculating the holding tax. For convenience, 27% has been used here to calculate holding tax)

- | | |
|--|---------------|
| 4. Amount of yearly holding tax = yearly valuation x 27% | = Tk.2,700.00 |
| = Tk.10,000.00 x 27/100 | |

5. Deduction

- | | |
|---|-----------------------|
| a) For own use ¼ | = Tk.675.00 |
| b) Repaid interest of house building loan | = Tk. |
| Total deduction | = Tk. = Tk. |

6. Assessed yearly holding tax = Tk.

7. If the assessed holding tax is lower than the minimum amount determined for the concerned City Corporation then the minimum tax would be applied.

Final February 2018

Annex X Progress Report Form on Interim Tax Assessment

Sl. No.	Name of Tax Assessor	Name & Address of Owner with Holding No.	Starting Date of Interim Tax Assessment Process	Progress during Report Preparation	End Date of all Processes of Interim Tax Assessment	Amount of Finally Assessed Tax	Remarks
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1							
2							
3							
1							
2							
3							
1							
2							
3							

Annex XI DEMAND NOTICE

Article 11 (2) of the City Corporations (Taxation) Rules, 1986

To,

Mr/Msresident of
ward of City Corporation.

As per the bill send herewith your Taka has been held as arrear and now the said taka is demanded from you. If this taka is not paid to the authorized collector or City Corporation office within 15 (fifteen) days of this notice, the said amount of taka with all expenses shall be collected through attachment and sale (auction) of your assets and goods or as per other existing rules of law.

.....City Corporation Office

Mayor

Date, 20 year

..... City Corporation

Signature of notice server

Annex XII Duplicate Bill

..... City Corporation OFFICE

DUPLICATE BILL

Bill No. Holding No. Ward No.

Mohalla/Road Name:

Name of Taxpayer

Father's/Husband's Name

The total demand fromthree-monthly installment of year to
..... three-monthly installment of year of the above holding is as
below:

Tax on building and land:

Conservancy rate:

Street light rate:

Water rate:

Total:

No.....

Mayor

..... City Corporation

Date:, 20..... Year



Ministry of Local Government, Rural Development & Cooperatives

Local Government Division

Local Government Engineering Department (LGED)

3.3 Guidelines for Re-identification of source of tax

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justification	1
3. Relevant Issues of ICGIAP	1
4. Objective 2	
5. Relevant Organizations, Stakeholders and their roles and Responsibility	3
5.1 Roles of Local Government Division (LGD).....	3
5.2 Roles of City Corporation.....	3
5.3 Role of Civil Society Coordination Committee (CSCC) & City Development Coordination Committee (CDCC)	4
6. Necessary Tasks and Procedures	4
6.1 Examine re-identification of new tax sources which CC can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) following the taxation rule of LGD at Finance and Establishment Standing Committee. (Task 1)	4
6.2 Procedure of re-identification of revenue	6
6.2.1 Get started with building multiple revenue sources.....	6
6.2.2 Build revenue-generating Ideas	6
6.3 Revenue Sources	7
6.3.1 Develop a basic understanding of revenue sources:	7
6.3.2 Start finding revenue sources	7
6.3.3 Identify organizational goals for revenue development.....	7
6.3.4 Section A: Sample Goals.....	8
6.3.5 Conduct a SWOT analysis.....	8
6.3.6 SWOT Worksheet	9
6.4 Identify CC's Income Strategy.....	10
6.5 Enhance an existing revenue source	10
6.6 Start a new revenue source	10
6.7 Form a partnership to share an organization's revenue sources	10
6.8 Form a partnership with an organization to acquire in-kind resources.....	11
6.9 Weigh the strengths and weaknesses of each income strategy	11
7. Selection of Appropriate Revenue Source	11
7.1 Consider CC's source options	11

7.2	Consider hiring a consultant	12
7.3	Prepare proposal of new tax sources by Finance and Establishment Standing Committee and submit to City Corporation meeting for necessary action (Task 2)	12
7.3.1	Develop and Execute a Revenue Source Plan	12
7.3.2	Develop meaningful and measurable plan objectives.	12
7.3.3	Understand the impact of revenue source plan	12
7.3.4	Document revenue source plan	13
7.3.5	Evaluate Results and Strive for Improvement.....	13
7.3.6	Analyze CCs performance.....	13
7.3.7	Diagnose issues and propose corrective actions	13
7.3.8	Main Steps in setting New Tariffs.....	13
7.3.9	Some New Potential Sources of Revenue	14
8.	Implementation Schedule	16
9.	Cost of Implementation (if necessary)	16
	Annex I CC Act Fourth Schedule.....	17
	Annex II Sixth, Seventh and Eighth Schedule	18

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justification

To meet the growing needs of City Corporation citizens and ensure sufficient quality and quantity of all public services together with necessary infrastructure development, City Corporations need a strong and permanent financial basis. Revenue collection is the main financial source of a City Corporation. It is, therefore, essential to enhance the revenue collection of the City Corporation through re-identification of new sources of tax to make its revenue base strong.

Every City Corporation, based on the government's prior approval, as per the fourth schedule in the Local Government (City Corporation) Act 2009, collects revenues by imposing taxes, sub-taxes, rates, tolls, fees, etc. These revenues are largely divided into two categories: holding tax revenue and non-holding tax revenue. Non-holding tax revenue includes taxes, sub-taxes and rates related to revenue and lease/rent, tolls, fees etc. It is essential that CC should enlarge income from their own sources, not only from holding tax but also other sources of tax. While major sources already have tax levies, CCs should seek out new tax sources. Therefore, the City Governance Project (CGP) includes an activity related to re-identification of sources of tax through tasks under Inclusive City Governance Improvement Action Program (ICGIAP).

3. Relevant Issues of ICGIAP

It is essential that CCs enlarge income from their own sources, not only holding tax but also other sources of tax. While major sources already have tax levies, CCs should seek out new tax sources through the following tasks.

(1) Tasks

Task 1: Examine re-identification of new tax sources which CCs can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) following the taxation rule of LGD at Finance and Establishment Standing Committee.

Task 2: Prepare proposal of new tax sources identified by Finance and Establishment Standing Committee and submit to City Corporation meeting for necessary action.

(2) Action by:

CC Mayor, CEO and standing committees

(3) Indicators:

Finance and Establishment standing committee meeting held at least 4 times annually

(4) Time schedule:

Annually

4. Objective

The resources of the city corporation are composed of internally raised revenue, government and foreign grants and loans and advances. Internal revenue includes several taxes, charges for the provision of Municipal services, fees, fines, tolls, rents from own property, and monthly rentals of market stalls. The tax revenue sources are those on the annual rental value of buildings and land, popularly called holding tax, on the transfer of immovable property, on professions, trades and callings, on entertainment, non-motorized vehicles, animals, advertisements, and on births, marriages, adoptions and feasts. Tax on annual rental value of building and land can be imposed on the inhabitants. Government grants include normal or salary compensation grant, octroi compensation grant and development grant. A nominal fixed amount of money is given to the City Corporation by the Local Government Division (LGD). Development grant is provided against different projects submitted by the City Corporation to the government. Some projects are also financed with donor assistance. Adopting an overall programme that strives for maximizing revenues has many benefits for a City Corporation as indicated below:

- Increases visibility and accountability for the staff that are responsible for revenue generation and collection.
- Develops opportunities to make the overall revenue structure more equitable and efficient and less dependent on just a few revenue sources.
- Identifies user charges and fees that may not be covering the cost of service to the extent required by the city's financial policies.
- Identifies weaknesses in the city's financial management procedures or organization.
- Reveals areas of future concern to assist in budgeting and forecasting.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Roles of Local Government Division (LGD)

The Local Government Division (LGD) is mandated to follow the below mentioned rules stipulated in the Local Government (City Corporation) Act -2009 for imposing and identifying new sources of tax:

84. Model Tax Schedules- The Government may frame model tax schedules, and where such schedules have been framed, the Corporation shall be guided by them in levying a tax, rate, cess, toll or fee.

85. Directions with regard to Levy of Taxes- (1) The Government may direct the Corporation-

(a) to levy any tax, rate, cess, toll or fee which the Corporation is competent to levy;

(b) to increase or reduce any such tax, rate, cess, toll or fee, or the assessment thereof, to such extent as may be specified under clause (a).

5.2 Roles of City Corporation

As per Chapter Two of Local Government (City Corporation) Act -2009, the following rules can be applied for imposing and identifying new sources of tax:

82. Corporation Taxation- The Corporation, with the previous sanction of the Government, may levy, in the prescribed manner, all or any of the taxes, rates, cesses, tolls, and fees mentioned in the Second Schedule.

83. Notification and Enforcement of Taxes- (1) All taxes, rates, cesses, tolls and fees levied by the Corporation shall be published in the official Gazette and, unless otherwise directed by the Government, shall be subject to previous publication.

(2) Where a date of proposal for the levy of a tax, rate, cess, toll or fee or for a modification of tax, rate, cess, toll or fee is specified by the sanctioning authority the proposed levy or modification shall come into force on such date.

86. Liability on account of Taxes- (1) The Corporation may, by notice, call upon any person to furnish such information, produce such record or accounts, or to present such person or goods liable to any tax, rate, cess, toll or fee, as may be necessary for the purpose of determining the liability of such person or goods to a tax, rate, cess, toll or fee, or the assessment thereof.

(2) Any officials of the Corporation authorized in this behalf may, after due notice, enter upon any building or premises for the purposes of assessing the liability of such building or premises to any tax, or inspecting any goods therein liable to any tax.

87. Collection and Recovery of taxes- (1) All taxes, rates, cesses, tolls and fees levied under this Act shall be collected in the prescribed manner.

(2) All arrears of taxes, rates, cesses, tolls and fees, and other moneys claimable by the Corporation under this Act shall be recoverable as a public demand.

5.3 Role of Civil Society Coordination Committee (CSCC) & City Development Coordination Committee (CDCC)

IGGIAP ensures participation from the community in Civil Society Coordination Committee & City Development Coordination Committee under CC. Therefore, both committees may have an important and active role in helping CC for identification of new sources of tax and increasing taxes, rates, tolls or fees. Participation in identification of different new sources of taxes, tolls and fees by businesses and community groups means a democratic process in which citizens or community members' are directly involved in the decision making process of CC. CC will actively consider all suggestions from CSCC & CDCC in enhancing the revenue base from the current state of income.

6. Necessary Tasks and Procedures

To become financially solvent and make its revenue base strong, CC needs to identify the new sources of tax following the below mentioned tasks and provide improved services to the city dwellers:

6.1 Examine re-identification of new tax sources which CC can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) following the taxation rule of LGD at Finance and Establishment Standing Committee. (Task 1)

Existing Sources of Revenue

Any City Corporation, as per Article 82 of the Local Government (City Corporation) Act 2009, subject to prior approval of the government, can impose all or any taxes, sub-taxes, rates, tolls, fees etc. mentioned in the third schedule of the same Act. The areas of such tax, sub-tax, rate, toll, fee, etc. (Annex-I) that City Corporation can impose are mentioned in the fourth schedule. Amongst them, the building and land tax, based on annual valuation of building and land, together with street light rate, conservancy rate and water installation or water supply rate are called 'holding tax', which is shown in a single bill for collection. All types of buildings and lands located in a City Corporation are covered by the 'holding tax'.

In addition, according to the section 120 (2), 121 (2) & 122 (2) of sixth, seventh and eighth schedule respectively under the Local Government (City Corporation) Act 2009, CC can issue rules and by-laws regarding various issues and sources from which CC can generate revenues (Annex-II,III,IV)

Holding Tax (Including Water, Conservancy and Lighting Rate)

The holding tax which is a form of property tax can be traced back to the time of the Romans. The term 'holding tax' encompasses an array of property based taxes and rates levied against the value of buildings and the land upon which they are situated. It comprises the house tax, water rate, lighting rate, and conservancy rate. This was historically the most important and stable source of

municipal revenue. Recently, other sources have become more important. But still holding tax has the largest potential for growth, if properly handled.

Property Transfer Fee

This tax is levied when any sale or other transfer of immovable property (land, building, etc.) takes place within the City Corporation. The tax is levied at 2% of the value of the property, which is actually collected by the agencies under the Ministry of Land and after deduction of collection charges passed on to the Corporation concerned. This is actually not a local tax. It is levied and collected along with a variety of stamp duties. While there is apparently little problem in realizing the Corporations' share of the tax, the rate at which it is levied is very low.

Trade License Fees

Trade license fees are one of the non property taxes and are levied on various trades (shopkeepers, various businesses).

Rickshaw License and Road Cutting Fees

Rickshaws remain the main source of transport for many people. This source, therefore, may be a quite buoyant one. But the general impression is that there are more rickshaws on the street than are licensed. Various other fees are charged by the City Corporation. Road cutting fees are one of them. An important fee in many City Corporations is that charged to utilities which cut roads for such purposes as laying pipelines. Such revenues are, however, offset by the costs of repairing the roads and, therefore, cannot be viewed as a major net revenue source.

Rent From Property/Market

Rental income particularly from shops and markets owned by the City Corporations, constitute a very important source of revenue. Revenue from rent increased due to enhancement of rates and inclusion of new shops in the register. The revenue accrues from rental key-proceeds (Salami) of market stalls, rent of buildings, and sale of land. In case of upgrading of an existing market, the incumbent shopkeepers were allowed market stalls at preferential rates. Additional stalls were let out at market rates to new owners. There are various reasons for the ups and downs in the amount of rent collection. Case 1: When in some markets, a sort of litigation is going on, then the City Corporation does not collect any rent from that market. After finishing the litigation case, the Corporation receives a large amount of money when it collects several years' rents in arrears; Case 2: the Corporation collects huge rent in case of building new market and at the same time demand also rises. Case 3: the demand for rent collection also falls when the market are breaking down.

City Corporation's goals and tasks in re-identification of revenue sources and increasing tax revenue

The City Corporation has the authority to intervene in various existing areas of non-tax revenue income, and increase their coverage as well as re-evaluate various relevant matters. Therefore, the City Corporation's goals to increase non-tax income can be identified as follows.

- 1) In every area of non-tax revenues, ensure renewal with an increase of the previous year's amount at the rate of, at least, inflation (subject to limitations prescribed in the Model Tax Schedules).
- 2) At the rate of at least inflation, increase the collection in current year compared to the last year.
- 3) The rate of change in price index occurred over the period of a fixed-term contract should be the rate at which to increase the new contract value during re-signing of the agreement.
- 4) Increase the areas of tax revenue collection and impose tax with the approval of the government.

To achieve the above goals, the following tasks should be undertaken to increase non-tax revenue:

- Using the model tax schedule as a sample, update the list of areas of non-tax revenue collection and increase it by including more potential areas.
- Collect the inflation rates published by the Bangladesh Bank.
- In case of determining the annual demand of non-tax revenue, where applicable, re-assess the current year's amount on top of the amount fixed in previous year, at least, at the rate of current year's inflation.
- At the time of renewal of a fixed-term contract, re-fix the contract value at the same rate of change in price index during the period.
- Prepare a plan for non-tax revenue collection and fix monthly target of each collector.
- Ensure total collection of money from lease and other eligible sources instantly/within timeframe, as per the existing government instructions (Note: LGD issues relevant instructions /guidelines each year to all LGIs regarding the lease of haat-bazar).
- Based on a review of last year's total target and actual income, increase and fix the current year's target by inflation rate and ensure the collection of actual income by more than the inflation rate.
- CEO/Secretary will review the non-tax revenue collections every month to achieve the target, monitor progress of the implementation of the plan, and include in the agenda of the City Council meeting to review and take decisions on those that are not achieving the annual target.
- Review matters of non-tax revenue in the CSCC meeting to obtain suggestions to increase the areas and volume of non-tax revenue collection

6.2 Procedure of re-identification of revenue

6.2.1 Get started with building multiple revenue sources

This guideline provides an overview of different revenue sources, insight into how various tools can help support revenue development, a step-by-step guide to developing a new revenue source, and analysis tools to help CC assess the organization's strengths and limitations. After reviewing this procedure, CC may know how to evaluate, start, and sustain one or more new income or revenue sources.

6.2.2 Build revenue-generating Ideas

The definitions below will gain meaning as we learn more about the revenue development process:

Financial resources — The various assets of the City Corporation, from actual cash, property, and inventory, to staff and volunteers, goodwill, reputation, constituent base, and partners of the organization.

Income strategy — The direction CC takes in the coming months to generate more income, whether contributed, earned, or in some other form. Organizations can choose to raise cash from existing revenue sources; raise cash from new sources; form an alliance or partnership with an organization that brings cash; or form an alliance or partnership with an organization that brings in-kind resources.

Revenue source — A discrete income source with its own characteristics and requirements. It can be earned income or unearned income. Each of the discrete income streams is called a revenue source.

6.3 Revenue Sources

6.3.1 Develop a basic understanding of revenue sources:

Prior to developing a plan to increase the organization's revenue, the City Corporation needs to develop an understanding of each of the types of revenue sources and how they work in real-world scenarios.

6.3.2 Start finding revenue sources

Web sites, rallies, and meetings can be powerful tools to identify new sources of revenue; they empower supporters to help the CC raise money, allow staff to make use of their personal networks, and allow for easy reporting and information-gathering on revenue bases. CC should consider:

- How will CC communicate the decision with its stakeholders? Should CC staff have an in-person meeting, or is e-mail communication sufficient?
- How will CC train staff to identify new sources of revenue? How much time will CC need to invest and who is the best person to lead a training effort?
- What will CC's plan be for ongoing operation of identification of revenue sources? How much time will be required and what regular content updates will be needed to be make the process continuous?

6.3.3 Identify organizational goals for revenue development

The City Corporation likely to have a variety of goals it hopes to meet in the coming weeks, months, and years. Consider development areas, such as, annual revenue, special project revenue,

number of donors, number of volunteers raising revenue, and revenue identification expenses. Where does CC currently stand in regard to these developmental areas? Where does CC hope to be in the future?

CC needs to work on Goals and Financial Resources and brainstorm its goals with the relevant staff. Be sure to include stakeholders, including CC’s board and staff leadership, as these individuals have the power to make decisions as to which of these goals will be supported and pursued, becoming part of the organization's strategic vision.

6.3.4 Section A: Sample Goals

Financial resource	Where we are today	Where we need/want to be
Annual revenue		
Special project revenue		
Number of sources of revenue		
Number of staffs raising revenue		
Revenue earnings expense		
Other		

6.3.5 Conduct a SWOT analysis.

A SWOT analysis (strengths, weaknesses, opportunities, and threats) enables organizations to assess their current financial resource strengths and weaknesses and evaluate the opportunities and threats around them. The result of an accurate SWOT analysis is a refined set of statements about the organization that will help to target CC’s focus in generating more revenue.

When crafting SWOT statements, CC needs to answer the following questions:

- Where can a revenue source build on a strength?
- What weaknesses must we minimize or eliminate to enhance a revenue source?

- Which opportunities support a strength or help eliminate a weakness?
- Which of the threats could potentially undermine an income strategy?

6.3.6 SWOT Worksheet

SWOT area	Statements about the organization
Strengths	<p>CC should consider the following questions:</p> <ul style="list-style-type: none"> • What financial resources does CC have (cash, people, expertise, etc.)? • Of the existing revenue sources, which one(s) generate most of CC's income? • What are CCs revenue-generating advantages? Are any of these unique to CC? • What does CC do well in raising revenue? • What do CC's constituents see as CC's resource strengths?
Weaknesses	<p>CC should consider the following questions:</p> <ul style="list-style-type: none"> • Is CC underutilizing board, community relations, development budget, reputation, or staff? If so, what would it look like if CC were using them fully? • Which of the existing revenue-generating activities could CC improve? • Which does CC do poorly? • What revenue-generating tactics should CC stop altogether? Are other similar organizations in CCs geographic area doing any better than CC? • Is CC online? Does CC accept Revenue online? How up to date is CC's website?
Opportunities	<p>CC should consider the following questions:</p> <ul style="list-style-type: none"> • Has CC been invited to participate with another organization? How was this evaluated in terms of risk and potential reward? • What new activity might take a combination of faith and action to undertake? • What are the open doors facing the organization? • What are the interesting trends in CC?

SWOT area	Statements about the organization
Threats	<p>CC should consider the following questions:</p> <ul style="list-style-type: none"> • What financial resource obstacles does CC face? • Are any new regulations, increased costs, or declining returns affecting CCs revenue-generating ability and return on investment? • Is there adverse public reaction to a revenue-generating technique CC is using? • Are the size, visibility, success, or revenue track record likely to hurt CC in the future? • Does CC have bad debt or cash-flow problems? • Could any of CCs weaknesses seriously threaten the organization?

6.4 Identify CC's Income Strategy

6.5 Enhance an existing revenue source

Enhancing an existing revenue source involves applying resources of money, counsel, and time to improve upon one or more revenue sources that already exist within CC's revenue-generating portfolio. If CC regularly solicits revenue sources, CC might add staff or a consultant to bolster research or inquiries.

6.6 Start a new revenue source

Starting a new revenue source involves applying people, money, and expertise to initiating and sustaining a new source of income. An organization might start a major gifts or planned giving program, create an institutionally related foundation, start an endowment, or create a sister corporation to launch a business. All of these would be in addition to existing revenue efforts and would, therefore, require additional resources to implement.

6.7 Form a partnership to share an organization's revenue sources

By entering into an alliance or partnership, CC can benefit from another organization's monetary source in a way that is beneficial to both entities. The success of a partnership or alliance for sharing revenue sources lies in a well-thought-out plan that is documented within a formal agreement.

6.8 Form a partnership with an organization to acquire in-kind resources

By entering into an alliance or partnership, the organization can benefit from in-kind services by developing an agreement where the value of time and services, materials, space, or other in-kind contributions meet a cost sharing arrangement. As with developing partnerships to share revenue sources, the strength of a partnership or alliance to share in-kind resources depends on the strength of a documented, formal agreement.

6.9 Weigh the strengths and weaknesses of each income strategy

When deciding whether to enhance an existing revenue source, start a new revenue source, or form a partnership to share revenue sources or in-kind resources, CC will need to consider a number of criteria, including:

- Investments required
- Risks
- Organizational culture
- Staff resources
- Timelines

After weighing the different strategies and criteria, CC can prepare to identify an income strategy by prioritizing the criteria that is most important to CC.

7. Selection of Appropriate Revenue Source

7.1 Consider CC's source options

The task of selecting a new revenue source will require CC to revisit the existing different revenue sources and consider:

- Funding uses. What sort of programmatic or organizational efforts does the revenue source support? What does the organization hope to support through additional funding?
- Staff commitment. What level of staff involvement does the revenue source require? What kind of staffing resources can CC commit to generating revenue?
- Necessary systems/processes. What underlying systems or processes must be strongly in place prior to developing this revenue source? Are there systems that CC would like to build to increase revenue?
- Lead time. How much planning is required to develop the revenue source?

- Return on investment (ROI). How successful is the revenue source at helping organizations raise more funds?
- Methods of enhancement. If already utilized, how can CC improve this revenue source to raise even more funds?

7.2 Consider hiring a consultant

If CC anticipates adding or enhancing a revenue source with which CC has little experience, CC may need to hire a paid professional consultant. Consultants bring specialized skills, experience, knowledge, or access to information. They can work on their own or be part of nonprofit or for-profit consulting operations. Universities, businesses, and government agencies often have groups of consultants within their organizations. Ideally, a consultant brings an independent perspective to an organization.

7.3 Prepare proposal of new tax sources by Finance and Establishment Standing Committee and submit to City Corporation meeting for necessary action (Task 2)

7.3.1 Develop and Execute a Revenue Source Plan

7.3.2 Develop meaningful and measurable plan objectives.

CC's statement of objectives should be a simple statement of what CC wants to accomplish and by when. It will detail not only the amount CC expect to raise but any additional goals CC identifies in step one of the revenue development process. Plan objectives are best stated with a measurable output by a specific date. Example objectives could include:

- Acquire 100 new names of revenue sources by January
- Identify & Reactivate 250 lapsed license holders by year-end

7.3.3 Understand the impact of revenue source plan

CC's revenue source plan has the potential to impact countless areas of the organization, from accounting, to registration and reporting. CC needs to analyze how the different revenue systems could potentially impact the organization's systems and procedures.

7.3.4 Document revenue source plan

This document includes fields to capture five areas of CCs revenue plan, including plan objectives, selection of revenue source, summary of costs, and schedule.

7.3.5 Evaluate Results and Strive for Improvement

7.3.6 Analyze CCs performance

After CC has taken the time to document a revenue source plan, CC will provide time to observe implementation efforts and analyze progress. Compare the performance against the measurable objectives CC identified in its revenue source plan. CC should evaluate as below:

- Are we meeting the mark?
- Where are we falling short?
- What evidence exists to show that we are over- or underperforming?

Unfortunately, not all revenue development efforts will take root and yield a valuable return on investment. By carefully noting evidence of the organization's performance, CC can target areas for improvement or revise its revenue source plan accordingly.

7.3.7 Diagnose issues and propose corrective actions

If CC finds evidence that the organization is not performing as expected or is not on target to meet the objectives CC identified in its revenue source plan, CC will need to do some further research to get at the root of the issue.

In diagnosing the issue, aim to identify whether the revenue source is falling short due to internal factors, such as CC's own staff and the design of the initiative, or whether external factors, such as a generally weak economy in CC's local area, are at play.

7.3.8 Main Steps in setting New Tariffs

1. Calculate the existing service cost
2. Develop alternative scenarios
3. Calculate the cost of each
4. Calculate tariffs by scenario
5. Compare tariffs to willingness to pay
6. Recalculate tariffs
7. Discuss results with stakeholders
8. Select the preferred scenario
9. Build public support

10. Present to the tariff-setting body and secure a tariff change.

7.3.9 Some New Potential Sources of Revenue

-Revenue generation can be from a process on the sale of petroleum products, cigarettes and other similar products. The collection is done by the central authorities and passed on to the city corporation or collected by the latter directly. Sumptuary taxes on cigarettes and other tobacco products may also bring in a substantial sum of money for the city corporation.

-Tax on those places of worship (religious institution) which are in part used for commercial purposes can be imposed.

Taxes – Road Pricing

Road pricing is an economic concept that supports direct charges or user fees applied to the use of roads. Road pricing has two discrete objectives: revenue generation, usually for the financing and maintenance of road infrastructure, and road pricing for purposes of transportation demand management. City Corporation may benefit from one road-pricing tool, in the form of parking fees and other road-pricing tools, such as, tolls, congestion charges and license fees.

Taxes – Carbon Tax

The tax is applied to virtually all fossil fuels, including gasoline, diesel, natural gas, coal and propane. While the carbon tax is comprehensive, it is weakened by the many exemptions granted to the largest industrial emitters, such as, those for aluminum smelting, lead and zinc production, and the transportation sector.

Sales of Services

After property taxes, sales of services can be the next largest category of revenue for local governments from their own sources. There are significant opportunities for local government to expand their sales of services and take advantage of their existing expertise and infrastructure. The principal areas where local governments could increase their revenues are sales of energy, garbage collection, water and sewer services.

User Charges and Fees

Services or user charges are an important source of City Corporation revenues in developing countries. Charging the immediate users of infrastructure and services has become a common principle, and user charges are growing in importance. User charges are developed to generate revenues to cover operating and investment costs. The design should provide for more efficient provision of municipal services including infrastructure to enable the rate setting and adjustment at levels that reflect operation and maintenance costs, real capital cost, finance charges and inflation. These may be imposed on public or private water supply, sewerage, telephone company, and electricity utilities. When fees and user charges are reasonably established, sub-national level governments can achieve financial self-sufficiency.

Toll Charges

Toll charges may be raised from vehicles which come to the local markets for collecting agricultural crops and other natural resources, like timber and mineral resources. The class of

vehicle and tonnage capacity will determine the toll amount. For instance, a progressively higher toll would be charged for cars, cars with trailers, trucks with two axles, or trucks with more than two axles. The money raised by the tolls would be used by City Corporation authorities for transport improvement. In collaboration with the central government, each CC can set toll rates to be charged on vehicles using City roads.

Garbage Collection Fees

There is a dire need for transportation facilities to collect garbage from cities and municipalities. The collected garbage may be useful in the preparation of compost, domestic energy supply, and for re-use, if possible. Local authorities can make this area a good source of revenues. In many City Corporations, garbage collection is done by the city authority, but due to a shortage of means of transport, this service does not reach all areas of the city. In some parts of the city, garbage collection is done by private individuals and associations that charge fees to provide this service. Through privatization and consultancy, efficiency can be improved and local authorities can create sources of revenue out of solid waste management. Solid waste management may include various activities, such as:

a) Composting: Some garbage collection from households and industries can serve as compost and be sold to farmers of vegetables and other crops. There is a high demand for compost in many parts of Bangladesh because of the soil infertility.

b) Energy recovery facility: The garbage collected could be used for supplying energy as a replacement to traditional sources of energy like firewood and charcoal.

c) Landfill development and closure: In this process, land reclaimed can be turned into productive areas. Several locations of CCs are covered with marshy and swampy areas.

Sewerage Charges

By developing a City sewer system, local governments can generate revenue by charging a fixed amount for users of the sewerage on a monthly or yearly basis.

Open Space Entry Fees

Local authorities may develop open spaces into parks, gardens, and recreation centers, which may generate revenues from users who visit them and pay entry fees. Parks and golf courses can be developed by CC which can charge a fee for facilities such as parking permit, camping, picnicking, and golfing.

Hazardous Waste Fee

A hazardous waste fee can be charged on industries that generate or store hazardous substances. In a country like Bangladesh, there is a need to establish an organ that charges fees for all dealers of toxic substances. The fee program may include the following:

Environmental Fee – This is a fee on industrial groups that use, generate, or store hazardous materials or conduct activities related to those materials.

Facility Fee – The facility fee applies to the owners or operators of sites that dispose or store hazardous waste.

Waste Generator Fee – This is a fee determined by the total tonnage of waste generated.

Disposal Fee – The disposal fee applies to any waste disposed of by depositing the waste on or into land in any City Corporation.

Betterment Fees- This is a tax that can be assessed by the City Corporation for properties that have been “bettered“ by the construction of a public water or sewer line. Therefore, a property may have some assessment paid but still have a water or sewer betterment fee. Most of the betterment fees are for vacant lots in the older sections of the cities. This fee may be a good source of revenue for CCs.

The City Corporation remains heavily dependent on the national government for its revenues. There is scope for improvement of revenue generation capabilities of the City Corporation by identifying new sources of taxes. Systematic improvements in every aspect of the local bodies are needed for this. The public representatives will have to be more dynamic and conscious about the needs of the people and must find out the means to finance the required services and infrastructures. The solution of almost all the problems lie in terms of increased initiative with elected City Corporation representatives and the permanent staff within the respective jurisdictions and not outside those. In such a circumstance, the government should give importance to the issues and take necessary steps for solution.

8. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Re-identification of source of tax	Task 1: Examine re-identification of new tax sources which CCs can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) following the taxation rule of LGD at Finance and Establishment Standing Committee.																
	Task 2: Prepare proposal of new tax sources by Finance and Establishment Standing Committee and submit to City Corporation meeting for necessary action.																

9. Cost of Implementation (if necessary)

The CC Mayor and the CEO will take into consideration relevant items of cost for the activity and work out proposals for cost of implementation for consideration of the CC council.

Annex I CC Act Fourth Schedule

Fourth Schedule

(See Section 82)

Taxes, Cessess, Rates, Tolls and fees Levied by the Corporation

- (1) Tax on the annual price of buildings and lands.
- (2) Tax on immovable property transfer.
- (3) Tax on application that done for erection or re-erection of a building.
- (4) Tax on such importable goods for consumption, use or sale in the city.
- (5) Tax on export within the city.
- (6) Tax related on toll.
- (7) Tax on profession.
- (8) Tax on birth, marriage, adopt and feast.
- (9) Tax on advertisement.
- (10) Tax on animals.
- (11) Tax on cinema, drama and drama show and other refreshment and entertainments.
- (12) Tax on vehicles except car and boat.
- (13) Rate on lights and fire.
- (14) Rate on waste disposal.
- (15) Rate to execute public service related functions.
- (16) Rate for water pipe and water supply system.
- (17) Cess on tax that levied by the Government.
- (18) School fees.
- (19) Fees on tax that gained by public service related functions conducted by the corporation.
- (20) Fees on fairs, agricultural and industrial exhibition, sports competition and other social gathering.
- (21) Fees on markets.
- (22) Fees on license, sanction and permission that provided by the corporation.
- (23) Fees on any special function that done by the corporation.
- (24) Fees on animal slaughter.
- (25) Any other fees that approved under any rules of this law.
- (26) Any other tax that levied as law by the Government.

Annex II Sixth, Seventh and Eighth Schedule

Sixth Schedule

[See section 120 (2)]

Issues on which rules to be implemented

(17) Defining, collection and control of tax, rate, toll, fee and other claims and responsibility of tax payer.

(18) Deception of octroi, inspection of goods that are octroi collectable and claim of movement to collect octroi.

(19) Procedure of notice circulation for tax and bill of other taxes, crock and taxes before sale and procedure of other collection and dismiss of uncollectable claims.

Seventh Schedule

[See Section 121 (2)]

Issues on which rules to be implemented

(10) Such arrangements on the occasion of any Government or non-Government fairs, shows or public festivals, provide license to the shops or places for that kind of fairs, shows or public festivals, visit of such fair and festivals

(22) Control of use and entrance in common park, common garden and open places, safeguard, control and maintenance of park, garden and open place, fees to be provided for the entrance and refreshment in the park.

Eighth Schedule

[See Section 122 (2)]

Issues on which by-laws to be implemented

(1) Approval of license and grant of permission, procedure of registration and inspection, license, approval, permission form and fees.

(11) Control of erection or re-erection of a building, inspection of a building, demolish of approved establishment work, offences related to erection or re-erection, fees for erection or re-erection works.

(12) Control of use and entrance in common park, common garden and open places, safeguard, control and maintenance of park, garden and open place, fees to be provided for the entrance and refreshment in the park.

Final February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.1 Guidelines for Financially Independent Accounting System in Water supply and waste management sector

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction.....	2
2. Justifications	3
3. Relevant Issues as described in ICGIAP.....	3
3.1 Task	3
3.2 Action by	3
3.3 Time Schedule.....	4
3.4 Indicator	4
4. Objectives and Indicators.....	4
4.1 Objectives.....	4
5. Relevant Organizations, Stakeholders and their roles and Responsibility	4
5.1 Role of Project Coordinating Office (PCO).....	4
6. Necessary Tasks and Procedures.....	4
6.1 Create financially independent accounting system for two sectors (water supply and waste management).....	4
6.2 Carry out cost recovery for O&M cost in water supply and waste management by properly adjusted water tariff and conservancy rate respectively	6
7. Implementation Schedule	7
8. Cost of Implementation (if necessary)	7
Annex I Concept of ICT system for water supply sector	8
Annex II Concept of ICT system for waste management sector	10

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

This guideline has been prepared on financial reform point of view to ensure that CCs can raise revenues independently and also allocate their resources for expenditures. To realize cost-recovery of the water supply and waste management sector, it is necessary to introduce “financially independent accounting system.” This enables CC to carry out financial control (management of profit and loss) under one independent account.

2. Justifications

Fundamental policy of financial reform is to enhance sustainable self-financing of CCs. The extent of financial autonomy depends on the extent to which CCs can raise revenues independently and also allocate their resources for expenditures. Upon understanding of fundamental policy, CCs are expected to manage sectors for which CCs are responsible (i.e. water supply and waste management sector) by using their own resources. To achieve such object, an establishment of “financially independent accounting system (self-financing accounting system)” is essential.

The current financial status of the water supply sector in the targeted CCs is breakeven (i.e. tariff can only cover O&M expenditure) or negative. An increase in O&M expenditures accompanying the expansion of relevant facilities in the future will cause deficits in the water supply sector. Waste management sector in CCs has almost same tendencies as water supply sector. It is forecasted that the deficit in these sectors could be serious, ultimately undermining the whole financial sustainability of CCs. Therefore, it is envisaged to introduce financially independent accounting system in the water supply and waste management sector for CCs.

3. Relevant Issues as described in ICGIAP

3.1 Task

To realize cost-recovery of the water supply and waste management sector, it is necessary to introduce “financially independent accounting system.” This enables CC to carry out financial control (management of profit and loss) under one independent account. CC should conduct the following steps.

Task1: Create financially independent accounting system for two sectors (water supply and waste management)

- Develop a computerized system for financially independent accounting system
- Open two independent bank accounts, one for each sector
- Revenues from holding tax (water rate/conservancy rate) and tariff is earmarked for expenditures of O&M and repair/rehabilitation related to those sectors
- Financial control/accounting transactions (management of profit and loss) will be carried out under one independent account

Task 2: Carry out cost recovery for O&M cost in water supply and waste management by properly adjusted water tariff and conservancy rate, respectively

3.2 Action by

CC Mayor,
CEO and

head of accounting section with assistance of consultants, PCO

3.3 Time Schedule

Task 1: Within 1st batch of project

Task 2: Within 2nd batch of project

3.4 Indicator

(1) 1st Performance Review

Preparation of financially independent accounting system initiated

(2) 2nd Performance Review

Proper tariff examined

4. Objectives and Indicators

4.1 Objectives

- To realize cost-recovery of the water supply and waste management sector
- To carry out financial control (management of income-expenditures) under one independent account
- To enhance transparency of financial management for these sectors

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Project Coordinating Office (PCO)

- PCO will engage ICT Company as a subcontractor to develop the Integrated Financial Management System (IFMS) including functions of financially independent accounting system.
- A subcontractor under PCO will install and set up the IFMS to CCs.
- A subcontractor under PCO will provide CCs with training program of utilization of IFMS.

6. Necessary Tasks and Procedures

6.1 Create financially independent accounting system for two sectors (water supply and waste management)

(1) Develop a computerized system for financially independent accounting system

- In the process of development of software for the IFMS, CCs should provide necessary assistance to the subcontractor, such as provision of CC's needs/requirements on the software and information on current ICT environment in CCs.
- IT sections in CCs should make sure that the IFMS is installed to relevant departments/sections and IFMS is functioning properly.

(2) Open one independent bank account for two sectors respectively

- CCs should open two bank accounts in a private bank; one for water supply sector, another for waste management sector.

(3) Deploy accounting officers to water supply section and conservancy department/section

- CCs shall deploy accounting officers to two sections respectively in order for them to carry out daily accounting transactions utilizing IFMS, since accounting transactions on financial independent accounting system are more complicated and workload related to accounting is expected to increase.
- Such accounting officers should work only on their respective sectors.

(4) Revenues from holding tax (water rate/conservancy rate) and tariff is earmarked for O&M expenditures related to those sectors

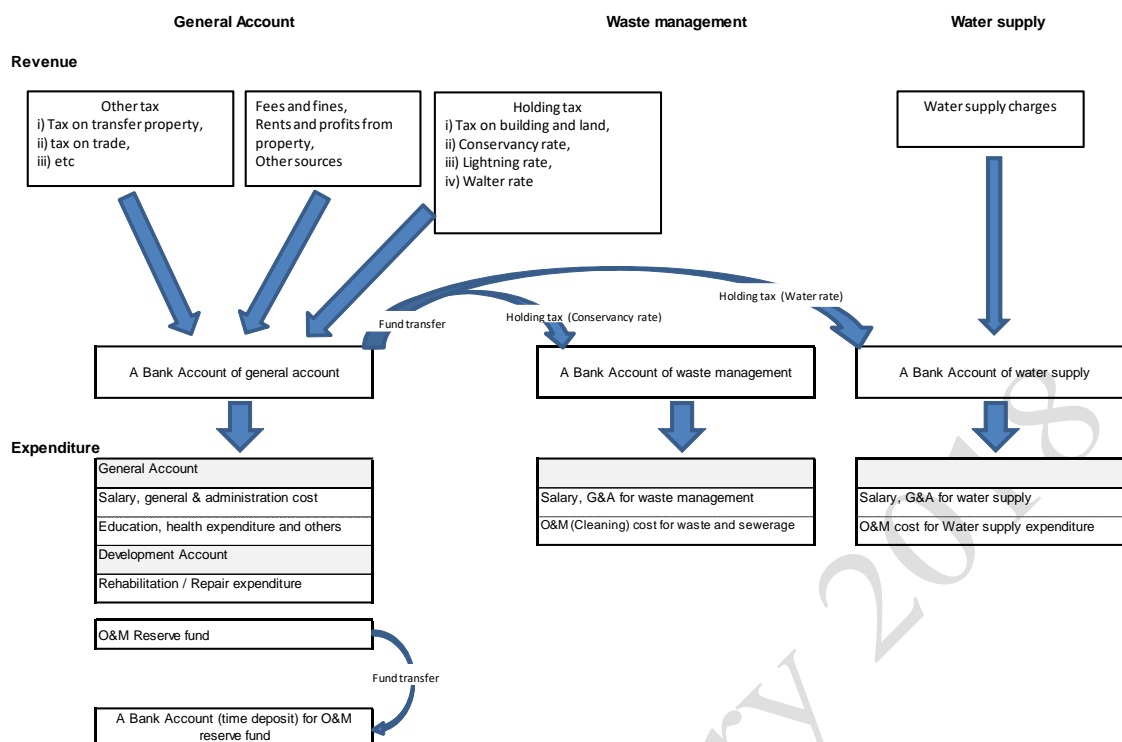
The following is a principle for accounting for financially independent accounting system. Also, a concept of accounting structure and funds flow is shown in the figure below.

Water supply sector

- Revenues from holding tax (water rate) should be transferred from a bank account of CCs' general account to a bank account for water supply sector.
- Tariff should be paid from users to a bank account for water supply sector.
- Such revenue should be earmarked for O&M expenditures for water supply sector. In principle, the said income should not be diverted to expenditures for other purposes.

Waste management sector

- Revenues from holding tax (conservancy rate) should be transferred from a bank account of CCs' general account to a bank account for waste management sector.
- Such revenue should be earmarked for O&M expenditures relevant to waste management sector.



(5) Accounting transactions / financial control (management of income-expenditures) will be carried out under one independent account

- Each section in CCs (water supply section, conservancy department/section), in cooperation with accounting section, should carry out daily accounting transactions.
- Technical Cooperation Project (TCP) will prepare Accounting Manual so that relevant officers can carry out daily transactions without hindrance. TCP will also provide training program to relevant officers in CCs.
- Financial control (management of income-expenditures) will be undertaken under one independent account by using IFMS.

6.2 Carry out cost recovery for O&M cost in water supply and waste management by properly adjusted water tariff and conservancy rate respectively

(1) Financial simulation will be carried out

- Each section in CCs (water supply section, conservancy department/section), in cooperation with TCP, should carry out financial simulation for middle and long term based on the data from IFMS.

(2) Appropriate tariff will be examined, and then financial plan will be prepared by CCs

- CCs should examine appropriate tariff level based on measured rate system which can cover O&M costs (i.e. capital repair, recurrent repair, and regular operation cost) based on the above financial simulation.
- Each section in CCs, in cooperation with CEO and accounting section, will prepare financial plan for middle and long term based on the output from the simulation.

(3) Tariff level will be determined in City Council

- To determine new tariff, City Council in CCs should deliberate newly introduced tariff level, as well as introduction of measured rate system.

(4) Water meters will be installed, and measured rate system will be introduced.

- CCs should install water meters to each holding where water is supplied from CCs when water supply facilities are newly constructed.
- Measured rate system will be introduced to holding where water is supplied from CCs. Then, water charge will be imposed to holdings based on new tariff.

(5) Financial status will be monitored

- Each section in CCs, in cooperation with accounting section, will monitor financial status (e.g. income-expenditures, accounts receivable) on a quarterly basis.

7. Implementation Schedule

Activity	Task / TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4.3 Establish integrated computer systems	Task 1: Develop and install the integrated computer systems which linked accounting-tax database-budget (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation) in cooperation with PMO																
	Task 2: Ensure implementation of the integrated computer systems by training staffs in CC (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation)																

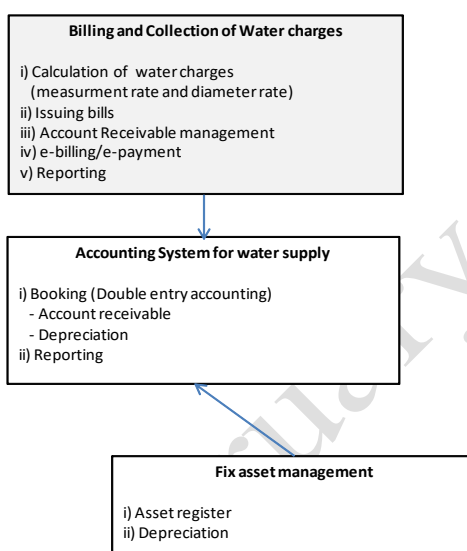
8. Cost of Implementation (if necessary)

There is no additional cost to execute this task.

Annex I Concept of ICT system for water supply sector

Financial Management System for Water supply sector is a part of Integrated Financial Management System (IFMS), and it is a module for transactions related to Water supply sector of CC. This module consists of three sub-systems; (1) Billing and Collection System for water charge, (2) Accounting System for water supply, and (3) Fixed asset management System. Each sub-system is a stand-alone system. Data exchange between the sub-systems is planned only between (1) and (2). Between another sub-system, necessary data input one from another will be done through accounting transaction in manual.

The Module with three sub-systems will be located in water supply section, and main users will be accounting officers in the water supply section.



(1) Billing and Collection System for water charge

i) Outline

Billing and Collection System for water charge are a sub-system for a comprehensive management system for water charge, which enable to carry out (a) calculation of water charge, (b) issuing bills, (c) account receivable management, (d) e-billing/e-payment, and others.

Billing/collection software exists in the targeted CCs. However, it is essential to update a system in order to add several required functions such as calculation of measurement rate basis water charge¹, e-billing/e-payment and so on. Taking into account demand for computerization, a *Billing and Collection System for water charge* should be newly developed through modification of the existing systems.

ii) Function

- To calculate water charge by both measurement rate and diameter rate method
- To issue bills
- Account receivable management:
 - To recognise collection status of each subscribers (e.g. paid amount, arrears and others)
 - The system should have functions of swift tracking, reference, amendment, monitoring.
- e-billing/e-payment
- To output a bundle of data (related to paid/unpaid) to *Accounting System for Water supply sector* in order to book received/account receivable monthly basis in *Accounting System for Water supply sector*.

¹ The existing billing and collection system can deal with only calculation for diameter rate basis water charge.

- To generate required reports
- iii) Reporting
 - Bills for subscribers. New format should be developed by referring current format since the current one is design subject to diameter rate basis.
 - A slip of total paid/account receivable (monthly basis)
 - Others (to be determined through requirement survey)

(2) Accounting System for Water supply sector

i) Outline

Accounting System for Water supply sector is a sub-system for all accounting transaction related to water supply sector of CC. A method of bookkeeping is a double-entry accounting system. Accrual basis will be partially applied to accounting transaction in water supply. Its main features are recognition of account receivable and depreciation cost. To recognise exact collection status from subscribers, account receivable is applied. Also, depreciation cost is recognised as expenditures to achieve cost recovery for initial investment costs.

ii) Function

- To book relevant accounting transaction as a double entry bookkeeping. The system should have functions of swift tracking, reference, amendment, monitoring and others.
- As account code will have two layers (i.e. first layer code - second layer code), data input window should has two input cells.
- Data input (received/account receivable monthly basis) from *Billing and Collection System for water charge*.
- To generate required reports

iii) Reporting

- Cash book
- General ledger
- Trial Balance Sheet
- Statement of income and expenditure
- B/S, Income Statement, Cash flow statement
- Others (to be determined through requirement survey)

(3) Fixed Asset Management System

i) Outline

Fixed Asset Management System is a sub-system for registering newly constructed water supply facilities and other fixed assets owned by water section (vehicles and equipments), calculate depreciation cost. Based on the result of calculation, relevant transactions (depreciation cost, accumulated depreciation, book value) will be booked in *Accounting System for Water supply sector*.

ii) Function

- Asset register for newly constructed facilities and other fixed assets
- Calculation for depreciation cost, accumulated depreciation, book value
- To generate required reports

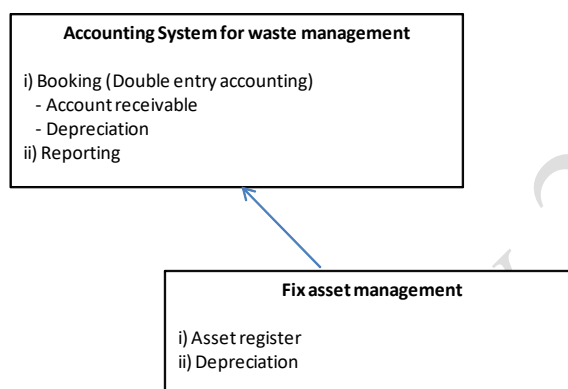
i) Reporting

- Asset registration (acquisition cost, depreciation cost, accumulated depreciation, book value, useful life, depreciation rate, and so on)
- A slip of fix asset transaction (acquisition cost, depreciation cost, accumulated depreciation, book value)
- Others (to be determined through requirement survey)

Annex II Concept of ICT system for waste management sector

Financial Management System for Waste management sector is a part of Integrated Financial Management System (IFMS), and it is a module for transactions related to waste management sector of CC. This module consists of three sub-systems; (1) Accounting System for waste management and (2) Fixed asset management System. Each sub-system is a stand-alone system. Data exchange between the sub-systems is not planned in short term perspective, necessary data input one from another will be done through accounting transaction in manual.

The Module with two sub-systems will be located in conservancy department/section, and main users will be accounting officers in conservancy department/section.



(1) Accounting System for Waste management sector

iv) Outline

Accounting System for Waste management sector is a sub-system for all accounting transaction related to waste management sector of CC. A method of bookkeeping is a double-entry accounting system. Accrual basis will be partially applied accounting transaction in waste management. Its main features are recognition of account receivable and depreciation cost. To recognise collection status of conservancy rate from tax payers, account receivable is applied. And also, to achieve cost recovery for initial investment costs, depreciation cost is recognised as expenditures.

v) Function

- To book relevant accounting transaction as a double entry bookkeeping. The system should have functions of swift tracking, reference, amendment, monitoring and other procedures.
- As account code will have two layers (i.e. first layer code - second layer code), data input window should has two input cells.
- To generate required reports

vi) Reporting

- Cash book
- General ledger*
- Trial Balance Sheet
- Statement of income and expenditure
- B/S, Income Statement, Cash flow Statement
- Others (to be determined through requirement survey)

(2) Fix Asset Management System

iii) Outline

Fix Asset Management System is a sub-system for registering newly constructed waste management facilities and other fixed assets owned by conservancy department (vehicles and equipments), calculate depreciation cost. Based on the result of calculation, relevant

transactions (depreciation cost, accumulated depreciation, book value) will be booked in *Accounting System for waste management sector*.

iv) Function

- Asset register for newly constructed facilities and other fixed assets
- Calculation for depreciation cost, accumulated depreciation, book value
- To generate required reports

ii) Reporting

- Asset registration (acquisition cost, depreciation cost, accumulated depreciation, book value, useful life, depreciation rate, and so on)
- A slip of fix asset transaction (acquisition cost, depreciation cost, accumulated depreciation, book value)
- Others (to be determined through requirement survey)

Final_February 2018



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.2 Guidelines for diversifying earnings from Business Operated by CCs

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1.	JUSTIFICATION	1
2.	RELEVANT ISSUES OF ICGIAP	2
2.1	TASKS	2
2.2	ACTION BY:	2
2.3	INDICATORS:	2
2.4	TIME SCHEDULE:	2
3.	OBJECTIVE	2
4.	RELEVANT ORGANIZATIONS, STAKEHOLDERS AND THEIR ROLES AND RESPONSIBILITY	3
4.1	ROLES OF CITY CORPORATION/LOCAL GOVERNMENT DIVISION (LGD)	3
4.2	ROLE OF OFFICE FOR PPP	3
5.	NECESSARY TASKS AND PROCEDURES	4
5.1	EXAMINE DIVERSIFICATION OF BUSINESS OPERATED BY CCS (INCLUDING PPP) AT FINANCE AND ESTABLISHMENT STANDING COMMITTEE, IN ORDER TO INCREASE EARNINGS IN CCS. (TASK 1).....	4
5.2	PREPARE PROPOSAL OF NEW BUSINESS ACTIVITIES AT FINANCE AND ESTABLISHMENT STANDING COMMITTEE AND SUBMIT TO CC COUNCIL MEETING FOR TAKING ACTION FOLLOWING THE CC ACT.-2009. (TASK 2).....	6
6.	IMPLEMENTATION SCHEDULE	12
7.	COST OF IMPLEMENTATION (IF NECESSARY)	12
	Annex I Guideline for Large Scale PPP Formulation and Operation	13
	Annex II Guideline for Medium Scale PPP Formation and Operation.....	16
	Annex III Guideline for Small Scale PPP Formation and Operation.....	19

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

1. Justification

The Local government can be defined as – infra sovereign units within a sovereign nation employed for specific functions in their jurisdiction. The City Corporation is the vital body working for development at the urban local level in Bangladesh. Finance is the key pillar to implement development initiatives. The universal complaint is that the Urban Local Bodies (ULBs) in developing countries are in dire need of resources not only for investment to meet the increasing demand of growing urban populations but also for maintenance of the existing services. This guideline explores the possible new sources of municipal funding and examines how these new sources of funds can be used for strengthening the financial capability of a City Corporation.

As per rules 28.3 of section 41 under Third Schedule of the Local Government (City Corporation) Act, 2009, the Corporation may, in the prescribed manner and with the previous sanction of the Government, promote, administer, execute and implement schemes for undertaking any commercial or business enterprise.

As some sources of earnings are already identified, CC should look for new areas of business to make its finance base strong. In this regard, the Inclusive City Governance Improvement Action Program (ICGIAP) of the City Governance Project (CGP) includes an Activity/Area 4.2 related to Diversifying earnings from Business Operated by CC.

2. Relevant Issues of ICGIAP

To increase earnings from own sources in the CC territory, it requires the diversification of earnings of CC. While some businesses are already established (e.g. lease for markets, concession for bus/truck terminal, etc), CC should seek out new business through the following tasks:

2.1 Tasks

Task 1: Examine diversification of business operated by CCs (including PPP) at Finance and Establishment Standing Committee, in order to increase earnings in CCs.

Task 2: Prepare proposal of new business activities at Finance and Establishment Standing Committee and submit to CC Council meeting for taking action following the CC Act.- 2009.

2.2 Action by:

- CC Mayor
- CEO
- Standing Committees

2.3 Indicators:

Finance and Establishment Standing Committee to hold meetings at least four (4) times annually

2.4 Time schedule:

Annually

3. Objective

New business or projects are initiated when a need or objective is defined. Objectives are those things that the organization wants to achieve. Typically a non-profit organization's objective is to improve the standard of living of the citizens in its community. It is usually a function of the City Council to determine the high-level organizational objectives. There are a number of reasons why a new business would be initiated:

- Help meeting the CC's long term goals and objectives
- Process/service enhancement
- Solve problems identified internally or externally
- Take advantage of new opportunity
- Statutory/ legal requirement

A guideline has been prepared on Activity 4.2 of the ICGIAP titled as 'diversifying earnings from Business Operated by CC' that will be used in five (5) City Corporations under the City Governance Project (CGP).

4. Relevant Organizations, Stakeholders and their roles and Responsibility

4.1 Roles of City Corporation/Local Government Division (LGD)

(1) Project Identification

(a) Line Ministry/implementing agency identifies the projects to be taken up through PPPs. A private investor may submit an unsolicited proposal with pre-feasibility study and/or detailed feasibility report to the line Ministry/implementing agency/Office for PPP.

‘In Principle’ Approval by Line Minister

The Line Minister gives ‘In principle’ approval to the proposals, submitted by the line Ministry, statutory authorities and other entities under its administrative control. The Line Minister also gives ‘In Principle’ approval to the proposals submitted by the private investors and Office for PPP.

(2) Request for Proposal

The line Ministry/implementing agency issues RFP, with appropriate modifications by the Office for PPP, if required, to the shortlisted private investors. The relevant Qualification and Tender Evaluation Committee (QTEC) evaluates the investors’ proposals based on the technical responsiveness criteria and screens out the non-responsive proposals. The private investor whose proposal is the subject of the RFP qualifies automatically for technical responsiveness. The QTEC prepares the RFP evaluation report with a ranking of the technically responsive investors based on the financial evaluation criteria. The line Ministry/implementing agency issues letter to the selected bidder to initiate the negotiation process.

(3) Negotiation and Contract Award

The line Ministry/implementing agency negotiates the contract with the selected bidder and sends it to the Legislative and Parliamentary Affairs Division for vetting. After vetting, the line Ministry/implementing agency seeks approval of the Line Minister. After approval by the Line Minister the line Ministry/implementing agency signs the contract with the selected bidder.

4.2 Role of Office for PPP

(1) Feasibility study and Preparation of Documents

Office for PPP can also independently identify PPP projects. In this case, the Office for PPP needs endorsement of the proposal by the line Ministry/implementing agency. Office for PPP appoints consultants from a pre-selected panel of consultants or through an independent bidding process. The Consultants conduct detailed feasibility study (DFS). Finance Division appraises the requirements of viability gap funding (VGF), if any, as identified in the DFS and Proposed by Office for PPP in consultation with line Ministry/implementing agency. The Consultants prepare RFQ and RFP (including draft concession agreements) documents and other related documents as required.

5. Necessary Tasks and Procedures

5.1 Examine diversification of business operated by CCs (including PPP) at Finance and Establishment standing committee, in order to increase earnings in CCs. (Task 1)

(1) Diversification of business operated by CCs

(2) Finance through Public-Private Partnership

For some local governments, borrowing may not be an option, whether because of national regulations or because they are not creditworthy in the eyes of banks and capital markets. In such cases public-private partnerships (PPPs) offer opportunities to access external financing. The local government may join forces with private partners for jointly funding and operating service assets, based on agreements to share costs, risks and the benefits of investment. PPP agreements usually include arrangements for asset ownership, operations and maintenance.

(3) Municipal or metropolitan development fund

Establishing a municipal, metropolitan, or regional development fund for capital investments may also be an option, with contributions from various levels of government, international agencies, and private sector. About 60 countries have created national funds as part of their inter-governmental system specifically as financing vehicles. The funds do not usually apply exclusively to metropolitan areas but to all urban areas or local governments in the country. However, governments in metropolitan areas are often prime recipients of such funds as loans or grants.

(4) Regional Authorities

A regional authority is an independent legal entity, conceptually a voluntary association or organization established by the member local governments for planning, service delivery, or to make better use of their public resources. Such city-to-city arrangements are sometimes called 'special purpose associations.'

Two or more local governments may create an association to achieve economies of scale. For example, for waste management, they jointly operate a garbage disposal facility or a landfill.

(5) Public-Private Partnership (PPP)

For the first time in the country, the Government through its national budget FY 2009-10 introduced the concept of PPP budget. The government has taken a two-pronged strategy for building public-private partnerships: one is to attract investment for projects, where building new infrastructure and expanding existing infrastructure is the major component; the second is to attract innovation and sustainability of public service delivery to the citizens.

(6) Applicability of PPP

Any project that generates public goods and services may be considered under the public-private partnership, if at least one of the following circumstances exists for the project:

- i. The implementation of the project is difficult with the financial resources or expertise of the government alone;
- ii. Private investment would increase the quality or level of service or reduce the time to implement compared to what the government could accomplish on its own;

- iii. There is an opportunity for competition, where possible, among prospective private investors, which may reduce the cost of providing a public service;
- iv. Private investment in public service provides an opportunity for innovation; and
- v. There are no regulatory or legislative restrictions in taking private investment in the delivery of public service.

(7) Sectoral Coverage of PPP

PPP arrangements can be appropriate for urban, municipal and rural projects, among others, that the Government views as priority areas for development so as to support economic development activities.

(8) Classification of projects by investment size

Large Project (Annex-I)

A project, which is estimated to have a total investment above BDT 2.5 billion (as identified in the pre-feasibility report), excluding on-going capital for expansion, shall be classified as a Large project.

Medium Project (Annex-II)

A project, which is estimated to have total investment between BDT 500 million and 2.5 billion (as identified in the pre-feasibility report), excluding on-going capital for expansion, shall be classified as a Medium project.

Small Project (Annex-III)

A project, which is estimated to have total investment below BDT 500 million (as identified in the feasibility report), excluding on-going capital for expansion, shall be classified as a Small project.

(9) Procedure:

The detailed procedure and guidelines for all forms of financial participation by the government will be issued and specified by the Finance Division with the approval of the CCEA.

Technical Assistance Financing: The Technical Assistance Financing is designed for the following purposes:

- Pre-feasibility and Feasibility study for projects;
- Preparation of RFQ and REP documents for projects;
- Preparation of concession contracts for projects;
- PPP related capacity building in the line Ministries/implementing agencies and other relevant agencies;
- PPP related awareness building, such as, road show, exhibition etc.

(10) Structure

The institutional framework for developing strategy, identification, formulation, appraisal, approval, monitoring and evaluation of PPP projects is presented below:

- i. Public-Private Partnership Advisory Council (PPPAC);
- ii. Cabinet Committee on Economic Affairs (CCEA);
- iii. Office for Public-Private Partnership;
- iv. Line Ministry/implementing agency;
- v. Finance Division; and
- vi. Planning Commission.

(11) Formulation, appraisal and approval of the PPP

Large Projects: CCEA has final approval authority of Large PPP projects. The detailed procedure of formulation, appraisal and approval of large projects shall be proposed by the Office for PPP and approved by CCEA.

Medium Projects: The Finance Minister has final approval authority of the Medium Projects. The detailed procedure of formulation, appraisal and approval of Medium Projects shall be proposed by the Office for PPP and approved by CCEA.

Small Projects: The Ministers of respective line ministries have final approval authority of the Small Projects. The detailed procedure of formulation, appraisal and approval of Small Projects shall be proposed by the Office for PPP and approved by the CCEA.

5.2 Prepare proposal of new business activities at Finance and Establishment standing committee and submit to CC Council meeting for taking action following the CC Act.-2009. (Task 2)

(1) Feasibility study

The development of any new business or project requires careful consideration and planning. It consumes a large volume of resources, both financial and non-financial, and is likely to have a major effect on the way in which CC will operate.

In considering the development of a project, and in order to create benchmarks to evaluate its success, the following questions must be addressed.

- What is required?
- What different ways are there to satisfy these requirements?
- Is it technically feasible?
- Does it make economic sense?
- Will it result in major changes in the organizational structure or operation?

(2) Objectives of the study

What is expected at the end of the feasibility study, e.g. to produce a feasibility report, which recommends whether the new business should proceed or not and, if progression is recommended,

to produce a detailed timetable for the next phase. The feasibility study investigates the problem and opportunity of the new business and the information needs of the stakeholders. It seeks to determine the resources required to provide an information systems solution, the cost and benefits of such a solution, and the feasibility of such a solution. The analyst conducting the study gathers information using a variety of methods, the most popular of which are:

- Interviewing users, employees, managers, and customers.
- Developing and administering questionnaires to interested stakeholders.
- Observing or monitoring users of the current system to determine their needs as well as their satisfaction and dissatisfaction with the current system.
- Collecting, examining, and analyzing documents, reports, layouts, procedures, manuals, and any other documentation relating to the operations of the current system.
- Modeling, observing, and simulating the work activities of the current system.

(3) Components of the feasibility study

The goal of the feasibility study is to consider alternative information systems solutions, evaluate their feasibility, and propose the alternative most suitable to the organization. The feasibility of a proposed solution is evaluated in terms of its components. These components are:

- a) Technical feasibility—
There are a number of key aspects regarding technology which must be considered, for example:
 - Is the technology available?
 - Is the technology tried and tested?
 - What performance do we require of the technology?
 - Is the technology suitable to satisfy the objective of the new business effectively?
 - The possibility that the organization has or can procure the necessary resources. This is demonstrated if the needed technologies are available in the marketplace or can be developed by the time of implementation.
- b) Social (Operational) feasibility - Does it fit with the current operations?
It is becoming increasingly necessary to assess operational/social factors affecting feasibility. These may include awareness of the social issues within a group or office, or larger social awareness regarding the effect of new business on workers, employment or the environment. The ability, desire, and willingness of the stakeholders to use, support, and operate the proposed new business. The stakeholders include management, employees, customers, and suppliers. It is also important to ensure that the new business fits with the CC's goal.
Social considerations include:
 - Number of people required (during the project and after integration)
 - Skills required-identify recruitment, training, redundancyThe cost of some of these issues can be directly estimated (such as training cost). Others have less tangible effects that must be documented in the feasibility study.
- c) Ecological (Environmental) feasibility –how does it affect the environment?
Ecological considerations may be driven by the understanding that the customers would prefer to purchase alternative product or services as they are more ecologically sound and less harmful to the environment.
Ecological considerations include
 - Effect on local community and what that might do to CC's image

-What pollution could be caused by the new business?

- d) Economic feasibility—the economic viability of the new business. The proposed new business's costs and benefits are evaluated. Tangible costs include fixed and variable costs, while tangible benefits include cost savings, increased revenue, and increased profit. A project is approved only if it covers its cost in a given period of time. However, a project may be approved only on its intangible benefits such as those relating to government regulations, the image of the organization, or similar considerations.

Financial costs and benefits can be evaluated using investment appraisal techniques, such as, payback and discounted cash flow approaches. Any intangible benefits will have been excluded in the financial evaluation process.

The type of costs and benefits involved in a new business will depend upon the precise nature and scope of the business and vary greatly.

(4) Business selection tools

To choose among capital investment projects, local government should have a clear sense of priorities and criteria to help them value and compare new business sources. Once the list of potential projects is put together, staff of the local government evaluate them according to the criteria established in advance and rank them in line with those criteria (such as, costs and benefits) and according to their merits or relative profitability as well as feasibility and preparedness.

(5) Cost benefit Analysis

Cost-benefit analysis is an economic decision-making approach used to assess whether a proposed project, program or policy is worth doing or to choose between several options. Such an analysis compares the total expected costs of a project with the total expected benefits and establishes whether the benefits outweigh the cost and by how much. In CBA, all kinds of direct and indirect benefits and costs are expressed in money terms and are adjusted for the time value of money. This process is often very complex and time-consuming, especially as one tries to monetize special benefits and costs. In this way all flows of benefits and all flows of costs over time (which tend to occur in different magnitudes and at different points in time) are quantified and expressed in present value terms. Future streams of cost and benefits are converted into a present value amount using a discount rate.

(6) Net Present Value

In evaluating any capital project, it is important to determine how much value is added or created by undertaking it. The difference between additions to value (usually increases in cash flow) and reductions in value (cash expenditures for the investment and O&M costs) is the net present value (NPV) of the project. The present value is the difference between the initial investment plus discounted revenues and discounted costs during the active life of the project evaluated at a given discount rate. The NPV should be greater than zero for economically justified projects. A negative NPV suggests that we would lose rather than generate cash with the planned investment.

(7) Internal Rate of Return

The internal rate of return (IRR) is the most important alternative to net present value. As with the NPV, one must compare costs or uses of cash, usually investments in year one, to benefits in the form of increases in cash flow in future years. However, whereas the discount rate in the NPV is a known value (the cost of capital), with the IRR, the discount rate is what makes the NPV of the net cash flows from an investment equal to zero. Based on the internal rate of return method, an investment is acceptable if IRR exceeds the required return (hurdle rate) and should be rejected if it does not. The internal rate of return is the discount rate at which total costs, including the initial investment, equal the total benefits of the project. If IRR is greater than the ongoing comparable long-term interest rate (for example, the interest rate on US government debt), the project is considered economically justified (meaning that we would gain more than by simply purchasing government securities)

(8) Some new business Initiatives

CCs in Bangladesh may improve their financial position and performance by undertaking economic development activities. These activities have positive fiscal impacts in three main ways. First, they directly raise the revenue-generation capabilities of the City Corporations via fees and user charges. Second, increasing productivity of citizens and enterprises within the CC area broadens the tax base of local authorities. Third, if operated and managed by the local councils, then the profits generated may solve the fiscal deficit problems.

All local governments spend money on infrastructure, facilities, human resources and services. These investments can help propel economic development if they are part of a coordinated plan to attract, retain and grow businesses. A high priority should be assigned to investments proven to make local communities stronger and more resilient.

CC may intervene into some new business to help grow the economy and expand the economic base of communities with resulting long-term benefits in terms of a larger and more diversified tax base for local governments. The strategies outlined will help to improve the employment prospects and quality of life for residents, and create growth opportunities and a fertile environment for business. By implementing such measures, CC can help foster growth in their main bases of revenue. These strategies can effectively complement other economic development initiatives and be pursued in collaboration with local residents, businesses and other levels of government.

(9) Housing Affordability

The housing affordability crisis is a problem for many communities, especially those in the rapidly growing large urban centres. The economic and social costs of a lack of affordable housing are becoming more apparent as housing costs continue to outpace growth in incomes. Many families face growing economic insecurity and lack the discretionary income to support consumer spending, education and personal development, or take advantage of investment opportunities.

High housing costs also place a burden on employers. As housing has become less affordable, many public and private sector employers have had a harder time attracting and retaining qualified staff.

Wage demands are driven by the high cost of living. The lack of affordable housing is, therefore, a key factor that reduces economic competitiveness and makes it more difficult for companies to grow and keep skilled staff.

Policies that help make housing more affordable benefit the broader local economy, as employers are able to find qualified staff while maintaining reasonable labour costs. Employees also benefit from lower housing costs with greater disposable income and the ability to participate in a growing economy with expanding career opportunities.

Local governments should carefully examine their zoning and land-use policies, as well as their development regulations and permitting practices. Ineffective, overlapping or outdated municipal regulations contribute to unnecessary increases in housing costs. Local governments need to view affordable housing policies as a key component of their economic development strategy.

(10) Local Procurement Policies

Local governments are powerful consumers, purchasing many products and services required to maintain their operations. Many local governments are exploring local procurement policies to ensure their money is supporting local business wherever possible. As an added benefit, local procurement helps to avoid the economic and environmental costs of shipping products and services that can be sourced locally. The preference for local sourcing supports the multiplier effect, allowing more money to circulate in the community longer. When buy-local policies accompany ethical purchasing policies, the benefits are more visible in the community.

(11) Tourism Promotion

Tourism industry promotion can create a good source of revenue in a number of ways. CC can invest in areas of attraction to tourists, and revenues may be generated in the form of profits, dividends, and through taxes. With the promotion of tourism local artisans and cultural troupes develop and create opportunities to generate more revenues for local governments. In addition, farmers can generate more revenue by supplying products to hotels and other tourist centers. For instance, CC with seashore, rivers and lakes can establish boating and other recreational activities for attracting tourists and the public in general during holidays. Art galleries, shopping centers and hotels can also be concentrated around the area. Therefore, the revenue earned from the tourism industry will increase the revenue capacity of local governments.

(12) Appropriate Technology (Biogas and Solar Energy Supply Units)

Biogas is a clean and efficient energy source, generated from cow-dung, human waste, or any other kind of biological materials derived through anaerobic formation process. Biogas plants provide safe fuel for cooking and lighting. The biogas plants can be inexpensive sources of energy in rural areas. Biogas means social benefits for women and children. By introducing biogas plants and other sources of supplying energy like solar energy, local governments can generate revenue. Alternative sources of energy may also be developed by CC and passed to all citizens who can afford to pay for that service. Solar energy panels in many CC areas are now becoming a popular source of power and revenue.

(13) Water Harvesting

Local governments can introduce water-harvesting projects, which may supply water to individuals and public associations, and earn revenues in return. Water harvesting may mean capturing rainfall water or capturing the runoff in a village or town, and taking measures to preserve the water in a hygienic condition by limiting polluting activities in the catchment area. Water harvesting can be undertaken through a variety of ways, such as capturing runoff from rooftops, runoff from local catchments, seasonal floodwater from local streams or rivers, and conserving water through watershed management. These techniques can serve several purposes, including providing drinking water, increasing irrigation water supply, increasing groundwater recharge, overloading sewage treatment plants, and developing fishponds for domestic and commercial uses. A rainwater harvesting system is flexible; it can range from a simple tank under a rain gutter to a complex multi-tank used for irrigation schemes. The materials used to build tanks can be obtained locally and at a low price. In collaboration with local contractors, CC can invest in this area and offer the service on a fixed rate of revenue. In general, water harvesting is an activity of direct collection of rainwater. CC can make this a source of revenue by charging residents for receiving the service.

(14) Cost Minimization Strategies

CC in Bangladesh, like any other developing country, requires an immediate action directed towards cost minimization, including via public-private partnerships in the provision of public goods and services. This must allow for joint-venture participation and privatization based on economic, social, and political dimensions. The following two areas merit discussion.

a) Commercial Venture Participation

Local governments can form economic project teams to coordinate and manage income-generating ventures that can help in positioning a modern business entity. It may also involve common partnership, which is a process in which CC can involve the public in developmental projects in various fields. Common partnership can contribute to local government revenue through the following:

Economic Sphere: In this area, partnership can create jobs, promote private sector, promote entrepreneurship, expand trade and investment, support financial reform, promote transparency and fight corruption. The advanced entrepreneurship will generate more revenue in terms of taxes and business profits. The following projects could be identified among many others:

Conference facilities and multipurpose halls: These include accommodation and catering, lecture theatres and seminar rooms, audio-visual, leisure facilities, sport grounds, indoor sports, conferences, show events, exhibitions, workshops, musical theatres, museums, and cinema etc.

Social and Cultural Sphere: This area may promote education for all and equality between men and women. Through emphasis on social groups and community development, income can be generated out of handicraft products, if they are exposed to external markets.

b) Privatization

Inefficient and loss-producing local government entities need to be privatized. The financial and service delivery records of state-owned enterprises (SOEs) around the world have not been impressive. The transfer of such services to private ownership is usually an integral part of any fiscal reform. Disposing of unprofitable assets and keeping only the profit-making ones lead to positive results. If there is any vacant land and extra local government houses, they can be disposed of to generate revenue for the local governments.

Privatization may also reduce local governments' deficits where subsidies will be eliminated and CC may realize funds from asset sale proceeds. After privatization, CC may assume the regulatory and administrative role of the former SOEs. In addition, the privatized businesses will add more revenue from taxation.

6. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Diversify earnings from Business Operated by CCs	Task 1: Examine diversification of business operated by CCs (including PPP) at Finance and Establishment standing committee, in order to increase earnings in CCs.																
	Task 2: Prepare proposal of new business activities at Finance and Establishment standing committee and submit to CC Council meeting for taking action following the CC Act.-2009.																

7. Cost of Implementation (if necessary)

The CC Mayor, CEO and the concerned Standing Committee will consider the relevant issues of cost for the activity and prepare proposals for consideration of the CC Council.

Annex I Guideline for Large Scale PPP Formulation and Operation

GUIDELINES FOR FORMULATION, APPRAISAL AND APPROVAL OF LARGE PROJECTS UNDER PUBLIC-PRIVATE PARTNERSHIP (PPP), 2010

1 APPLICABILITY OF THE GUIDELINE

This guideline is applicable to all PPP projects identified by the line Ministries, statutory authorities and other entities under their administrative control as well as Office for PPP. The procedure specified here is applicable to the Large PPP projects. A project, which is estimated to have a total investment above BDT 2.5 billion (as identified in the pre-feasibility report), excluding on-going capital for expansion, shall be classified as a Large project.

2 PROCEDURE OF PROJECT IDENTIFICATION, FORMULATION, APPRAISAL AND APPROVAL

2.1 Project Identification

- (a) Line Ministry/implementing agency identifies the projects to be taken up through PPPs.
- (b) Office for PPP can also independently identify PPP projects. In this case, the Office for PPP needs endorsement of the proposal by the line Ministry/implementing agency.
- (c) A private investor may submit an unsolicited proposal with pre-feasibility and/or detail feasibility studies to the line Ministry/ implementing agency/Office for PPP.
- (d) The Office for PPP in consultation with the line Ministry/ implementing agency conducts pre-feasibility studies, if necessary.

2.1.1 Output of the Project Identification Phase

- (a) List of project proposals including unsolicited proposals;
- (b) Pre-feasibility reports for each of the projects.

2.2 'In Principle' Approval by CCEA

- (a) Office for PPP submits the proposals with recommendations to CCEA.
- (b) CCEA gives 'In Principle' approval to the proposals.

2.2.1 Output of the 'In Principle Approval' Phase

- (a) List of 'In Principle' approved Project proposals.

2.3 Feasibility Study and Preparation of Documents

- (a) Office for PPP appoints consultants from a pre-selected panel of consultants or through and independent bidding process.
- (b) The consultants conduct detailed feasibility study (DFS).
- (c) Finance Division appraises the requirements of VGF, if any, as identified in the DFS and proposed by Office for PPP in consultation with line Ministry/implementing agency.
- (d) The consultants prepare RFQ and RFP (including draft concession agreements) documents and other related documents as required.

2.3.1 Output of the Feasibility Study Phase

- (a) Detailed feasibility studies (DFS) of the projects.
- (b) RFQ and RFP documents, draft concession agreements, other related documents, as required.

(c) Estimate of VGF requirements for proposed projects.

2.4 Request for Qualification (RFQ)

(a) Line Ministry/implementing agency calls for RFQ.

(b) The Qualification and Tender Evaluation Committee (QTEC) established by the line Ministry/implementing agency shortlists investors based on screening criteria as provided in the RFQ documents.

(c) If the RFQ is based on an unsolicited proposal, the initiator of the said proposal will be treated as automatically pre-qualified.

2.4.1 Output of the Request for Qualification Phase

(a) Evaluation report containing shortlisted investors.

2.5 Request for Proposal (RFP)

(a) The line Ministry/implementing agency issues RFP, with appropriate modifications by the Office for PPP, if required, to the shortlisted private investors.

(b) The relevant Qualification and Tender Evaluation Committee (QTEC) evaluates the investors' proposals based on the technical responsiveness criteria and screens out the non-responsive proposals.

(c) The QTEC prepares the RFP evaluation report with a ranking of the technically responsive investors based on the financial evaluation criteria.

(d) Line Ministry/implementing agency issues letter to the selected bidder to initiate the negotiation process.

2.5.1 Output of the Request for Proposal Phase

(a) RFP documents.

(b) Evaluation report containing shortlist of technically responsive investors.

(c) Letter to the selected bidder to initiate negotiation.

2.6 Negotiation and Contract Award

(a) The line Ministry/implementing agency negotiates the contract with the selected bidder and sends it to the Legislative and Parliamentary Affairs Division for vetting.

(b) After vetting, the line Ministry/implementing agency seeks approval of the CCEA.

(c) After approval by CCEA, the line Ministry/implementing agency signs the contract with the selected bidder.

2.6.1 Output of the Negotiation and Contract Award Phase:

(a) Vetting of contract by Legislative and Parliamentary Affairs Division.

(b) Final approval by CCEA.

(c) Contract signed for implementation.

2.7 Monitoring and Evaluation

(a) The line Ministry/implementing agency monitors project implementation and fulfillment of contractual obligations based on key performance indicators (KPI) mentioned in the signed contract and reports periodically to the Office for PPP.

(b) Office for PPP conducts independent monitoring of project implementation and fulfillment of contractual obligations of the private investors and reports periodically to the CCEA.

(c) Office for PPP independently also monitors the progress of all the linked components of PPP projects, if any.

(d) Principal Secretary, with assistance from Office for PPP and relevant Ministries/agencies, resolves complexities or delays in implementation of linked components of PPP projects.

2.7.1 Output of the Monitoring and Evaluation Phase

- (a) Periodic Progress report of PPP projects prepared by Office for PPP;
- (b) Monitoring and Evaluation report of each project prepared by respective line Ministry/implementing agency.

3. TIME REQUIREMENT FOR EACH PHASE

Phase Indicative Time Frame

- 1 Project identification On-going
- 2 'In Principle' Approval by CCEA 2-4 weeks
- 3 Feasibility Study 8-20 weeks
- 4 Request for Qualification 4-8 weeks
- 5 Request for Proposals 8-12 weeks
- 6 Negotiation and Contract Award 4-8 weeks

It is important to recognize that the abovementioned time schedule will generally be maintained but may be relaxed under special circumstances.

Annex II Guideline for Medium Scale PPP Formation and Operation

GUIDELINES FOR FORMULATION, APPRAISAL AND APPROVAL OF MEDIUM PROJECTS UNDER PUBLIC-PRIVATE PARTNERSHIP (PPP), 2010

1. APPLICABILITY OF THE GUIDELINE

This guideline is applicable to all PPP projects identified by the line Ministries, statutory authorities and other entities under their administrative control as well as Office for PPP. The procedure specified here is applicable to the Medium PPP projects. A project, which is estimated to have total investment between BDT 500 million and 2.5 billion (as identified in the pre-feasibility report), excluding on-going capital for expansion, shall be classified as a Medium project.

2. PROCEDURE OF PROJECT IDENTIFICATION, FORMULATION, APPRAISAL AND APPROVAL

2.1 Project Identification

- (a) Line Ministry/implementing agency identifies the projects to be taken up through PPPs.
- (b) Office for PPP can also independently identify PPP projects. In this case, the Office for PPP needs endorsement of the proposal by the line Ministry/implementing agency.
- (c) A private investor may submit an unsolicited proposal with pre-feasibility and/or detail feasibility studies to the line Ministry/implementing agency/Office for PPP.
- (d) The Office for PPP in consultation with the line Ministry/implementing agency conducts pre-feasibility studies, if necessary.

2.1.1 Output of the Project Identification Phase

- (a) List of project proposals including unsolicited proposals;
- (b) Pre-feasibility reports for each of the projects.

2.2 'In Principle' Approval by CCEA

- (a) Office for PPP submits the proposals with recommendations to CCEA.
- (b) CCEA gives 'In Principle' approval to the proposals.

2.2.1 Output of the 'In Principle Approval' Phase

- (a) List of 'In Principle' approved project proposals.

2.3 Feasibility Study and Preparation of Documents

- (a) Office for PPP appoints consultants from a pre-selected panel of consultants or through an independent bidding process.
- (b) The consultants conduct detailed feasibility study (DFS).
- (c) Finance Division appraises the requirement of VGF, if any, as identified in the DFS and proposed by Office for PPP in consultation with line Ministry/implementing agency.
- (d) The consultants prepare REQ and REP (including draft concession agreements) documents and other related documents as required.

2.3.1 Output of the Feasibility Study Phase

- (a) Detailed feasibility studies (DFS) of the projects;

- (b) REQ and RFP documents, draft concession agreements, other related documents, as required;
- (c) Estimate of VGF requirements for proposed projects.

2.4 Request for Qualification (RFQ)

- (a) Line Ministry/implementing agency calls for RFQ.
- (b) The Qualification and Tender Evaluation Committee (QTEC) established by the line Ministry/implementing agency shortlists investors based on screening criteria as provided in the RFQ documents.
- (c) If the RFQ is based on an unsolicited proposal, the initiator of the said proposal will be treated as automatically pre-qualified.

2.4.1 Output of the Request for Qualification Phase

- (a) Evaluation report containing shortlisted investors

2.5 Request for Proposal (RFP)

- (a) The line Ministry/implementing agency issues RFP, with appropriate modifications by the office for PPP, if required, to the shortlisted private investors.
- (b) The relevant Qualification and Tender Evaluation Committee (QTEC) evaluates the investors' proposals based on the technical responsiveness criteria and screens out the non-responsive proposals. The private investor, whose proposal went for RFP, qualifies automatically for technical responsiveness.
- (c) The QTEC prepares the RFP evaluation report with a ranking of the technically responsive investors based on the financial evaluation criteria.
- (d) Line Ministry/implementing agency issues letter to the selected bidder to initiate the negotiation process.

2.5.1 Output of the Request for Proposal Phase

- (a) RFP documents
- (b) Evaluation report containing shortlist of technically responsive investors
- (c) Letter to the selected bidder to initiate negotiation

2.6 Negotiation and Contract Award

- (a) The line Ministry/implementing agency negotiates the contract with the selected bidder and sends it to the Legislative and Parliamentary Affairs Division for vetting.
- (b) After vetting, the line Ministry/implementing agency seeks approval of the Finance Minister.
- (c) After approval by the Finance Minister, the line Ministry/implementing agency signs the contract with the selected bidder.

2.6.1 Output of the Negotiation and Contract Award Phase

- (a) Vetting of contract by Legislative and Parliamentary Affairs Division.
- (b) Final approval by the Finance Minister.
- (c) Contract signed for implementation.

2.7 Monitoring and Evaluation

- (a) The line Ministry/implementing agency monitors project implementation and fulfillment of contractual obligations based on key performance indicators (KPI) mentioned in the signed contract and reports periodically to the Office for PPP.
- (b) Office for PPP conducts independent monitoring of project implementation and fulfillment of contractual obligations of the private investors and reports periodically to the CCEA.

(c) Office for PPP independently also monitors the progress of all the linked components of PPP projects, if any.

(d) Principal Secretary, with assistance from Office for PPP and relevant Ministries/agencies, resolves complexities or delays in implementation of linked components of PPP projects.

2.7.1 Output of the Monitoring and Evaluation Phase

(a) Periodic Progress report of PPP projects prepared by Office for PPP.

(b) Monitoring and Evaluation report of each project prepared by respective line Ministry/ implementing agency.

3 TIME REQUIREMENT FOR EACH PHASE

Phase Indicative Time Frame

1 Project identification On-going

2 'In Principle' Approval of CCEA 2-4 weeks

3 Feasibility Study 6-12 weeks

4 Request for Qualification 4-8 weeks

5 Request for Proposals 6-10 weeks

6 Negotiation and Contract Award 4-8 weeks

It is important to recognize that the abovementioned time schedule will generally be maintained but may be relaxed under special circumstances.

Annex III Guideline for Small Scale PPP Formation and Operation

GUIDELINES FOR FORMULATION, APPRAISAL AND APPROVAL OF SMALL PROJECTS UNDER PUBLIC-PRIVATE PARTNERSHIP (PPP), 2010

1. Applicability of the guideline

This guideline is applicable to all PPP projects identified by the line Ministries, statutory authorities and other entities under their administrative control as well as Office for PPP. The Procedure specified here is applicable to the Small PPP projects. A project, which is estimated to have a total investment below BDT 500 million (as identified in the feasibility report), excluding on-going capital for expansion, shall be classified as a small project.

2. Procedure of project identification, formulation, appraisal and approval

2.1 Project Identification

- (a) Line Ministry/implementing agency identifies the projects to be taken up through PPPs.
- (b) Office for PPP can also independently identify PPP projects. In this case, the Office for PPP needs endorsement of the proposal by the line Ministry/implementing agency.
- (c) A private investor may submit an unsolicited proposal with pre-feasibility study and/or detail feasibility report to the line Ministry/implementing agency/Office for PPP.

2.1.1 Output of the Project Identification Phase

- (a) List of Project proposals including unsolicited proposals;

2.2 'In Principle' Approval by Line Minister

- (a) The Line Minister gives 'In principle' approval to the proposals, submitted by the line Ministry, statutory authorities and other entities under its administrative control.
- (b) The Line Minister also gives 'In Principle' approval to the proposals, submitted by the private investors and Office for PPP.

2.2.1 Output of the 'In Principle Approval' Phase

- (a) List of In Principle' Approved Project proposals.

2.3 Feasibility study and Preparation of Documents

- (a) Office for PPP appoints consultants from a pre-selected panel of consultants or through an independent bidding process.
- (b) The Consultants conduct detailed feasibility study (DFS).
- (c) Finance Division appraises the requirements of VGF, if any, as identified in the DFS and Proposed by Office for PPP in consultation with line Ministry/implementing agency.
- (d) The Consultants prepare RFQ and RFP (including draft concession agreements) documents and other related documents as required.

2.3.1 Output of the Feasibility Study Phase

- (a) Detailed feasibility studies (DFS) of the Projects;

- (b) RFP documents, draft concession agreements, other related documents as required;
- (c) Estimate of VGF requirements for proposed projects.

2.4 Request for Proposal

- (a) The line Ministry/implementing agency issues RFP, with appropriate modifications by the Office for PPP, if required, to the shortlisted private investors.
- (b) The relevant Qualification and Tender Evaluation Committee (QTEC) evaluates the investors' proposals based on the technical responsiveness criteria and screens out the non-responsive proposals. The private investor, whose proposal went for RFP, qualifies automatically for technical responsiveness.
- (c) The QTEC prepares the RFP evaluation report with a ranking of the technically responsive investors based on the financial evaluation criteria.
- (d) Line Ministry/implementing agency issues letter to the selected bidder to initiate the negotiation process.

2.4.1 Output of the Request for Proposal Phase

- (a) RFP documents submitted by the private investors;
- (b) Evaluation report containing shortlist of technically responsive investors;
- (c) Letter to the selected bidder to initiate negotiation.

2.5 Negotiation and Contract Award

- (a) The line Ministry/implementing agency negotiates the contract with the selected bidder and sends it to the Legislative and Parliamentary Affairs Division for vetting.
- (b) After vetting, the line Ministry/implementing agency seeks approval of the Line Minister.
- (c) After approval by the Line Minister, the line Ministry/implementing agency signs the contract with the selected bidder.

2.5.1 Output of the Negotiation and Contract Award Phase

- (a) Vetting of contract by Legislative and Parliamentary Affairs Division.
- (b) Final approval by the Line Minister.
- (c) Contract signed for implementation.

2.6 Monitoring and Evaluation

- (a) The line Ministry/implementing agency monitors project implementation and fulfillment of contractual obligations based on key performance indicators (KPI) mentioned in the signed contract and reports periodically to the Office for PPP.
- (b) Office for PPP conducts independent monitoring of project implementation and fulfillment of contractual obligations of the private investors and reports periodically to the CCEA

It is important to recognize that the abovementioned time schedule will generally be maintained but may be relaxed under special circumstances.

3. TIME REQUIREMENT FOR EACH PHASE

Phase Indicative Time Frame

- 1 Project identification On-going
- 2 'In Principle' Approval by Concerned Minister 2-4 weeks
- 3 Feasibility Study 4-8 weeks
- 4 Request for Proposals 4-8 weeks
- 5 Negotiation and Contract Award 4-8 weeks

It is important to recognize that the abovementioned time schedule will generally be maintained but may be relaxed under special circumstances.

It is remarkable to mention here that under the public-private-partnership the then Tongi Pourashava (Now Gazipur City Corporation) and BRAC entered into an agreement on 11 April 2011 for collection and disposal of Municipal Solid Waste and to construct and operate a MSW treatment plant.

Final February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.3 Guidelines for Integrated computer systems

**Project Coordination Office (PCO)
City Governance Project (ICGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
And
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues as described in ICGIAP	2
3.1 Task	2
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicator	2
4. Objectives and Indicators	2
4.1 Objectives	2
5. Relevant Organizations, Stakeholders and their roles and Responsibility	3
5.1 Role of Project Coordinating Office (PCO)	3
6. Necessary Tasks and Procedure	3
6.1 Development and installment of the integrated computer systems (Task-1).....	3
6.1.1 Development of the Integrated Financial Management System (IFMS).....	3
6.2 Ensure implementation of IFMS (Task-2).....	3
6.2.1 Preparation for manual and training for CCs	3
6.2.2 Implementation of IFMS by relevant sections/departments.....	3
6.2.3 Monitoring and training for CCs by PCO	5
7. Implementation Schedule	5
8. Cost of Implementation (if necessary)	6
Annex I Concept of the Integrated Financial Management System (IFMS)	7

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

This guideline has been prepared for establishing integrated computer systems. Integrated computer systems are an essential instrument to enhance financial management efficiency. Computerization of the systems is crucial in terms of proper financial management, improvement of operational efficiency in CCs, and reduction of workload of the officers.

2. Justifications

Data quality issues in CCs are significant. In the targeted CCs, computerized accounting systems have not been working, or are not fully functional to deal with accounting transactions properly. Accounting data, budgetary data and tax database are not linked in the IT systems. Accordingly, the management of CCs has not been able to recognize the budgetary/financial situation on time. This could hinder the CCs in making appropriate decisions for financial management. Upgrading/modification of the computerized systems are essential, and therefore it is expected to establish integrated computer systems encompassing accounting - tax database - budget.

An integrated computer system is an essential instrument to enhance financial management efficiency. Although issues in terms of financial management in CCs are broader, IT infrastructure will focus on i) financially independent accounting system, ii) O&M reserve fund, iii) holding tax assessment system, and iv) linkage between accounting and budget preparation. Computerization of the system is crucial in terms of proper financial management, improvement of operational efficiency in CCs, and reduction of workload of the officers. To resolve issues, the Integrated Financial Management System (IFMS) would be required to provide precise recording of relevant data, proper accounting transactions, systematic data exchange, and real time information.

The proposed IFMS will be installed and implemented in five CCs. Project Coordination Office (PCO), in cooperation with CCs, will develop the proposed IFMS by utilizing and modifying the CCs' existing IT infrastructure (e.g. holding tax assessment system, billing and collection for water supply).

3. Relevant Issues as described in ICGIAP

3.1 Task

To carry out appropriate financial management, the management of CC should grasp budgetary/financial situation simultaneously. Modification/upgrading of IT systems are required to accomplish this and to improve data quality. It is necessary to introduce the integrated computer system by the following steps:

Task 1: Develop and install the integrated computer systems which link accounting-tax database–budget

Task 2: Ensure implementation of the integrated computer systems by training staffs in CC

The systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation

3.2 Action by

- CC Mayor,
- CEO and
- Head of accounting section with assistance of consultants, PCO

3.3 Time Schedule

- Task 1: Within 1st batch of project
- Task 2: Within 2nd batch of project

3.4 Indicator

(1) 1st Performance Review

- Integrated computer systems installed

(2) 2nd Performance Review

- Integrated computer systems implemented

4. Objectives and Indicators

4.1 Objectives

- To enhance CC's financial management efficiency
- To improve data quality related to finance and tax through precise transactions
- To reduce workload of officers in CCs

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Project Coordinating Office (PCO)

- PCO will engage an ICT Company as a subcontractor to develop the Integrated Financial Management System (IFMS).
- A subcontractor under PCO will install and set up the IFMS to CCs.
- PCO will assist to develop the capacity of CCs' personal in order to ensure sustainable utilization of IFMS both by management level users and by specific operational users.
- Adequate training program will also be conducted with a vision of developing IT experts in CCs who will be able to run and administer the newly implemented IFMS.

6. Necessary Tasks and Procedure

6.1 Development and installment of the integrated computer systems (Task-1)

6.1.1 Development of the Integrated Financial Management System (IFMS)

- In the process of development of software for the IFMS, CCs should provide necessary assistance to the subcontractor, such as provision of CC's needs/requirements on the system, information on current ICT environment in relevant sections/departments of CCs.
- IT sections in CCs should make sure that the IFMS is installed to relevant departments/sections and IFMS is functioning properly.

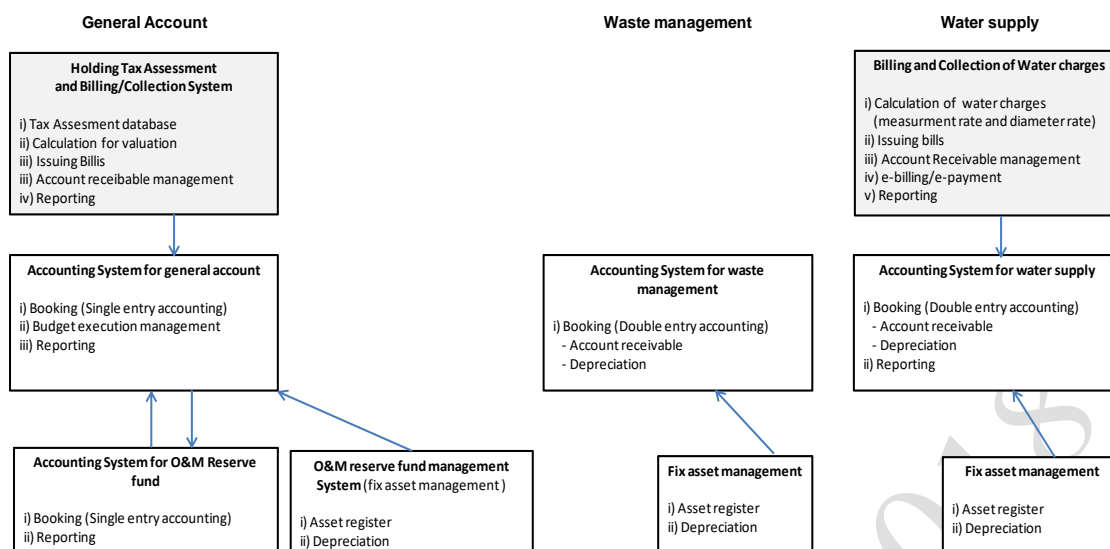
6.2 Ensure implementation of IFMS (Task-2)

6.2.1 Preparation for manual and training for CCs

- Technical Cooperation Project (TCP) will prepare Accounting Manual so that relevant officers can carry out daily transaction without hindrance.
- TCP will also provide training program related to accounting transactions to relevant officers in CCs.

6.2.2 Implementation of IFMS by relevant sections/departments

Each section in CCs (revenue departments, accounting section, water supply section, and conservancy department/section) should carry out daily transactions and tasks as described below in a system configuration diagram of IFMS,



(1) Revenue department

- Revenue department will be able to deal with registration, assessment, billing/collection of holding tax through through a sub-system, *Holding Tax Assessment and Billing/Collection*.
- Revenue department should carry out daily transactions (detailed functions of the sub-system are shown in Annex I).

(2) Accounting section

Accounting System for General Account

- Accounting section will be able to deal with accounting treatment related to general account through a sub-system, *Accounting System for General Account*.
- Accounting section should carry out daily accounting transaction on revenue account, development account and project account (detailed functions of the sub-system are shown in Annex I).
- Accounting section will be able to prepare budget based on accounting data, and to carry out budget control (revenue-expenditure) on demand.

Accounting for O&M reserve fund

- Accounting section will be able to deal with accounting transactions related to O&M reserve fund through a sub-system, *Accounting for O&M reserve fund*.
- Accounting section should carry out bookkeeping cash in/out O&M reserve fund (detailed functions of the sub-system are shown in Annex I).

Fixed asset management

- Accounting section will be able to deal with registration of newly constructed facilities and calculation of depreciation cost through a sub-system, *O&M reserve fund management*.
- Accounting section should carry out carry out daily transactions (detailed functions of the sub-system are described in Annex I).

(3) Conservancy department/section

Accounting System for waste management

- Conservancy department/section will be able to deal with accounting treatment related to waste management sector through a sub-system, *Accounting System for Waste Management Sector*.

- Conservancy department/section should carry out daily accounting transactions on waste management (detailed functions of the sub-system are shown in Annex I).

Fixed asset management System

- Conservancy department/section will be able to deal with registration of newly constructed facilities and calculation of depreciation cost through a sub-system, *O&M reserve fund management*.
- Conservancy department/section should carry out carry out daily transactions related to fixed assets of waste management (detailed functions of the sub-system are described in Annex I).

(4) Water supply section

Billing and Collection System for water charge

- Water supply section will be able to carry out (a) calculation of water charge, (b) issuing bills, (c) accounts receivable management, and (d) e-billing/e-payment through a sub-system, *Billing and Collection System for water charge*.
- Water supply section should carry out daily transactions (detailed functions of the sub-system are shown in Annex I).

Accounting System for waste management

- Water supply section will be able to deal with accounting treatment related to waste management sector through a sub-system, *Accounting System for Waste Management Sector*.
- Water supply section should carry out daily accounting transactions on waste management (detailed functions of the sub-system are shown in Annex I).

Fixed asset management System

- Water supply section will be able to deal with registration of newly constructed facilities and calculation of depreciation cost through a sub-system, *O&M reserve fund management*.
- Water supply section should carry out carry out daily transactions related to fixed assets of waste management (detailed functions of the sub-system are described in Annex I).

6.2.3 Monitoring and training for CCs by PCO

- PCO, in cooperation with a consultant under PCO, will carry out monitoring and review to ensure CCs properly implement financial management by using IFMS.
- PCO, in cooperation with a consultant under PCO, will provide necessary trainings with management level users and specific operational users in CCs in order for them to continuously use IFMS.

7. Implementation Schedule

Activity	Task / TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4.3 Establish integrated computer systems	Task 1: Develop and install the integrated computer systems which linked accounting-tax database-budget (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation) in cooperation with PMO																
	Task 2: Ensure implementation of the integrated computer systems by training staffs in CC (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation)																

8. Cost of Implementation (if necessary)

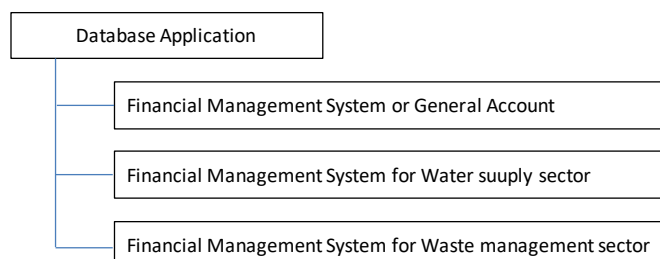
Software Development, Implementation Cost	
Description	Total Amount
Resource Cost	3,935,000.00
Food, Accommodation, Travel, Admin & Other Cost	1,235,660.00
DB & Reporting Tool License Cost	21,950,000.00
VAT, Tax + Profit margin	6,007,000.00
Total Cost	33,127,660.00

SL	Position	Staff Number	Person to Man-Month
1	Project Manager	01	7
2	Senior System Analyst	01	2
3	Senior Networking/System Administrator	01	3
4	Network Support Staff	01	1
5	Document Writer	02	6
6	Senior Software Engineer	02	8
7	Junior Software Engineer	04	16
8	Web (User Interface) Designer	01	2
9	Software Quality Assurance/Tester	02	4
10	Database Engineer	01	3
11	Trainer	05	10
12	Operator/Support Staff	05	10
Total Number of Staff		26	72

Software Development, Implementation & Training Schedule																															
S	L	Task	1 st Month				2 nd Month				3 rd Month				4 th Month				5 th Month				6 th Month				7 th month				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
		Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1		Client Requirement Specification (CRS) and Visit all CCs	1	2																											
2		System Requirement Specification (SRS)			1	2	3																								
3		Feasibility Study and System Analysis & Design				1	2																								
4		Demo Presentation get Approval of SRS and Start Development					1																								
5		Coding, Debugging & Internal Testing						1	2	3	4	5	6	7	8	9	#	#	#												
6		Implementation of Trial and Error Basis with live Testing and get final approval to Implement																		1	2										
7		Implementation and Training																					1	2	3	4	5	6	7	8	
8		On the Job Training																					1	2	3	4	5	6	7	8	

Annex I Concept of the Integrated Financial Management System (IFMS)

Based on a concept of new IT framework for financial management, the following modules and corresponding sub-systems of the Integrated Financial Management System (IFMS) is developed and installed to CCs.



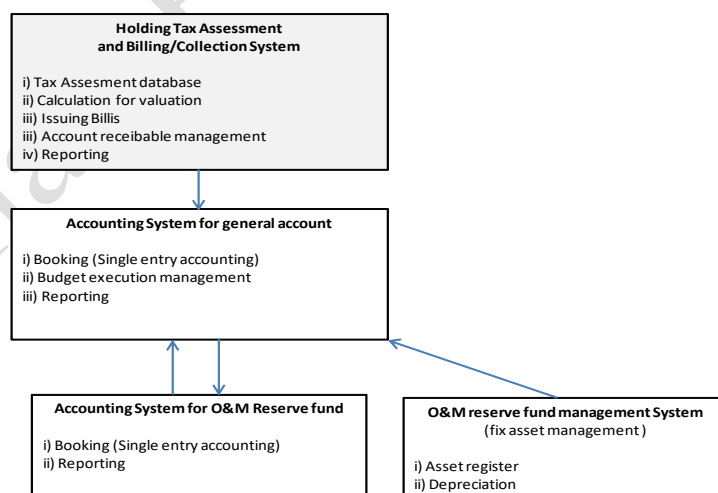
Main Modules

- I. Financial Management System for General Account
- II. Financial Management System for Water supply sector
- III. Financial Management System for Waste management sector

I. Financial Management System for General Account

Financial Management System for General Account is a module for transactions related to General Account of CC. This module consists of four sub-systems¹; (1) Holding Tax Assessment and Billing/Collection, (2) Accounting for General Account, (3) Accounting for O&M reserve fund, and (4) O&M reserve fund management. Each sub-system is a stand-alone system. Data exchange between the sub-systems is not planned in short term perspective, necessary data input one from another will be done through accounting transaction in manual.

The sub-system (1) will be located in Revenue Department, and the sub-system (2)(3)(4) will be located in Accounting Department².



(1) Holding Tax Assessment and Billing/Collection System

¹ It is planned that the module expands several sub-systems in future (e.g. trade license system). Taking into account future expansion of the sub-systems, it is necessary to design that the module has flexibility.

² Accordingly main users for i) are tax assessment & collection officers in Revenue Department, and for ii), iii) and iv) are account officers in Accounting Department.

i) Outline

Holding Tax Assessment and Billing/Collection System is a sub-system for registration, assessment, billing/collection of holding tax in CCs. All relevant transactions, which are currently carried out in manual (e.g. registration, evaluation), will be computerized by this new system.

A prototype of the software of holding tax assessment has been developed and installed in RCC in the last year. And also the tax billing/collection software exists in the targeted CCs. However, in reality it is difficult to interface between two systems because an application of the existing billing/collection software is out of date. In consideration with the current IT environment, *Holding Tax Assessment and Billing/Collection System* should be newly developed through modifying and integrating the existing two systems.

ii) Functions

- To record all data/information related to holding tax management.
- To calculate and re-evaluate valuation of holdings.
 - In case that reduction/remission toward the final valuation is made through petition procedure in CCs, the system should keep records of both the final valuation and the amount of reduction/remission.
- To issue bills same as a previous format
- To recognise collection status from each tax payers (e.g. instalment, paid amount, arrears and others), and method of payment (cash payment or bank transfer). The system should have functions of swift tracking, reference, amendment, monitoring and other procedures.
- E-billing/e-payment
- To generate required reports

iii) Reporting

- Bills for subscribers
- Holding tax register
- A slip of received tax payment
 - A slip should be mentioned category wise amount (i.e. tax on buildings and lands, lighting rate, conservancy rate, and water rate). A slip should be issued monthly basis.
- Others (to be determined through requirement survey)

(2) Accounting System for General Account

i) Outline

Accounting System for General Account is a sub-system for accounting treatment related to general account of CC. The system will deal transactions related to revenue account, development account and project account (except water supply and waste management). A method of bookkeeping is a single-entry accounting system. Basically cash basis accounting transaction will be applied (except reconciliation transactions at the end of month/year).

The system should have functions for budget management. Budget management means; output budget format, timely check of financial position (i.e. budget – budget execution = balance), category wise budget control, and so on.

ii) Function

- To book relevant accounting transaction as a single entry bookkeeping. The system should have functions of swift tracking, reference, amendment, monitoring and others.
- To generate budget formats and budget execution management sheets by linking account code and budget code.

- As account code will have four layers (i.e. first layer code - second layer code - third layer code- fourth layer code), data input window should has four input cells.
 - To prepare budget formats and budget execution management sheets, data input window for budget code/name/amount is required.
 - To generate required reports
- iii) Reporting
- General ledger
 - Cash books for revenue A/C, development A/C and project A/C
 - Statement of income and expenditure
 - Existing Budget format
 - Budget execution management sheet (i.e. budget – budget execution = balance)
 - Others (to be determined through requirement survey)

(3) Accounting System for O&M reserve fund

i) Outline

For CCs to secure future expenditures for capital repair cost (i.e. large scale rehabilitation cost), a scheme of reserving provisions will be established in CCs' budget system. For proper implementation of O&M reserve fund, Special Account will be established under a separate bank account. *Accounting for O&M reserve fund* is a sub-system for accounting transaction related to O&M reserve fund. The system should have a function of bookkeeping cash in/out O&M reserve fund.

ii) Function

- To book relevant accounting transactions from General A/C to Special A/C (for reserving fund), from Special A/C to General A/C (for expending capital repair cost from Development A/C).
- A single entry bookkeeping should be applied. The system should have functions of swift tracking.
- To generate required reports

iii) Reporting

- Statement of income and expenditure
- A slip of received fund form General A/C, and a slip of transferred fund to General A/C
- Others (to be determined through requirement survey)

(4) O&M reserve fund management

i) Outline

Along with establishment of Special Account for O&M reserve fund, new system for calculation of reserve fund is required. *O&M reserve fund management* is a sub-system for registering newly constructed facilities, calculating depreciation cost as the amount required for reserve fund. Based on the result of calculation of depreciation cost, fund transfer from General A/C to Special A/C will be carried out.

ii) Function

- Asset register for newly constructed facilities
- Calculation for depreciation cost (straight line method: initial investment cost * 5% for 20 years)
- To generate required reports

iii) Reporting

- Asset registration (acquisition cost, depreciation cost, accumulated depreciation, book value, useful life, depreciation rate and so on)

- A slip of monthly depreciation cost
- Others (to be determined through requirement survey)

II. Financial Management System for Water supply sector and Waste management sector

Please see *the Guidelines for Financially independent accounting system in water supply and waste management sector* in detail.

III. Financial Management System for Waste management sector

Please see *the Guidelines for Financially independent accounting system in water supply and waste management sector* in detail.

Final_February 2018

Final_February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.4 Guidelines for Financial statements prepared, and internal audit department carry out audit within 3 months after the closure of fiscal year

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Tasks	1
To carryout appropriate financial management, it is essential to maintain proper financial statements and effective internal audit procedures. These activities can enhance transparency and accountability of CC's financial status for the citizens. The tasks under the Activity 4.4 of the ICGIAP are as follows:	1
3.2 Action by	2
3.3 Indicators	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their roles and Responsibility	2
5.1 Role of Project Coordinating Office (PCO)	2
5.2 Role of City Corporation	3
5.3 Functions of the Audit and Accounts Standing Committee	3
5.4 Importance of Audit by the internal audit department /unit	3
5.5 Role of Auditor General (AG)	4
5.6 Role of Civil Society Coordination Committee (CSCC)	4
6. Necessary Tasks and Procedures	4
6.1 Prepare Financial Statement (FS: income & expenditure statement) within one month of the closure of the fiscal year. (Task 1)	4
6.2 Submit the FS and present relevant documents in order for the internal audit department to carry out audit and to prepare report within three months of the end of each fiscal year. (Task 2)	5
6.3 Submit audit report to City Corporation meeting and PCO. (Task 3)	6
6.3.1 Preparation of Audit Action Plan	6
6.3.2 Procedures for Performing Audit Activities	7
6.3.3 First Meeting of the internal audit department/unit	7
6.3.4 Second Meeting of the internal audit department/unit	7
6.3.5 Third Meeting of the internal audit department/unit	7
6.3.6 Fourth Meeting of the Standing Committee	8
6.4 Review the audit observation made by Standing Committee in the CC monthly meeting and suggest appropriate actions. (Task 4)	8
6.5 Correct and improve the financial and accounting system based on the decision of the CC monthly meeting and initiate disciplinary action against the concerned staff, if necessary. (Task 5)	8
7. Personnel responsible for implementing the Activity	9
8. Implementation Schedule	10

Task1: Prepare Financial Statement (FS: income & expenditure statement) within one month of the closure of the fiscal year.....	10
9. Cost of Implementation (if necessary).....	10
Annex I Sample of audit action plan.....	11
Annex II Format of Committee Report on Account and Audit	27

Final_February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

The target CCs under CGP will implement the Inclusive City Governance Improvement Action Program (ICGIAP). One of the important activities of the ICGIAP is that all CCs under the CGP must prepare an income and expenditure statement and CC's internal audit department/unit and the Audit & Accounts Standing Committee needs to complete an audit of the income and expenditure statement within three (3) months of the ending of a financial year.

A condition of the ICGIAP is that the main observations on the audit report prepared by the internal audit department/unit should be included in the quarterly ICGIAP progress report, and a copy of the audit report should be sent to the Project Coordinating Office (PCO). The audit observations will be discussed in the meeting of the City Council followed by making decisions on necessary actions and corrections in CC's accounts system. Actions against officers and/or staff members responsible for any irregularities shall be undertaken, where necessary.

3. Relevant Issues of ICGIAP

3.1 Tasks

To carryout appropriate financial management, it is essential to maintain proper financial statements and effective internal audit procedures. These activities can enhance transparency and accountability of CC's financial status for the citizens. The tasks under the Activity 4.4 of the ICGIAP are as follows:

- Task 1: Prepare Financial Statement (FS: income & expenditure statement) within one month of the closure of the fiscal year.
- Task 2: Submit the FS and present relevant documents in order for the internal audit department to carry out audit and prepare report within three months of the end of each fiscal year.
- Task 3: Submit audit report to City Corporation meeting and PCO.
- Task 4: Review the audit observations made by the Audit & Accounts Standing Committee in the CC monthly meeting and suggest appropriate actions.

Task5: Correct and improve the financial and accounting system based on the decision of the CC monthly meeting and initiate disciplinary action against the concerned staff, if necessary.

3.2 Action by

- CC Mayor
- CEO
- Accounts Officer
- Head of internal audit department/unit

3.3 Indicators

- 1st PR: Complied with
- 2nd PR: Complied with

4. Objectives

The main objectives of audit conducted by the internal audit department are identified as follows.

- As per the Local Government (City Corporation) Act 2009 and relevant rules and regulations, keep accounts in specific form and system, prepare annual accounts statement, and ensure that financial statements are made public.
- Bring more transparency and accountability in CC's financial Management and ensure active participation of the residents in City governance.
- Measure appropriateness and correctness of transactions performed.
- Find mistakes in accounts, embezzlement of funds, and financial losses.
- Submit a report to the Council meeting with recommendations to take effective action against detected irregularities, discuss in detail and make decisions to undertake activities stopping recurrence of such incidences, and monitor or follow-up implementation of decisions.
- Assist the Council to undertake necessary actions based on a review of the development of actions undertaken to resolve and rectify mistakes raised in the government audit.
- Take appropriate actions against those responsible for any irregularities, financial losses or misappropriation of funds.

This guideline has been prepared on Activity 4.4 of the ICGIAP titled 'financial statements prepared, and internal audit department carry out audit within 3 months after the closure of fiscal year' that will be used in five (5) City Corporations under the project.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Project Coordinating Office (PCO)

PCO will provide all necessary training on Accounts and Internal Audit to the Audit & Accounts Standing Committee, internal audit department/unit and other concerned officials of the City Corporations under CGP. It is to be noted here that currently there is no internal audit department shown in CCs' organograms. Until the organogram is modified and an internal audit department is included, a government internal audit unit will be responsible to carry out internal audit of the CC to fulfill the criteria stipulated in the Activity 4.4 under ICGIAP.

5.2 Role of City Corporation

Article 77 (1) of the Local Government (City Corporation) Act, 2009 provides the following: Accounts- (1) Accounts of the receipts and expenditures of the Corporation shall be kept in the prescribed manner.

(2) An annual statement of the accounts shall be prepared after the close of every financial year, and shall be forwarded in prescribed format to the Government by the thirty-first December of the following financial year.

(3) A copy of the annual statement of accounts under sub section (2) shall be placed at a conspicuous place in the office of the Corporation for public inspection, and all objections or suggestions concerning such accounts received from the public shall be considered by the Corporation.

Article 78 (1) of Local Government (City Corporation) Act, 2009 provides that Corporation's accounts will be audited as per procedures prescribed by the regulation.

5.3 Functions of the Audit and Accounts Standing Committee

The Audit & Accounts Standing Committee will perform the following designated activities of keeping and auditing accounts.

- 1) Assist all concerned officials to properly maintain all income and expenditure accounts of CC.
- 2) Regularly verify all collection and deposit accounts.
- 3) Verify whether all accounts and activities of CC are operated according to the rules and procedures (Following prescribed forms and procedures).
- 4) Assist the concerned officials to arrange disclosure of CC income and expenditure accounts to the people to ensure transparency and accountability.
- 5) Accomplish auditing of CC income and expenditure accounts once a year and arrange submission of a report on this to the CC general meeting.
- 6) Assist to prepare and implement a plan to make the accounts section fully computerized.
- 7) Periodically accomplish internal auditing of CC income and expenditure accounts.
- 8) If the computer software on accounts is in operation, continue using such software in CC accounts management.
- 9) The District Accounts Officer in case of CC at the district level may be co-opted as an expert member (as and when required).
- 10) Perform any other relevant function.

5.4 Importance of Audit by the internal audit department /unit

A City Corporation is a local government institution operated by the representatives elected by vote of the residents. In fact, activities of a CC are carried out based on locally mobilized resources. However, the government also allocates resources annually for development activities. To operate and keep such income-expenditure accounts, there are fixed rules and regulations, as determined by the government. As part of this, all CCs shall prepare annual budget by incorporating accounts of all types of income and expenditure. To verify whether the income and expenditure accounts are maintained based on proper rules and procedures, whether discipline in keeping accounts is maintained, whether financial irregularities happen, or whether misappropriation or embezzlement of funds occurs, audit at the CC level has been introduced as part of routine activities of the audit department. In addition, completion of an audit is also an important activity (condition) of the ICGIAP of urban development projects.

To this end, CC's accounts are audited every year by the government audit team. But, the Council is not made aware of many of the irregularities found in such audits. As a result, actions based on an analysis of irregularities are not taken to prevent them and establish discipline in keeping accounts. Actions against those responsible for financial irregularities and embezzlement of funds are not also properly undertaken. Irregularities are increasing day by day because no positive responses to the government audit observations/objections are being made and restoration of discipline is not ensured, as per the suggestions of the audit team. Therefore, to prevent irregularities and ensure transparency and accountability in CC's accounts, the activities of internal audit department/unit and Audit & Accounts Standing Committee are important.

5.5 Role of Auditor General (AG)

Thereafter, as per Article 78 (1) of the Act, government's competent audit authority will audit every CC's accounts. The audit authority will prepare a report, a copy of which will be provided to CC and another will be sent to the government (Local Government Division). Amongst other issues, the following will be mentioned in the above report:

- (a) cases of embezzlement;
- (b) cases of loss, wastage or misappropriation of the Corporation Fund;
- (c) cases of other irregularities in the maintenance of accounts; and
- (d) the names of the persons who, in the AG's opinion, are directly or indirectly responsible for such embezzlement, loss, wastage, misappropriation or irregularities.

5.6 Role of Civil Society Coordination Committee (CSCC)

As per Article 77 (3), a copy of the accounts statement will be displayed for the public in an open place of the City Corporation office and the City Corporation will consider all accounts-related objections or advice given by the public. In this regard, the City Level Coordination Committee (CSCC) can play a vital role in suggesting improvement of accounts. CC will consider all accounts-related objections or advice given by the public/Civil Society Coordination Committee (CSCC).

6. Necessary Tasks and Procedures

To carry out appropriate financial management, it is essential to maintain proper financial statements and internal audit procedures. These activities can enhance transparency/accountability of CC's financial status for the citizens. CC should conduct the following tasks.

6.1 Prepare Financial Statement (FS: income & expenditure statement) within one month of the closure of the fiscal year. (Task 1)

As per Article 77 (2) of the Local Government (City Corporation) Act 2009, the City Corporation will prepare annual account statement on income-expenditure on completion of every financial year. As per Article 77 (3), a copy of the said accounts statement will be displayed for the public in an open place of the City Corporation office and the City Corporation will consider all accounts-related objections or advice given by the public.

6.2 Submit the FS and present relevant documents in order for the internal audit department to carry out audit and to prepare report within three months of the end of each fiscal year. (Task 2)

According to Article 78 (2) (b) of the Act, the Government shall compose an audit management regulation including internal Audit which may be conducted by internal Audit department/unit and the report may be reviewed by the Audit & Accounts Standing Committee of the CC every year, and submit a report on this to the Council meeting.

It is particularly noted here that rules of the Local Government (City Corporation) Act, 2009 are not in conflict with the conditions of the CGP. Rather they are complementary to the implementation of the Act. Therefore, according to the rules of the Act, functions of the internal audit department/unit and Audit & Accounts Standing Committee will continue even after the termination of the CGP.

The internal audit department/unit will examine relevant documents, deeds, registers and vouchers in favor of expenses to accomplish their task of finding any irregularities in income-expenditure accounts. For this reason all related vouchers, registers, deeds, testimonials etc. which are linked with the subjects brought under the audit should be collected. Below a tentative list is given. There is no need to remain confined to this list.

- Cashbook
- Bank reconciliation statement/certificate
- Ledger book
- Logbook of vehicles/machinery
- Deposit bill/voucher
- Expense bill/voucher
- Salary bill register
- Provident fund register, caution money register
- Telephone bill register of CC office, CC operated organization
- Electricity bill register of street light, water pump, office, CC operated organization
- Stock-register, check-register
- Advance register
- Rent collection document and register of CC market, shops, building, guesthouse etc.
- Deeds of all kinds of rent
- Procurement policy
- Lease documents, registers, tender documents, deed agreement, collection register of haat-bazaar (markets), ferry-terminal, bus terminal, public toilet etc.
- Tender documents of public work
- Other purchase documents, register etc.
- Agreement for all kinds of purchases, supplies including public works
- Budget statement
- Documents, register, report regarding tax re-assessment.
- Documents, register, report of Interim tax assessment.
- Documents, register regarding tax collection
- Documents, register regarding non-tax revenue collection of CC from other sectors(own sources of revenue)
- Documents, register regarding CC's water tariff collection
- Documents regarding grants and loans
- Documents regarding income tax and VAT collection

- Receipts of income tax and VAT payments under concerned heads
- Bank account statement
- Financial statement
- Document and report on progress of resolutions of past years' government audit observations
- Progress documents and reports on past year's audit report and objections/resolution performed by accounts and audit standing committee

6.3 Submit audit report to City Corporation meeting and PCO. (Task 3)

6.3.1 Preparation of Audit Action Plan

With the consent of the Audit and Accounts Standing Committee, internal audit department/unit will prepare a specific action plan every year prior to the start of audit activities. Before preparing the action plan, subjects to be examined under the audit will be identified. Considering potential irregularities in income-expenditure accounts in the above subjects, necessary documents and deeds should be selected. The sectors and percentage of subjects to be audited should also be determined prior to beginning the audit. To prepare this action plan, three matrices, as given below, can be followed.

Matrix-A: General Issues

Potential Irregularities	Documents needed for observation	Observation (%)
Subject		

Matrix-B: Income related Subjects

Potential Irregularities	Documents needed for observation	Observation (%)
Subject		

Matrix-C: Expenditure related Subjects

Potential Irregularities	Documents needed for observation	Observation (%)
Subject		

A sample action plan has been attached in Annex-1. The sample indicates subjects to be included, potential irregularities in the subjects, documents necessary for examination of these irregularities, and percentage of the subjects examined during audit.

Based on a review of Annex-1, the internal audit department/unit, according to their convenience, can develop the action plan of the current audit of important subjects. If the committee decides, all subjects mentioned in Annex-1 or other additional subjects can be identified and brought under the current audit. However, these issues will be selected through

the unanimous decision in the first meeting of the standing committee.

6.3.2 Procedures for Performing Audit Activities

The Audit and Accounts Standing Committee after reviewing in detail every issue in its successive meetings will make unanimous decisions to carry out audit activities in a planned way. Since the standing committee has to finish audit of the preceding year by 30 September, prepare a report with recommendations, and submit it to the Council meeting, audit activities need to be finished through four meetings including the first meeting in July. The four meetings are described below.

6.3.3 First Meeting of the internal audit department/unit

The first meeting will be of a preparatory nature. In this meeting, apart from all members of the standing committee, all Division heads of City Corporation will attend as observers. Issues to be discussed in the first meeting will be as follows.

- 1) Discussions about the internal audit department/unit's responsibilities and functions along with the objectives, tenure, importance, advantages, prospective irregularities, observable documents, tentative action plan and preparation of audit report, etc.
- 2) Discussions and taking decision on appointing an expert to facilitate audit functions.
- 3) Taking unanimous decisions on which subjects would be selected and what percentages of the subjects would be brought under the audit of the income and expenditure accounts of the audit year with the assistance of the sample attached with this guideline.
- 4) Discussion about the progress of the audit observations and objections that were made by the government and the standing committee in previous years, and decision-making on the inclusion of the discussion results in the audit action-plan for the current year.
- 5) As per the decisions, in light of items 3 & 4 above, preparation of a final action-plan to choose identified subjects for audit during the audit year.
- 6) Preparation of the time-schedule for conducting subject-wise audit functions following the final audit action-plan.
- 7) Taking decisions on directing all the divisional heads to be present on time, as per the time-schedule, along with the concerned officers and staff members to present relevant letters, registers, and documents for accomplishing the audit functions according to the final audit action-plan and time-schedule.
- 8) Taking decisions to supervise and implement audit functions, as per the time-schedule.
- 9) Making decisions to request that the Mayor appoint an office assistant cum computer operator, on deputation, under the supervision of the committee to provide full-time secretarial services to the committee.
- 10) Miscellaneous (any other necessary matters as considered by the committee).

6.3.4 Second Meeting of the internal audit department/unit

As per the decisions of the first meeting, the second meeting of the standing committee will continue as long as the audits of all selected subjects under the final audit action-plan are not completed. Concerned divisional heads, as per the subject-wise schedule, or on his/her behalf concerned section heads will be present with all the requested documents, vouchers, registers and other relevant documents to answer all queries of the standing committee. With the help of the chairperson or other members of the committee, all answers, facts and proofs will be recorded.

6.3.5 Third Meeting of the internal audit department/unit

The internal audit department/unit will record its observations on each subject based on the

subject-specific information received in the second meeting. A decision in this regard will be taken to request the concerned divisional heads to provide their opinions and answers on the above observations. Accordingly, the chairperson of the standing committee will send letters to each of the divisional heads with a request to provide their opinions and suggested resolutions on the respective audit observations in seven (7) working days.

6.3.6 Fourth Meeting of the Standing Committee

In the fourth meeting of the internal audit department/unit, comments and resolutions with answers of the concerned Division heads will be reviewed, and the recommendations will be prepared by the committee to be included in the audit report. Thereafter, the final audit report will be prepared and sent to the Mayor within seven (7) days from the date of the fourth meeting. The Mayor will make a presentation on the report in the next Council meeting. For conducting audit activities and preparation of report, CCs are recommended to refer to Annex-2.

6.4 Review the audit observation made by Standing Committee in the CC monthly meeting and suggest appropriate actions. (Task 4)

Management reviews shall be performed annually in conjunction with the internal audit program. An annual review of each Section's quality system will be performed by the Section Supervisor. The management review shall examine the Quality System of each Section and determine if it meets the standards set earlier. The review shall also serve as a guide for future determinations regarding the effectiveness and direction of the Quality System due to changes in the organization, facilities, staffing, equipment, activities, or workload.

The management review shall consider, but not be limited to, the following:

- Suitability of policies and procedures.
- Reports from managerial and supervisory personnel.
- Outcome of recent audits.
- Effectiveness of previous actions.
- Corrective and preventive actions.
- Changes in the volume and type of the work.
- Stakeholders feedback.
- Complaints.
- Recommendations for improvement.
- Non-conforming Records
- Other factors, such as, quality control activities, resources, and staff training.

6.5 Correct and improve the financial and accounting system based on the decision of the CC monthly meeting and initiate disciplinary action against the concerned staff, if necessary. (Task 5)

The potential irregularities that can happen in keeping financial income-expenditure accounts are given below:

- Non-compliance with government rules and procedures in keeping accounts and financial transactions;
- Expenditure not in line with the City Corporation interest;
- Irregularity in procurement;
- Not deducting income tax and VAT from contractor's bill;
- Not depositing the money out of deducted income tax and VAT to the government treasury on time;
- Not following the rules in the contract agreement for payment of contractor's or other organization's dues;

- Advance money not reconciled on time;
- Concerned bill-vouchers not approved by the competent authority on time;
- Inventory not kept properly;
- Not following proper rules in providing lease of haat-bazaar, shops etc.;
- Not timely renewal of the lease, shop rental, toll, tax, etc. as specified in the agreement;
- Non-collection of lease money, rent of shops, toll, tax etc.;
- Keeping money collected for a long time by not depositing it to the City Corporation fund;
- Payment of salary and benefits to personnel not actually employed (so called 'ghost employee');
- Payment of travel allowance to the staff without actual travel;
- Expenditure in excess of budget allocation;
- Misappropriation, embezzlement, and/or deception of funds;
- Payment made for purchase of goods, but goods not delivered;
- Long delay on payment and/or recovery of claim of large amount;
- Not paying penalty and/or surcharge for non-payment of City corporation's dues on time;
- Writing off revenue in violation of the norm;
- Difference between collection and deposit;
- Not updating all documents, registers, etc. related to accounts within the stipulated time;
- Important matter found missing in the financial statement;
- Making an investment without approval of the competent authority;
- Expenditures not complying with the purposes of loans or grants;
- Spending money without receiving the services;
- Spending the compensation money of road cutting for purposes other than repairing of the affected road; and
- Not undertaking activities and/or follow-up actions based on the past years' audit reports of the government and/or standing committee.

7. Personnel responsible for implementing the Activity

CC Mayor, CEO, Accounts Officer, and Head of internal audit department/unit are the most key personnel in the CC to make this activity successful. Accounts officer is responsible for preparation of annual FS (Income & Expenditure Statement) which would be audited by the internal Audit department/unit. Audit starts when Accounts are completed. After submission of the FS by Accounts Officer, Head of internal audit department/unit chalks out planning to audit the Accounts and as such, a proposal is submitted to the Audit & Accounts Standing Committee. On the basis of the internal audit report submitted and discussed in Audit & Accounts Standing Committee and council meetings, Mayor and CEO need to take remedial measures, if necessary.

8. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Financial statements prepared, and internal audit department carry out audit within 3 months after the closure of fiscal year	Task1: Prepare Financial Statement (FS: income & expenditure statement) within one month of the closure of the fiscal year.																
	Task2: Submit the FS and present relevant documents in order for the internal audit department to carry out audit and to prepare report within three months of each fiscal year.																
	Task3: Submit audit report to City Corporation meeting and PCO.																
	Task4: Review the audit observation made by Standing Committee in the CC monthly meeting and suggests appropriate actions.																
	Task5: Correct and improve the financial and accounting system based on the decision of the CC monthly meeting and initiate disciplinary action against the concerned staff, if necessary.																

9. Cost of Implementation (if necessary)

CEO, Accounts Officer and head of internal audit department/unit will consider the probable cost of implementation of the activity and prepare proposal for consideration of CC Mayor and CC Council.

Annex I Sample of audit action plan

Sample audit action-plan to help accounts and audit standing committee

Matrix-A: General Issues

Possible irregularities	Relevant documents for observation	Observations (%)
1. Subject: Budget		
a) Preparing budget by not following the approved framework and procedure; b) In the proposed budget no reflection of proposed income-expenditure for next financial year, revised proposed income-expenditure of current financial year and past financial year's actual income-expenditure; c) Not accepting peoples' opinion and suggestions on the projected budget, not doing budget session in presence of the residents and not preparing the proceeding of the budget session; d) Not accepting recommendations based on discussions in special meeting of CSCC, CDCC & WLCC on budget; e) Revised budget not discussed and approved in Council meeting ; f) Not sending the copy of approved budget to the designated authority before 30 days of the start of a financial year; g) Not following the rules and procedures in case of a need to revise the budget; h) Before revising the budget actual expenditure is more than the approved budget; i) Dissimilarity between budget's sector-wise income-expenditure and financial statement's income-expenditure etc.	Copy of projected budget, evidence of peoples' opinion collection, proceedings of budget session, proceeding of Council meeting on budget approval, proceedings of CSCC's special meeting on budget, copy of approved budget, evidence of sending the approved budget copy to the competent authority, evidence of revised budget and its approval, financial statement etc.	100%
2. Subject: Cashbook		
a) Preparation and maintaining cashbook not as per approved structure; b) In the cashbook not correctly recorded the following: transfer (chalan)/voucher no./bill no. with dates against all receipts, description of receipts and amount of receipt every time and total quantity of every transfer, total amount of money in each cheque/voucher, bill; c) Cashbook is not consistent with bank statement; d) Inconsistency between check no., date, description of recipient and amount of money recorded in cashbook and the same recorded in the counter foil of cheque and cehque register; e) Not close the cashbook at the end of day after recording every day's transaction in cashbook ; f) Not giving initial signature with date by the office head or other empowered person after examining the balance based on verification of cashbook at the end of every month; g) Over-writing in the cashbook; h) Not writing in red between the space of two lines by	Cashbook, cheque register & counter foil, bill register, bank statement, financial statement, government grants, receipt and payment transfer (chalan)/voucher/treasury delivery (chalan) receipts etc evidential documents.	50%

Possible irregularities	Relevant documents for observation	Observations (%)
<p>cutting the wrong figure/sentence and not giving the initial signature of the office head with date;</p> <p>i) Not showing in the cashbook the withdrawal money against all kinds of government allocations;</p> <p>j) Dissimilarity between financial statement and cashbook with respect to income-expenditure;</p> <p>k) No reconciliation in the cashbook after collecting the bank statement at the end of month, quarter or year etc.</p>		
3. Subject: Ledger book		
<p>a) Not recording all income-expenditure in the ledger-book according to the account-heads;</p> <p>b) Each receipt and payment statement and quantity mentioned in the ledger-book is not consistent with that in the cashbook.</p> <p>c) Summation or balance in every page of the ledger-book is not correct;</p> <p>d) No allocation of necessary budget in the sector for which expenditure is written in the ledger book;</p> <p>e) Summation of the previous page is not correctly brought as opening balance into next page;</p> <p>f) Ledger-book is not updated etc.</p>	Ledger book, cashbook, financial statement, budget copy of the year of audit etc.	50%
4. Subject: Cheque register		
<p>a) In case of expenses through cheque, cheque number, date and amount of money are not recorded in the register;</p> <p>b) Dissimilarity of Date, cheque no. and amount of money written in cheque register are not the same in counter foil and cashbook;</p> <p>c) Cheque register's statement is not similar to bank statement;</p> <p>d) Account-based cheque book's number and total page number's record not kept separately.</p>	Cheque register, cheque book, counter foil of cheque book, bank statement etc.	100%
5. Subject: Bank account operation		
<p>a) All transactions of City Corporation exceeding Tk. 5000 are not made through accounts payee cheque;;</p> <p>b) All bank accounts are not operated by fixed signatory/signatories, as per the rule;</p> <p>c) City Corporation fund not operated through Bangladesh Bank approved scheduled bank;</p> <p>d) Not maintaining separate cheque register against each bank account;</p> <p>e) Opening account in bank other than that nominated by government/development agency.</p>	List of Bangladesh Bank approved scheduled banks, statements/account numbers of all bank accounts operated by Pourashava and list of banks' names/branch names of the concerned banks, account-wise cheque book and cheque register, bank statements of concerned banks etc.	100%
6. Subject: Bill voucher in favor of expenditure		
<p>a) Bill/voucher's bill/voucher no. with dates of every expense is not serially maintained in the guard file;</p> <p>b) Every expense and expense bill/voucher are not approved/signed by competent authority with financial authority;</p> <p>c) Small expenses are not done through 'petty cash';</p> <p>d) Petty cash voucher and sub-vouchers are not</p>	Guard file regarding expense bill voucher, printed forms, petty-cashbook of retail expenses, and order on distribution of financial	25%

Possible irregularities	Relevant documents for observation	Observations (%)
<p>approved by competent authority with financial authority.</p> <p>e) Not using revenue stamp in expense-voucher exceeding Tk.500;</p> <p>f) After payment 'paid' seal is not given on all bill vouchers;</p> <p>g) Bills are not prepared in fixed printed forms;</p> <p>h) Bill is demanded in photocopy instead of original copy;</p> <p>i) No attestation of the storekeeper that 'the goods mentioned in the supply bill have been included in the stock register, etc.</p>	authority of the approving authorities.	
7. Subject: Form & register		
<p>a) In credit voucher, debit voucher and journal voucher fixed forms are not used;</p> <p>b) General ledger and subsidiary ledger are not kept as per the rule;</p> <p>c) In cheque issue register, stationery register, permanent register, goods warehousing register, salary/bill register, leave register, travel allowance register and advance register fixed forms are not used;</p> <p>d) Payment/collection book is not done as per the fixed form.</p> <p>e) File index is not done as per the fixed form etc.</p>	Credit voucher, debit voucher, journal voucher, general ledger, register of all concerned matters, collection book, file index, etc., and sample forms of all concerned matters	20%
8. Subject: Stock register and inventory management		
<p>a) For office stationery, furniture, electrical and mechanical materials etc. purchase and usage stock register and inventory management are not followed;</p> <p>b) In case of purchase through tender, as per specification and quantity mentioned in the work order, delivery of goods, furniture and materials are not received;</p> <p>c) All delivered goods are not recorded in stock register with delivery date, source and exact quantity;</p> <p>d) Goods purchased in cash are not recorded in stock registry.</p> <p>e) All received goods/materials are not recorded in store ledger item-wise and supplied; not kept separately; not recorded;</p> <p>f) Issuing delivery of goods not through the approved slip;</p> <p>g) Not writing identification number on the body of the furniture and fixtures with non-erasable ink etc. +</p>	All delivery work orders of the goods purchased through tender, receipt of goods as per work order, receipt of goods purchased in cash, stock register, store ledger, ledger of furniture etc.	50%
9. Subject: Audit of contract		
<p>a) Before calling for a tender for any construction work no administrative approval and no approval of the competent authority or an authority empowered by him for technical wages with design of work and estimated costs;</p> <p>b) No allocation of budget;</p> <p>c) Not inviting open tender as per procurement rules and procedures;</p> <p>d) Not mentioning proper reason for not accepting the lowest bidding price and not taking approval of the</p>	Documents related to the agreement, budget copy, certificate of administrative and technical approval, list of persons empowered for approval, rules and procedures related to agreement etc.	50%

Possible irregularities	Relevant documents for observation	Observations (%)
<p>competent authority;</p> <p>e) In case where agreement is not possible in fixed form in that case conditions of the agreement are not summarized or specified and in the agreement incompleteness or complexity remains;</p> <p>f) Without approval of the competent authority basic changes in the conditions of the accepted agreement are made;</p> <p>g) According to the conditions of the agreement the financial strength of the bidder is not considered with other conditions;</p> <p>h) In the agreement no provision is made to protect the government property by the bidder;</p> <p>i) No rationale is given in favor of the tender, for which competitive bidding has not been called or high bid-value has been accepted etc.</p>		
10. Subject: Implementation of audit recommendations of previous year's standing committee		
<p>a) Audit recommendations of the standing committee in previous year not implemented or no progress;</p> <p>b) No valid reason mentioned for not implementing the recommendations;</p> <p>c) The description of loss of CC is not mentioned for not implementing the recommendations;</p> <p>d) The responsible person is not identified for not implementing the recommendations etc.</p>	Last year's audit report and certificate of accomplishment of recommendations etc.	100%
11. Subject: Review/Follow-up of last year's government audit		
<p>a) No year-wise responses to government audit objections in last three years and objections not resolved;</p> <p>b) No adequate information provided to review year-wise progress reports on resolutions of government audit objections in last three years;</p> <p>c) No action taken against the responsible persons for year-wise fund-misappropriation/embezzlement mentioned in last three year's government audit objections;</p> <p>d) Not specific proposals about taking actions are there to resolve government audit objections in last three years etc.</p>	Government audit reports for last three years, description of resolutions of audit objections, evidence of taking actions against the responsible persons etc.	50%

Matrix-B: Income Matters

Possible irregularities	Relevant documents for observation	Observations (%)
1. Subject: Lease		
<ul style="list-style-type: none"> a) The inventory with register not kept about which haatbazaars and City Corporation establishment or property have been leased out; b) No separate document is kept for leasing of each establishment; c) Before starting of tender process, official estimate is prepared based on consideration of last three years' average price of lease price and market rate of each establishment and authority's approval is not received; d) Rules and procedures not followed in tender or auction of each lease matter; e) In all cases leasing at highest lease value is not ensured; f) Completion of the agreement before getting total lease money from the leaseholder of specific establishment and no satisfactory explanation in favor of this kind of agreement, if happened, is provided; g) Non collection of entire amount of lease money for the leased properties within the audit year; h) No satisfactory reason is there in favor of any dues on lease money for the propertie(s) during the audit year; i) Dues on establishment-wise lease and updated information on current lease money collection are not kept in register; j) All collected money is not recorded in cashbook and ledger book; k) Deposit of lease-money in concerned City Corporation bank account short of the amount collected from individual establishments etc. 	<p>Lease process and related documents, establishment-wise lease register, establishment-wise completed agreement, establishment-wise money collection and slip in CC's bank account, ledger book, cashbook etc.</p>	<p align="center">100%</p>
2. Subject: CC-owned shops rent		
<ul style="list-style-type: none"> a) Not maintaining establishment-wise register containing detailed description of the shops rented out; b) Rented out shops without completion of the agreement; c) On completion of the current agreement term renewal of it or completing agreement with the new businessman by terminating it has not been done as per rules; d) At least considering inflation, condition to increase in rent every three year to adjust the market rate is not included in the agreement; e) In support of the above requirement register is not kept to include: name of shop/shop's number, name of lease holder, date of agreement, duration of the agreement, last renewal date, next renewal date, lastly fixed monthly rent amount, amount of rent increase during previous renewal etc.; f) Register is not updated every month containing accumulated dues on rent for the previous years and 	<p>Register containing detailed description of the shops rented out, collection register of shop rent, collection receipt, bank statement, shop rent agreement, renewal agreement, statement of deposit of collected money in bank account, cashbook, ledger book, shop-wise claims of rent with dues and register containing collection of those etc.</p>	<p align="center">50%</p>

Possible irregularities	Relevant documents for observation	Observations (%)
<p>the rent claimed in the audit year and collection information;</p> <p>g) Maintaining new register is not arranged containing information on total dues on shop-wise rent, as of 30 June of a year, and finalization of accounts on collection of those dues and current claim and their collection from July 1 for the rest of the financial year;</p> <p>h) No acceptable explanation is there in favor of dues on collection of shop rent;</p> <p>i) All collected money is not deposited timely in the bank account and which is not supported by bank statement;</p> <p>j) Deposited amount of money is not recorded in cashbook and ledger-book etc.</p>		
3. Subject: Rent of duckbungalow (guest house), auditorium, building etc.		
<p>a) The detailed description about the number and location of dakbungalow, auditorium, building etc. is not included in estate register;</p> <p>b) Rent register of dakbungalow, auditorium, building etc. is not kept;</p> <p>c) Rents of dakbungalow, auditorium, building etc. are not collected through receipt;</p> <p>d) Rent not collected according to the approved rate of government or competent authority.</p> <p>e) Collected rent not recorded in cashbook and ledger book;</p> <p>f) Collected rent not deposited in concerned bank account and that is not supported by bank statement etc.</p>	The list of duckbungalow, auditorium, building with permanent estate register, rent collection register, certificate copy of rent rate approval, receipt, bank statement, receipt of deposit of collected money to bank account, cashbook, ledger-book etc.	50%
4. Subject: Rent of transport/equipment		
<p>a) Not maintaining register with detailed description of rentable vehicles or equipment like track, road roller, mixer machine, vibrator etc. ;</p> <p>b) Not maintaining separate logbook for each rentable vehicles and equipment;</p> <p>c) After collecting rent with receipt on time, as per the fixed rate, not depositing the money in concerned bank account and that is nor supported by bank statement;</p> <p>d) Dissimilarity between the length of time of use of the vehicles or equipment recorded in the logbooks and actual collection of rent;</p> <p>e) Collected rent not recorded in cashbook and ledger book.</p>	List of rentable vehicles/equipment and logbook of each, receipt book of rent collection, statement of depositing collected money in bank account, cashbook, ledger-book and bank statement etc.	50%
5. Subject: City Corporation tax collection		
<p>a) Not re-assessing City Corporation holding tax after every five years and no valid explanation is provided in favor of this;</p> <p>b) Interim assessment of holding tax is not carried out regularly throughout the year;</p> <p>c) Not preparing the list containing the holding-wise accumulated dues of City Corporation tax of the previous years in the beginning of the financial year (1 July);</p>	Holding numbers including derailed description of Government, semi-government, non-government and privately owned land and building, industry and commercial	100%

Possible irregularities	Relevant documents for observation	Observations (%)
<p>d) In the audit year correct information on the collection of current and dues for government, semi-government and privately owned land/building is not available;</p> <p>e) The acceptable reasons for dues and non collection of those are not present;</p> <p>f) Not taking lawful action following the given procedures to collect arrear tax and no reason is there in favor of it;</p> <p>g) No arrangement of collecting City Corporation tax through bank or collected tax through receipt is not deposited on time in concerned bank account and that is not supported by bank statement.</p>	enterprises' lands and buildings etc., demand and collection descriptions of the audit year, statement of taking lawful action to collect dues of CC tax, tax collection register, bank statement, statement of depositing collected money in concerned bank account, cashbook, ledger-book, etc.	
6. Subject: Bill collection for water supply		
<p>a) Not maintaining register of those having pipe-water connection with holding name/address and description of size of connection pipe;</p> <p>b) Water tariff rate is not refixed (raised) after every five years;</p> <p>c) Every month's water bill is not regularly sent to the customer;</p> <p>d) Customer wise accumulated dues of the years before the audit year are not collected;</p> <p>e) Not taking lawful action in the beginning of next year by preparing the customer-wise defaulter's list in the audit year (July-June);</p> <p>f) Collected water bills are not recorded in cashbook and ledger book;</p> <p>g) Water bill is not collected through bank or money of the water bills collected through receipts is not deposited in bank timely and that is not supported by bank statement etc.</p>	Register containing the list of pipe-water connected customers, documents related to water connection, office copy of water bill, statement for the audit year on customer-wise dues and currents bill's demand and collection status, statement on depositing collected bills in the concerned bank account, bank statement, cashbook etc.	100%
7. Subject: Other tax, toll, fees collection(Other than holding tax)		
<p>a) Not maintaining sector-wise collection register for all City Corporation taxes, toll and fees etc. (other than holding tax);</p> <p>b) Tax, toll fees are not collected by City Corporation receipt or through bank;</p> <p>c) Actual amount of collected money not recorded in cashbook, ledger book;</p> <p>d) In the establishment-wise register, list of the amount of accumulated dues for the individuals/organizations in the audit year not shown and no lawful action taken to collect those;</p> <p>e) Collected money not deposited in the bank on the same day or next working day and that is not supported by bank statement;</p> <p>f) Collected money of other tax, toll, fees are not recorded in the related cashbook and ledger-book etc.</p>	Register containing sector-wise collection list of tax, toll, fees and collection status, cashbook, ledger book, tax-toll-fees fixation document and bank account statement, statement of depositing collected money in bank account etc.	30%
8. Subject: Fund received from the sale of schedule/forms of civil works		
<p>a) Not maintaining separate register with page number for collection of funds from the sale of tender forms/schedules etc.;</p>	Schedule sales register, collection receipt, bank	50%

Possible irregularities	Relevant documents for observation	Observations (%)
<ul style="list-style-type: none"> b) Sale proceeds of civil work's schedules/forms not received in City Corporation receipt; c) Dissimilarity between the amounts of sales proceeds of schedules/forms and money deposited in bank during the audit-year; d) Sale proceeds of civil work's schedules/forms not deposited in the bank on the same day or on next working day and not supported by bank statement; e) Sale of civil work's schedules/forms not attested in the register by competent authority. 	statement, bank statement of deposition/chalan or deposit slip etc.	
9. Subject: License of non-mechanized vehicles		
<ul style="list-style-type: none"> a) Separate registers for different types of non-mechanized vehicles are not maintained with detailed descriptions, number of licenses and necessary information; b) Renewal of licenses of different types of non-motorized vehicles category is not done on time; c) Money received from non-mechanized vehicle licensing(new and renewal) is not collected through City Corporation's receipt/bank and that is not supported by bank statement; d) License fee for different types of non-mechanized vehicles is not recorded in cashbook and ledger book; e) Information on the amount of arrear in license fee collection head for previous years by types of non-mechanized vehicles is not mentioned; and no formal steps are taken for collection of that; f) Maintained registers are not verified by the competent authority on time and signature of the competent authority with comments is not there etc. 	List/register with detailed descriptions of non-mechanized vehicles by types, collection receipt, bank statement, cashbook, ledger book, voucher/chalan for deposits in bank account or deposit slip etc.	100%
10. Subject: Contractors' license fees		
<ul style="list-style-type: none"> a) Not maintaining register with detailed description of contractors' license by type and the above is not updated every year; b) Renewal of contractor's license not done on time; c) Money received from contractors' license not collected through City Corporation receipt or bank. d) Fees received from contractors' license not deposited to City Corporation bank account on time and that is not supported by bank statement. e) Money collected as different types if fees money is not recorded in ledger-book and cashbook etc. 	Contractors' license register, collection receipt, bank statement, cashbook, ledger book, slip of deposit to bank account.	100%
11. Subject: Trade license fees		
<ul style="list-style-type: none"> a) Register not maintained with detailed description of trade license by type and not updated every year; b) Renewal of trade license by type not done on time; c) Money received from trade license not collected through City Corporation's receipt or bank; d) Money received from trade license not deposited in City Corporation's relevant bank account on time and not supported by bank statement; e) Money received as trade license fees not recorded in cashbook and ledger-book etc. 	Register of trade license, collection register, collection receipt, bank statement, cashbook, ledger book, slip of deposit to bank account etc.	100%
12. Subject: Trial/Alternative dispute resolution (ADR) fees		

Possible irregularities	Relevant documents for observation	Observations (%)
a) Information is not kept on a list with detailed description about all ADRs during the audit year; Separate register for collection of ADR fees is not maintained; b) Money received from ADR fees not collected through City Corporation's receipt or bank. c) Money received from ADR fees not deposited to City Corporation's relevant bank account on time and that is not supported by bank statement etc.;	ADR register, collection register, collection receipt, bank statement etc.	100%
13. Subject: Penalty money		
a) Register is not maintained with information on detailed description of the reasons, for which penalty was imposed, and penalty collection status during the audit year; b) Penalty money is not collected through City Corporation's receipt or bank. c) Penalty money is not deposited to City Corporation bank account on time and that is not supported by bank statement etc.;	Penalty imposition and collection register, collection receipt, bank statement, bank deposit slip, cashbook, ledger-book etc.	100%
14. Subject: Penalty for road cutting/damage of infrastructure		
a) Detailed information is not kept on road cutting or damage of City Corporation infrastructure with reasons in the audit year; b) Not taking prior permission of the competent authority for road cutting or damage of City Corporation's infrastructure; c) Not appropriate penalty is charged by the competent authority for road cutting or damage of City Corporation's infrastructure and not collecting the entire penalty money in advance; d) Penalty money is not collected through City Corporation's receipt or bank. e) Penalty money is not deposited to City Corporation bank account on time and that is not supported by bank statement; f) No work done to reinstate the damaged road/infrastructure to its previous state with the collected money etc.	Application for road cutting, approval letter, penalty related information, register, collection receipt book, bank statement, bank deposit slip etc.	100%
15. Subject: Not-necessary/unused properties sale proceeds		
a) Information not available with detailed description of the reasons of selling of City Corporation's unnecessary or unusable properties during the audit year; b) No prior approval of the competent authority for sale of un-necessary/unusable properties; c) Not comply with the existing rules and regulations in the sale of un-necessary/unusable properties; d) Not fixing appropriate value by the competent authority for selling of un-necessary/unusable properties and sale proceeds are not recorded in cashbook and ledger book; e) Sale proceeds of un-necessary/unusable properties not received in City Corporation's receipt or not deposited in bank account and that is not supported by bank statement etc.;	List of not-necessary/unusable properties, pre-value fixation and approval of the authority for sale with above pre-value, sales register, deposit register, collection receipt book, cashbook, ledger book, bank statement, bank deposit slip etc.	100%

Possible irregularities	Relevant documents for observation	Observations (%)
16. Subject: Application fees for building construction and reconstruction		
<ul style="list-style-type: none"> a) Register not maintained with the detailed description of the number of applications received for building construction and reconstruction during the audit year; b) Plan for building construction or reconstruction is not approved following the appropriate process and procedures and no signature of the competent authority on the approval letter or plan; c) Competent authority not fixed appropriate fees based on the existing rules for building construction and reconstruction; d) Separate register not maintained for fixed fees collection for building construction and reconstruction; e) Fixed fees for building construction or reconstruction not collected through City Corporation receipt or bank; f) Collected fees for building construction and reconstruction not deposited to City Corporation bank account on time and that is not supported by bank statement etc. 	Penalty fixation and collection register, collection receipt, ban statement, bank deposit slip, cashbook, ledger-book etc.	50%
17. Subject: Transfer tax of immovable property		
<ul style="list-style-type: none"> a) Not collection of necessary evidential documents with detailed descriptions and values of those immovable properties from the Sub-Registrar office, which were transferred during the audit year and those were not updated; b) Immovable property transfer tax (eligible for City Corporation) not regularly and timely deposited to City Corporation's relevant bank account and not properly recorded in the register maintained at City Corporation; c) Immovable property transfer tax in Sub-Registrar not regularly reconciled with the same maintained at City Corporation and that is not verified by the competent authority with comments and signature etc. 	Evidential documents of immovable property transfer, bank statement etc.	100%
18. Subject: Project funds		
<ul style="list-style-type: none"> a) List not available with detailed description of the funds received for implementation of the sub-project from the projects during the audit year; b) Proper rules not followed in sub-project implementation, tender process, work order award, quality work implementation, payment of bills with necessary deduction of IT and VAT c) Total contract amount of fund not received for the ongoing sub-project from the related project and no evidential documents available in support of this; d) Funds from the relevant project are not deposited to City Corporation's fixed bank account and that is not supported by bank accounts statement; e) Money deducted as income tax/VAT not deposited to government exchequer on time etc. 	Project-wise accepted list of sub-projects, fund allocation letter against the subproject, tender of subproject, contractor engagement and documents related to work implementation and bill payment, security, income tax and VAT deduction and deposit slip in relevant heads, bank accounts statement etc.	25%
19. Subject: Government grant/government special grant		

Possible irregularities	Relevant documents for observation	Observations (%)
a) No list containing detailed description of government grant received during the audit year. b) The government grant deposited to City Corporation's particular account is not supported by Bank accounts statement; c) Proper procedures not followed in the implementation of government grant supported schemes regarding tender process, work order award, quality work implementation, bill payment with necessary deduction etc. d) Not properly maintained accounts of the funds received from government grant; e) Funds deducted as income tax/VAT not timely deposited to government exchequer etc.	Fixation of penalty and collection register, collection receipt, bank statement, bank deposit slip, cashbook, ledger-book etc.	25%
20. Subject: Others		
a) Amount of Budget allocation of own fund for development works. b) Amount for which work order has been issued. c) Amount paid during the audit year. d) Amount yet to be paid for the completed works.		

Final_February

Matrix-C: Expenditure related subject

Possible irregularities	Relevant documents for observation	Observations (%)
1. Subject: Salary/benefits of officer/staff		
a) According to organogram department-wise/section-wise position and number of officers/staffs not present; b) Present officers/staffs not appointed as per the service rule; c) Salary/bill register and salary's bill/voucher not maintained properly; d) Salary bills of permanent and temporary officers/staffs not prepared separately; e) Sanction not taken for continuation of the temporary officers/staffs ; f) Summation of money claimed against bill found not correct; g) Transfer release and joining letters of transferred officer/staff not present; h) Joining time not correct as per rule; i) In case of efficiency benefit (EB) cross no approval of the authority; j) Reductions in bills not properly written; k) Arrear salary bill not prepare separately; l) No medical certificate in case of first appointment. m) No handover and takeover certificates in case of transferred staff/officer; n) No allocation of budget or no approval of competent authority to carryout expenses etc. o) Salary bills of all officers/staffs not paid (reasons); p) Amount yet to be paid and for how many months. q) No. of months of which salary bills are pending.	Salary register, organogram, service rule, all types of salary bills, order on joining-transfer and related papers, budget copy etc.	50%
2. Subject: Travel allowance		
a) Travel schedule not approved by the competent authority; b) As per basic salary travel allowance not claimed at government approved rate; c) As per grades of officer/staff, travel not in eligible class and no approval of the competent authority in case of a deviation to it; d) In travel allowance bills no approval of the competent authority; e) Advance travel allowance not adjusted with the bill; f) Payment of travel allowances, even though no budget allocation etc.	Voucher of travel allowance bill, travel schedule, travel rules etc.	50%
3. Subject: Over-time allowance		
a) Over-time allowance of officer/staff not exceeding 240 hours a month; b) Payment of over-time allowances without budget allocation; c) No signature of the controlling authority on over-time bill etc.	Over-time allowance register, over-time allowance bill and bill register, budget copy etc.	100%
4. Subject: Gratuity		
a) Competent authority not approved gratuity provision; b) Gratuity amount not determined based on fixed rules and procedures;	Rules and regulations about payment of gratuity bill, authority's approval	100%

Possible irregularities	Relevant documents for observation	Observations (%)
c) Dissimilarity between approved gratuity and paid gratuity allowance etc.	and receipt of bill payment etc.	
5. Subject: Provident fund		
a) Money of provident fund of officer/staff not deducted at pre-determined rate and deducted money not deposited in City Corporation's concerned bank; b) In case of advance grant against provident fund, applicable conditions not fulfilled; c) Principal and interest not deducted regularly on advance/advances drawn from provident fund; d) Payment of advance fund given from provident fund not recorded in the concerned ledger book; e) In case of transferred officer/staff from other City Corporation, collectable amount of installment of advance with interest and number of such installments not mentioned in the last payment statement; f) In case of more than one advance of an officer/staff from the provident fund, full description of each collectable advance not mentioned in the last salary statement; g) In case of final bill payment, provident fund rules not followed properly etc. h) No. of Staff whose PF money and gratuity not paid; i) Amount involved for the above; j) Number years for which cases of non-payment of PF and gratuity are pending; k) Amount of PF money and gratuity diverted for use other than payment to the staff.	Rules of provident fund, payment voucher, advance or final payment related ledger book, order on final payment of provident fund etc.	100%
6. Subject: Vehicle and equipment operation, repair and maintenance		
a) Asset register not maintained containing detailed description of all vehicles and equipment of City Corporation; b) Prior to expenses in vehicles and equipment operation, repair and maintenance sector during the audit year, no prior approval of competent authority taken; c) Separate register not maintained for expenses in vehicle and equipment operation, repair and maintenance. d) Old parts not preserved; e) Given rules and regulations not followed in tender process for vehicle and equipment repair and maintenance work; f) No budget allocation; g) Expense not approved by authorized officer; h) No financial approval limit maintained or breaking the limit etc.	Asset register, vehicle/equipment inventory/maintenance register, approval of the authority, all files/records related to tender process, budget copy, expense bill/voucher etc.	75%
7. Subject: Vehicle and equipment purchase		
a) Detailed description of the vehicles and equipment of City Corporation, purchased during the audit year, not included in asset register; b) Government purchase rules not followed in tender processes during purchase of vehicle and or	CC's asset register, all files and records related to tender process, budget copy, approval statement, bill, voucher, counter foil	100%

Possible irregularities	Relevant documents for observation	Observations (%)
<p>equipment;</p> <p>c) No budget allocation;</p> <p>d) To purchase vehicle and or equipment administrative and technical approval of competent authority not taken;</p> <p>e) The amount of taka mentioned in counter foil of the cheque for payment of bill of vehicle and equipment purchase not supported by bank statement;</p> <p>f) From the supplier's bill appropriate security, income tax, VAT etc. not deducted and deposited to relevant account or government exchequer etc.</p>	<p>of cheque, cashbook, ledger book, bank statement etc.</p>	
8. Subject: Mechanical and electrical parts or goods purchase		
<p>a) Stock register not maintained with detailed description of the mechanical and electrical parts or goods purchased during the audit year;</p> <p>b) Government purchase rules not followed in the tender process during purchase of mechanical and electrical parts or goods and prior approval not taken from the competent authority on administrative and technical issues;</p> <p>c) Voucher of mechanical and electrical parts/goods purchase not properly maintained;</p> <p>d) No budget allocation;</p> <p>e) The amount of taka mentioned in counter foil of the cheque for payment of mechanical and electrical parts or goods purchase not supported by bank statement;</p> <p>f) During bill payment security, income tax, VAT etc. deductions not deposited to relevant accounts etc.</p>	<p>Tender documents/files related to purchase of mechanical and electrical parts/goods, bill voucher, approval letter, stock register, cashbook, ledger book, cheque book, bank statement, budget copy and statement of authority's approval etc.</p>	50%
9. Subject: Stationeries purchase and payment of suppliers' bill		
<p>a) During purchase of stationeries tender process together with government purchase rules not followed and prior approval of competent authority not taken;</p> <p>b) No budget allocation in this sector;</p> <p>c) Suppliers' work-order-wise register not maintained;</p> <p>d) After deduction of security or penalty at fixed rates against paid bills, the amount received not deposited in relevant bank account and that is not supported by bank statement;</p> <p>e) Income tax and VAT not deposited to government exchequer and no treasury chalan (transfer certificate) in favor of deposit and chalans not attested by district or Upazila accounts offices.</p> <p>f) Stationeries purchase bill and voucher not maintained correctly;</p> <p>g) In case of payment of previous year's bills in current year, no explanation in this respect is provided;</p> <p>h) The amount of taka mentioned in counter foil of the cheque for payment of stationeries purchase not supported by bank statement;</p> <p>i) Stock register not maintained and before paying the bill no attestation by the storekeeper on the bill confirming that goods supplied have been included in the register.</p>	<p>All files and records linked with tender process, stationery purchase register, decision of the tender committee and approval of the competent authority, stock register, budget copy, bill register of supplying contractor, bill voucher, counter foil of cheque, collection receipt, security/register, VAT/income tax, copy of treasury chalan of deposit to government exchequer etc.</p>	50%

Possible irregularities	Relevant documents for observation	Observations (%)
10. Subject: Implementation of civil works and payment of contractor's bill		
<ul style="list-style-type: none"> a) No budget allocation and administrative and technical approvals for the tenders of civil works during the audit year; b) Tender process for civil works did not comply with the proper rules and procedures in the tender process; c) The competent authority did not approve delegation of financial authority in tender; d) Not taking approval of the competent authority in case of not accepting the lowest price quotation with proper explanation in favor of the above; e) During the audit year which contractors were paid how much against which work orders and how much were deducted as security, income tax, VAT, penalty etc. are not maintained in contractors' bill register in descriptive manner; f) In the relevant case deductions of security or penalty against the paid bills are not deposited in City Corporation's concerned bank account. g) Contractors' income tax and VAT after deductions from the contractors' bills are not deposited in government exchequer through chalan (transfer certificate) and those are not attested by the district or Upazila accounts office; h) Bills not properly prepared, gap between tender value and paid value; i) Bills claim not as per the rate mentioned in the work order or single rates of articles of the contract. j) Bills are not approved by competent authority; k) Before payment of the bill certificate of quality of the work with all other papers is not approved by the competent authority; l) Payment for public works bill is not made in cross cheque against the bank account of concerned contractor and paid bill is not supported by bank statement etc. 	<p>Certificate of administrative and technical approval for the public work, files related to tender process, scheme-wise tender document and relevant files, delegation of financial authority, decision of the tender committee, copies of work order, attestation copy of bills payment, slip/chalan of deposits of security/penalty in CC's bank account, slip of deposits of income tax/VAT in government exchequer, cashbook, ledger book, contractor's bill register, cheque register, bank statement etc.</p>	30%
11. Subject: Payment of all types of electricity bills		
<ul style="list-style-type: none"> a) No provision of sufficient budget for payments of all types of electricity bills; b) Electricity bill payment register not maintained with detailed descriptions according to sector or establishment; c) In the audit year accumulated arrears of sector or establishment wise total electricity bills and the paid amounts are not correct; d) Amount of a) arrears and b) current electricity bill payable during the audit year; e) Amount paid during the year; f) Amount yet to be paid at the end of the audit year; g) No valid reasons in favor of arrear electricity bill etc. 	<p>Establishment-wise electricity bill register, bill voucher, budget, copies of paid bills etc.</p>	100%
12. Subject: Payment of all telephone bills		
<ul style="list-style-type: none"> a) Provision of not sufficient budget for payment of all types of telephone bills; b) Number of telephones in City Corporation and no description of the officers/staffs/institutions use the 	<p>Telephone bills with users list, bill voucher, budget, telephone bills payment register, telephone calls</p>	100%

Possible irregularities	Relevant documents for observation	Observations (%)
above; c) In the audit year accumulated arrears of total telephone bills and the paid amounts are not correct; d) No valid reasons in favor of arrear telephone bills; e) Call register for each telephone not maintained with detailed descriptions etc.	register etc.	
13. Subject: Payment of Loan and liability		
a) No budget provision for payment of all loans and liabilities; b) Actual information on City Corporation's total liabilities not available; c) Detailed description on loan amounts taken from which organizations for which projects, documentary evidence of borrowings with agreement copies and other conditions not maintained; d) Non-payment of loans within the loan repayment timeframe according to the schedule and no valid reasons remain in favor arrear, if any, etc.	Organization-wise loan agreement copies, loan repayment schedule, register, files and budget copy.	100%

Final _ February

Annex II Format of Committee Report on Account and Audit

Committee Report on Accounts and Audit Audit Year: 20____ Financial Year

General subject

Possible audit issues	Information collected in audit	Audit observation/ results
1. Audit subject: Budget		
a) Was budget prepared following the approved format?		
b) In the proposed budget were there any reflections of next financial year's proposed income and expenditure, current financial year's revised proposed income and expenditure and previous financial year's actual income and expenditures of 9 month?		
c) Were peoples' opinions and suggestions accepted in the preparation of projected budget? Was budget session held in presence of the residents? Were proceedings of budget session prepared?		
d) Was discussion held together with accepting suggestions in special meeting on budget of in CDCC,CSCC & WLCC		
e) Was revised budget discussed and approved in the Council meeting?		
f) Was the budget, after approval, sent to the designated authority before 30 days (within 31 May) of the start of a financial year?		
g) Were rules and procedures complied with in budget revision?		
h) Was the actual expenditure more than the approved budget before revising the budget?		
i) Are the budget's sector-wise incomes and expenditures consistent with the same shown in financial statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
2. Audit subject: Cashbook		
a) Was cashbook maintained according to approved format (form no. 187-221)?		
b) Are the chalan/voucher no. or bill no., receipt details and each-time receipt amount and total of each chalan recorded correctly?		
c) In cashbook against all types of payments, whether chalan/voucher no or bill no., details of payments with dates and each-time payment amount, each		

Possible audit issues	Information collected in audit	Audit observation/ results
cheque's/voucher's or bill's total amount correctly recorded?		
d) Is cashbook consistent with bank statement?		
e) Are the cheque number recorded in cashbook, date, recipient's details and amount of money in the cheque's counter foil exactly the same as the cheque number, date, recipient's details and amount of taka mentioned in cheque register?		
f) After recording every day's all transactions in the cashbook, was the cashbook closed at the end of the day?		
g) Based on verification of cashbook and examining the balance, whether office chief or any of his authorized person at the end of every month attested these with initial signature and date?		
h) Is there any overwriting in cashbook?		
i) In case of mistakes in cashbook whether initial signature of the office head with date was given by writing the correct figure or matter in red ink between the space of two lines by cutting the wrong figure and sentence?		
j) Has the withdrawal money against all kinds of government allocations shown in the cashbook?		
k) Is the income-expenditure in the financial statement consistent with the same mentioned in the cashbook?		
l) Has the bank statement at the end of month/quarter/year reconciled with the cashbook?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
3. Audit subject: Ledger-book		
a) Are all incomes and expenditures recorded in the ledger-book according to the account-heads?		
b) Is the description and amount of every receipt and payment mentioned in ledger-book similar to that in cashbook?		
c) Is the summation/balance in every page of ledger-book correct?		
d) Is there necessary budget allocation for expenses in the sector, as mentioned in ledger-book?		
e) Has summation of the previous page drawn correctly as balance in the next page?		
f) Is the ledger-book updated?		
Appropriate authority's opinion:		
Standing Committee's comments:		

Possible audit issues	Information collected in audit	Audit observation/ results
Audit's recommendations:		
4. Audit subject: Cheque register		
a) In case of expense through cheque, are the cheque no., date and amount of money recorded in the cheque register?		
b) Are the cheque no. and amount of money mentioned in the counter foil of cheque and ledger-book similar to that in cheque register?		
c) Is the cheque register statement similar to bank statement?		
d) Were the account-wise number of cheque books and total number of pages maintained in separate register?		
Appropriate authority's answer/opinion:		
Standing Committee's comments:		
Audit's recommendations:		
5. Audit subject: Bank account operation		
a) Has every Pourashava transaction been done through cheque?		
b) Have all payments above Tk.5,000 been done through accounts payee cheque?		
c) Have all bank accounts been operated with the signatures of the designated signatory/signatories according to the rule?		
d) Have the City Corporation's funds been operated through the Bangladesh Bank approved scheduled banks?		
e) Are separate registers maintained against each bank account?		
f) Have accounts been opened in another bank different from as fixed by the government/development partner?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
6. Audit subject: Bill/voucher in favor of expenses		
a) Is bill or voucher no. with date of bill or voucher of each expense maintained serially in the guard file?		
b) Was every expense and expense's bill or voucher approved by the competent authority ?		

Possible audit issues	Information collected in audit	Audit observation/ results
c) Have the petty expenses been operated through petty cash?		
d) Were the petty cash voucher and sub-vouchers approved by the competent authority according to the delegation of financial power?		
e) Was revenue stamp used in expense voucher more than Tk.500?		
f) Was 'paid' seal used on bill voucher after the payment?		
g) Were bills prepared in fixed printed form?		
h) Was bill claimed in photocopy instead of original copy?		
i) Has store-keeper attested that goods mentioned in supply bill been included in the stock register?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
7. Audit subject: Cashbook		
a) Whether credit voucher, debit voucher and journal voucher have been used in particular form?		
b) Whether general ledger and subsidiary ledger have been maintained as per the specific rule?		
c) Whether specific forms have been used in cheque issue register, stationary register, fixed asset register, goods warehousing register, salary/bill register, leave register, travel allowance register and advance register?		
d) Whether specific form has been used in payment/collection book?		
e) Whether specific form has been used in file index?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
8. Audit subject: Stock register and inventory management		
a) Whether stock register and inventory management are in force for the purchase and use of office stationery, furniture, electrical and mechanical equipment?		
b) Whether supplies of goods, furniture and materials were done as per the mentioned specification and quantity In case of purchase through tender?		
c) Whether supplied goods were recorded in the stock register with the date of supplies, item-wise		

Possible audit issues	Information collected in audit	Audit observation/ results
descriptions and sources of supplies together with correct quantity of each item?		
d) Whether goods purchased in cash were recorded in the stock register?		
e) Whether all goods/materials receipt were recorded in the concerned store ledger?		
f) Whether goods were issued through approved slips?		
g) Whether identification numbers were written with non-erasable ink on the furniture and materials?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
9. Audit subject: Audit of contract		
a) Whether the design and estimated costs are approved by the competent authority or his/her designated empowered authority, together with administrative approval and technical grants, before calling tender for any construction works?		
b) Whether there is budget allocation?		
c) Whether open tender has been called according to government's Public Procurement Regulation (PPR)?		
d) Whether valid reasons were mentioned in case of non-acceptance of the lowest bid and whether approval of the competent authority was taken in this respect?		
e) Whether the conditions in the contract were in summary form or precise and was there any incompleteness or complexity in it in case where contract agreement is not possible to accomplish in the prescribed form?		
f) Whether any fundamental condition of the contract document was changed without the approval of the competent authority?		
g) Whether the conditions of the agreement along with other conditions were considered in view of the financial capability of the tenderers?		
h) Whether there has been the provision in the agreement for the contractor to provide security to government property?		
i) Whether there were logical explanations in favor of the cases where competitive biddings were not called or high rate bidding was accepted?		
Appropriate authority's opinion:		
Standing Committee's comments:		

Possible audit issues	Information collected in audit	Audit observation/ results
Audit's recommendations:		
10. Audit subject: Stock register and inventory management		
a) Whether the recommendations of the audit conducted by the standing committee in the last financial year were implemented or what is the progress in the implementation?		
b) What are the reasons of non-implementation of the recommendations?		
c) What damages of the City Corporation were occurred due to non-implementation of the recommendations?		
d) Whether the person responsible for non-implementation of the recommendations was identified?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
11. Audit subject: Follow-up/review of the last year's government audit		
a) Whether year-wise responses of last three years' government audit objections were sent?		
b) Whether necessary information was submitted for reviewing year-wise progress reports on resolution of government audit objections in the last three years?		
c) Whether actions were taken against those persons responsible for embezzlement of money every year as per the government audit objections in the last three years?		
d) Whether specific proposals were made about the tasks to resolve the government audit objections in the last three years?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		

Income related matters

Possible audit issues	Information collected in audit	Audit observation/ results
1. Audit subject: Lease		
a) Has the register been maintained regarding the inventory of which markets and City Corporation establishments or property were leased out?		
b) Whether or nor separate files maintained regarding lease of each establishment?		
c) Before starting of the tender process whether last three years' average lease value of each property and market price were considered to prepare the official projection and approval of the authority was taken?		
d) Have proper rules and regulations been followed in every lease related tender/auction process?		
e) Whether in every case lease was given at the highest lease price?		
f) Whether agreement was done before receipt of total lease money from the establishment-wise selected leaseholders? If it is done, has there been any acceptable explanation in favor of this?		
g) Was the total lease money collected for establishment-wise lease within the audit year?		
h) Is there any valid cause in favor of establishment-wise due on lease during the audit year?		
i) Is register maintained containing updated information on establishment-wise due on lease and collection at current price?		
j) Whether total collected money has been recorded in cashbook and ledger-book?		
k) Whether less amount of money than the establishment-wise collected money was deposited in City corporation's bank account?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
2. Audit subject: Rent of City Corporation-owned shops		
a) Whether establishment-wise register was maintained with the detailed description of those shops rented out?		
b) Whether shops were rented out without completion of contract agreement?		
c) Whether on expiry the contact agreement was terminated or renewed or contract agreement was completed with new businessman?		
d) As per the rule, whether on expiry of the contract agreement renewal/new contract agreement with the existing businessman was completed?		

Possible audit issues	Information collected in audit	Audit observation/ results
e) Whether the condition was included in the contract agreement to increase rent considering at least the inflation and keeping consistence with the market rate in every three years?		
f) In support of the above demands whether register maintained incorporating shops name ,shops number, shop recipient's name, date of contract agreement, contract duration, last renewal date, next renewal date, last monthly rent amount, amount of rent increase during last renewal etc.?		
g) Whether the register is updated every month containing information on accumulated arrear rent of the previous years and claimed amount of rent and collection in the audit year?		
h) Whether new register is maintained containing information on shop-wise total claim with arrears on 30 June every year and with finalization of collection of that, the arrear and updated claim from 1 July for the next year and collection of those?		
i) Is there any acceptable cause in favor of non-payment of shop-rent?		
j) Whether the total collected money deposited to concerned bank account on time and whether that is supported by bank statement?		
k) Whether the deposited amount of money recorded in cashbook and ledger-book? l) Whether collection of shop rent is always upto date? m) if not, is there any satisfactory reason for non-realization of full rent amount? (Pls, supply figures, i.e. Amount due & one years total rental amount)		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
3. Audit subject: Dakbanglow, auditorium, building etc. rent		
a) Whether detailed descriptions regarding the number and locations of Dakbanglow, auditorium, building etc. were included in the asset register?		
b) Whether the rent register is maintained for Dakbanglow, auditorium, building etc.		
c) Whether the rents of Dakbanglow, auditorium, building etc. are collected in rent-receipt?		
d) Whether rent is collected at the rate approved by the government/ competent authority?		
e) Whether collected rent was recorded in cashbook and ledger-book?		
f) Whether the collected rent is deposited in concerned		

Possible audit issues	Information collected in audit	Audit observation/ results
bank account and whether that is supported by bank statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
4. Audit subject: Rent of vehicles and equipment		
a) Whether register with detailed descriptions of rental vehicles and equipment is maintained?		
b) Whether separate logbook for each rental vehicles and equipment is maintained?		
c) Whether rent collected in receipt on time at fixed rate deposited to concerned bank account on time and whether that is supported by bank statement?		
d) Whether there is a consistency between the used-time of the vehicles and equipment, as mentioned in the logbook, and the amount of collected rent?		
e) Whether collected rent recorded in cashbook and ledger-book?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
5. Audit subject: City Corporation tax collection		
a) Whether in five years City Corporation tax has been re-fixed and, if not, is there any valid reason in favor of this?		
b) Was regular interim tax assessment process in force throughout the year? If not, what was the reason(s)?		
c) Whether information on holding-wise accumulated arrear City Corporation tax of the previous years available at the beginning of the financial year (1 July)?		
d) Whether correct information on arrear and current collections from government, semi-government and privately owned lands/buildings available during the audit year? (Submit separately)		
e) What are the acceptable causes for City Corporation tax being arrear and non-collection of that?		
f) Whether final list of defaulters was prepared based on a review of previous year's holding tax collection reports, submitted by the tax collector, in July of new financial year?		
g) Whether lawful action was taken for arrear tax collection based on the fixed procedures and if no		

Possible audit issues	Information collected in audit	Audit observation/ results
lawful action was taken then is there any acceptable reason in favor of this?		
h) Whether City Corporation tax collection through bank has been introduced or City Corporation tax collected through receipts has been deposited to concerned bank account on time and whether the bank statement supports that?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
6. Audit subject: Water Tariff		
a) Whether register of name and address with description of the connection is maintained of those holdings that have pipe-water connection?		
b) Whether competent authority approved the fixed rate of water bill?		
c) Whether the monthly water bill regularly reaches to the client?		
d) Whether accumulated arrear bills according to the clients were collected for the years before the audit year?		
e) After preparing the client-wise bill defaulters' list for the audit year (July-June), whether lawful action was taken to collect those at the beginning of next year?		
f) Whether the collected water bill was recorded in cashbook and ledger-book?		
g) Whether water bill collection through bank has been introduced or water bill collected through receipts has been deposited to concerned bank account on time and whether the bank statement supports that?		
h) Whether water supply lines were disconnected for non-payment of water bills(how many)?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
7. Audit subject: Other tax, toll, fees collection		
a) Whether register on all City Corporation tax, toll and fees collections according to the sector is maintained?		
b) Whether rates of the tax, toll, fees are approved by the competent authority?		
c) Whether tax, toll, fees are collected through City Corporation's receipt or bank?		

Possible audit issues	Information collected in audit	Audit observation/ results
d) Whether the collected money has been recorded properly in cashbook, ledger-book?		
e) Whether individual/organization-wise list of accumulated amount of arrears for the audit year, as recorded in the establishment-wise register, is published and whether lawful action was taken against them?		
f) Whether the collected money is deposited on the same day or next working day in the bank and whether that is supported by bank statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
8. Audit subject: Receipt money on selling forms		
a) Whether separate register is maintained to collect money from sales of civil works' schedules/forms?		
b) Whether money from the sales of civil work's schedules/forms collected through City Corporation's receipt?		
c) Whether there is similarity between the amount of money from sales of civil work's schedules/forms and the amount deposited in the bank?		
d) Whether the collected money from sales of schedules/forms is deposited on the same day or next working day in the bank and whether that is supported by bank statement?		
e) Whether the competent authority attested the sales of civil work's forms in the register?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
9. Audit subject: Non-motorized vehicles license		
a) Whether separate registers maintained according to the types of non-motorized vehicles with detailed descriptions, number of licenses and necessary information?		
b) Whether non-motorized vehicles' licenses by type were renewed on time?		
c) Whether the money receipt from the licenses (new and renewal) of non-motorized vehicles was collected through City Corporation's receipt/bank and whether that is supported by bank statement?		
d) Whether the license fees of the non-motorized		

Possible audit issues	Information collected in audit	Audit observation/ results
vehicles by type were recorded in cashbook and ledger-book?		
e) Whether the information on arrear amount in the sector of non-motorized vehicles license fee by type for the previous years is available and whether procedural actions were undertaken to collect the arrear fees?		
f) Whether the registers maintained were verified by the competent authority on time? Whether there are signatures of the competent authority with comments?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
10. Audit subject: Contractor license fees		
a) Whether register is maintained and updated containing detailed descriptions of contractors' licenses by type?		
b) Whether contractors' licenses are renewed on time?		
c) Whether the money received from contractors' licenses is collected through City Corporation's receipt/bank?		
d) Whether the money received from the contractors' license fees is deposited through bank on time and whether that is supported by bank statement?		
e) Whether the money received as fees is recorded in cashbook and ledger-book?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
11. Audit subject: Trade license fees		
a) Whether register is maintained and updated containing the list of trade licenses with detailed descriptions by type?		
b) Whether trade licenses are renewed on time by type?		
c) Whether the money received from trade licenses is collected through City Corporation's receipt/bank?		
d) Whether money received from trade licenses is deposited in City Corporation's concerned bank account on time and whether that is supported by bank statement?		
e) Whether the money received as trade incense fees is recorded in cashbook and ledger-book?		

Possible audit issues	Information collected in audit	Audit observation/ results
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
12. Audit subject: Trial/alternative dispute resolution (ADR) fees		
a) Is information maintained with a list containing detailed description of trial/ADR during the audit year?		
b) Whether separate register is maintained for collection of trial/ADR fees?		
c) Whether money received from trial/ADR fees is collected through City Corporation's receipt/bank?		
d) Whether money received from trial/ADR is deposited in City Corporation's concerned bank account on time and whether that is supported by bank statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
13. Audit subject: Penalty money		
a) Whether register is maintained containing detailed description of the reasons for imposing penalty and information on penalty collection during the audit year?		
b) Whether the money received from penalty is collected through City Corporation's receipt/bank?		
c) Whether the money received from penalty is deposited in City Corporation's bank account on time and whether that is supported by bank statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
14. Audit subject: Penalty from road cutting or infrastructure damage		
a) Whether register is maintained mentioning detailed information on the reasons for City Corporation's road cutting or infrastructure damage during the audit year?		
b) Whether prior approval of the competent authority was taken for City Corporation's road cutting or infrastructure damage?		
c) Whether the authority imposed proper penalty and		

Possible audit issues	Information collected in audit	Audit observation/ results
whether total compensation money was collected?		
d) Whether the compensation money was collected through City Corporation's receipt/bank?		
e) Whether collected compensation money was deposited in City Corporation's bank account on time and whether that is supported by bank statement?		
f) Has work done to reinstate the previous conditions of the damaged roads or infrastructures with the collected money?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
15. Audit subject: Money received from sales of unnecessary or unused assets		
a) Whether information and detailed descriptions of City Corporation's unnecessary or unused assets with the reasons of selling those is maintained during the audit year?		
b) Was prior permission of the competent authority taken for sale of the unnecessary or unused assets?		
c) Whether existing rules-procedures were complied with for sale of the unnecessary or unused assets?		
d) Whether proper price was fixed by the competent authority for sale of the unnecessary or unused assets and whether the money received from such sales was recorded in cashbook and ledger-book?		
e) Whether the money from sale of unnecessary or unused assets was collected by City Corporation's receipt/deposited in bank account and whether that is supported by bank statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
16. Audit subject: Fees on application for building construction or reconstruction		
a) Whether register is maintained containing detailed descriptions of the number of applications received for building construction or /reconstruction during the audit year?		
b) Whether proper process and rules and procedures followed in the approval of building construction or reconstruction plans and whether there are signatures of the competent authority on the approval letter/plan?		
c) Whether proper fees were fixed by the competent		

Possible audit issues	Information collected in audit	Audit observation/ results
authority, as per the existing rules for building construction or reconstruction?		
d) Whether separate register is maintained for collection of fixed fees for building construction or reconstruction?		
e) Whether fees for building construction or reconstruction were collected through City Corporation's receipt or bank?		
f) Whether the collected fees for building construction or reconstruction were deposited in City Corporation's bank account on time and whether that is supported by bank statement?		
Appropriate authority's opinion:		
Appropriate Committee's comments:		
Audit's recommendations:		
17. Audit subject: Tax on transfer of immovable property		
a) Whether all the necessary evidential documents were collected from the land register office about detailed descriptions of the immovable properties transferred with values during the audit year and whether the collected documents are updated?		
b) Was the immovable property transfer tax (fixed for the City Corporation) was regularly and timely deposited in City Corporation's concerned bank account and whether that is recorded in City Corporation -maintained register?		
c) Whether the immovable property transfer tax mentioned in the Sub-Registrars office register is regularly reconciled with the register maintained at City Corporation and whether that is verified and signed with comments by the competent authority?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
18. Audit subject: Project funds		
a) Whether list is available with detailed description of the funds that were received for implementation of the sub-projects under the particular projects during the audit year?		
b) Whether proper rules/procedures were followed in the implementation of sub-projects regarding tender process, work order, quality work implementation, bill payment with necessary deductions etc.?		

Possible audit issues	Information collected in audit	Audit observation/ results
c) Whether total contract value of the ongoing sub-projects was received from the concerned project and whether there are relevant evidential documents?		
d) Whether funds received from the project were deposited to City Corporation's bank account and whether that is supported by bank statement?		
e) Whether deducted money as income tax and VAT was deposited in government exchequer on time?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
19. Audit subject: Government grant		
a) Whether there is a list with detailed description of government grant received during the audit year?		
b) Whether the government-grant money deposited in City Corporation's particular account is supported by the bank's accounts statement?		
c) Whether proper rules and procedures were followed in the implementation of government-grant supported selected schemes relating to tender process, work order, quality work implementation, bill payment with necessary deductions etc.?		
d) Whether proper accounts of the funds received from the government grant were maintained?		
e) Whether money deducted as income tax and VAT was deposited in government exchequer on time?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
20. Audit subject: Others		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		

Expense related matter

Possible audit issues	Information collected in audit	Audit observation/ results
1. Audit subject: Salary and allowance of the officers and staffs		
a) Whether department and section wise positions and numbers of officers/staffs are according to the approved organogram?		
b) Whether all working officers and staffs were appointed as per the service rules?		
c) Whether salary bill register and salary bill voucher are properly maintained?		
d) Whether salary bills of permanent and temporary officers and staffs are prepared separately?		
e) Whether temporary officers and staffs allowances exist?		
f) Whether the summation of bills' money claimed is correct?		
g) Whether officer/staff have transfer release order and joining letter?		
h) Whether joining date is correct as per the relevant rule?		
i) In case of EB cross whether there is authority's grant?		
j) Whether deductions in bills were properly recorded?		
k) Whether there is doctor's attestation in case of first appointment?		
l) Whether there are joining and handover certificates of the transferred officers and staffs?		
m) Whether there is budget allocation or approval of the competent authority to cover expenses?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
2. Audit subject: Travel allowance		
a) Whether the travel schedule is approved by the competent authority?		
b) Whether travel allowance was claimed at government approved rate based on basic salary?		
c) Whether travel was done in eligible class as per the grades of officers and staffs? In case of a variation if there is special permission of the competent authority?		
d) Whether there is approval of the competent officer in travel allowance bill?		
e) In case of an advance for the travel whether it was adjusted with the bill?		
f) Whether travel allowance was paid, even if there was no budget allocation?		
Appropriate authority's opinion:		

Possible audit issues	Information collected in audit	Audit observation/ results
Standing Committee's comments:		
Audit's recommendations:		
3. Audit subject: Overtime allowance		
a) Whether the overtime allowance of the officer/staff is more than 240 hours maximum a month?		
b) Whether overtime allowance has been paid without budget allocation?		
c) Whether there is signature of the controlling authority on the overtime bill?		
Appropriate authority's answer/opinion:		
Standing Committee's comments:		
Audit's recommendations:		
4. Audit subject: Retirement allowance		
a) Whether competent authority has the approval for retirement allowance?		
b) Whether the amount of retirement allowance was determined as per the fixed rules and procedures?		
c) Whether granted retirement allowance is same as paid retirement allowance?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
5. Audit subject: Provident fund		
a) Whether officer and staffs' Provident funds' money was deducted as per the fixed rate and whether the deducted money was deposited in City Corporation's relevant bank account?		
b) Whether the applicable condition was properly complied with in case of advance grant against provident fund?		
c) Whether principal and interest on advance/advances from the future fund were deducted or being deducted regularly?		
d) Whether payment of the advance money drawn from the future fund was recorded in the concerned ledger during payment?		
e) In case of transferred officer or staff from other City Corporation, whether collectable amount of installments of advance with interest and number of such installments were mentioned in the last payment		

Possible audit issues	Information collected in audit	Audit observation/ results
statement?		
f) In case of more than one advance of an officer or staff from the provident fund, whether full description of each collectable advance was mentioned in the last salary statement.		
g) In case of final bill payment whether provident fund rules were followed properly?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
6. Audit subject: Vehicles and equipment maintenance		
a) Whether City Corporation's vehicles and equipment with their detailed descriptions were included in the asset register?		
b) Whether permission of the competent authority was taken before operation and maintenance expenses for vehicles and equipment during the audit year?		
c) Whether separate register was maintained for operation and maintenance expenses for vehicles and equipment?		
d) Whether old machine-parts were preserved?		
e) Whether rules were followed in the tender process of operation and maintenance of vehicles and equipment?		
f) Whether there was budget allocation?		
g) Whether expenses were approved by the competent authority?		
h) Whether financial limit of the approval was fixed and whether the limit was exceeded during approval?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
7. Audit subject: Purchase of vehicles and equipment		
a) Whether the vehicles and equipment purchased for City Corporation during the audit year were included in the asset register with detailed description?		
b) During purchase of vehicles and equipment whether direct purchase rule was followed in the tender process?		
c) Whether there was budget allocation?		
d) Whether administrative and technical approval of the competent authority was there for purchase of vehicles and equipment?		
e) During bill payment for purchase of vehicles and		

Possible audit issues	Information collected in audit	Audit observation/ results
equipment, whether the taka amount mentioned in the counter-foil of the cheque was supported by the bank statement?		
f) After deducting appropriate security, income tax, VAT etc. from the suppliers' bills, whether those were deposited in concerned bank account or government exchequer?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
8. Audit subject: Purchase of mechanical and electrical parts and goods		
a) Whether stock register is maintained with detailed description of the mechanical and electrical parts and goods purchased during the audit year?		
b) The government purchase rule not followed in the tender process during purchase of mechanical and electrical parts and goods and was prior permission taken from the competent authority regarding administrative and technical matters?		
c) Were vouchers of mechanical and electrical parts and goods purchase maintained properly?		
d) Was there budget allocation?		
e) During bill payment for purchase of mechanical and electrical parts and goods, whether the taka amount mentioned in the counter-foil of the cheque was supported by the bank statement?		
f) Whether deductions of security, income tax, VAT etc. during bill payment were deposited in concerned bank account?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
9. Audit subject: Purchase of stationeries and supplier's bill payment		
a) In the purchase of stationeries whether government's purchase rules were followed and whether there was prior permission of the competent authority?		
b) Whether there was budget allocation in this sector?		
c) Whether register was maintained according to suppliers' work order?		
d) Against the paid bills security/penalty were deducted, as per the defined rates, and deposited in concerned bank account on time and whether that is supported by bank statement?		

Possible audit issues	Information collected in audit	Audit observation/ results
e) Whether income tax and VAT was deposited in government exchequer and whether there is treasury chalan in favor of such deposit and whether these chalans were attested by district or Upazila accounts office?		
f) Whether bills and vouchers of purchase of stationeries were correctly maintained?		
g) Whether there is explanation in case of payment of last year's bill in present year?		
h) In case of payment for the purchase of stationeries, whether the taka amount mentioned in cheque's counter foil is supported by the bank statement?		
i) Whether stock register is maintained and before payment of bills whether there are attestation made by the storekeeper on the bills that supplied goods were included in the stock register?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
10. Audit subject: Payment of contractors' bill for civil works		
a) Whether there were budget allocation and administrative and technical approvals for implementation of those civil works which were tendered in the audit year?		
b) Whether the rules related to tender and purchase of civil works were properly complied with for accomplishment?		
c) Whether the the decision of calling quotation was approved by the competent authority as per the 'delegation of financial authority'?		
d) In cases where the lowest quotations were not accepted, whether there were approvals of the competent authority with the explanations in favor of not accepting the lowest quotations?		
e) In the audit year how much taka was paid against which work orders to which contractors and how much taka was deducted as security, income tax, VAT, penalty etc. – whether with all these descriptions contractor bill register was maintained?		
f) Whether the security/penalty deducted against the paid bills was deposited in CC's concerned bank account?		
g) Whether the income tax and VAT deducted from contractor's bill was deposited in government exchequer through chalan and whether that was attested by district or Upazila accounts office?		
h) Bills not prepared correctly: whether there were		

Possible audit issues	Information collected in audit	Audit observation/ results
differences between tender amount and paid amount?		
i) Whether bill was claimed at the rates mentioned in the work order of contracted item-wise unit rates?		
j) Whether the competent authority has approved the bill?		
k) Before payment of the bill whether the competent authority has approved the certificate on quality of work and all other papers?		
l) Whether cross cheque was given against the contractor's bank account for payment of public works bill and whether the paid bill is supported by the bank statement?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
11. Audit subject: Payment of electricity bill		
a) Whether there was sufficient budget allocation for payments of all kinds of electricity bills?		
b) Whether register is maintained for sector/establishment wise descriptions of electricity-bill payments?		
c) Whether the total accumulated arrears of electricity bills according to sector and the amount paid are correct in the audit year?		
d) Whether separate accounts are there for the amount of arrear electricity bills and the paid amount?		
e) Is there any acceptable reason in favor of arrear in electricity bill?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
12. Audit subject: Payment of all telephone bills		
a) Whether there was sufficient budget allocation for payments of all telephone bills?		
b) Whether there is a description of the number of telephones used in CC and which officer, staff and, organization use those telephones?		
c) Whether the total accumulated arrears of telephone bills according to the sector and the amount paid are correct in the audit year?		
d) Is there any acceptable reason in favor of arrear in telephone bill?		
e) Whether call register is maintained with detailed		

Possible audit issues	Information collected in audit	Audit observation/ results
descriptions for each telephone?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		
13. Audit subject: Loan/liability payment		
a) Whether there was sufficient budget allocation for payments of all loans-liabilities?		
b) Whether there is accurate information on City Corporation's total loans-liabilities?		
c) The detailed description on from which organizations how much loans for which projects were taken, whether evidential documents on loan agreement copy including other conditions were maintained?		
d) Whether loans were paid within the loan repayment period according to the schedule and, if not paid, whether there are acceptable reasons in favor the arrear?		
Appropriate authority's opinion:		
Standing Committee's comments:		
Audit's recommendations:		

Final - FC



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.5 Guidelines for Increasing Non-tax own revenue source by inflation rate

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	3
2. Justifications	3
3. Relevant Issues of ICGIAP	3
3.1 Tasks	3
3.2 Action by	4
CC Mayor, CEO and Account Officer	4
3.3 Indicators	4
4. Objectives	4
5. Relevant Organizations, Stakeholders and their roles and Responsibility	4
5.1 Role of Local Government Division	4
5.2 Role of Project Coordinating Office (PCO)	4
5.3 WLCC, CSCC and CDCC	5
6. Necessary Tasks and Procedures	5
6.1 Update rates of non-tax revenue sources (fees, lease, rent, etc.) in accordance with the Model Tax Schedule (Task-1)	5
6.1.1 What is inflation?	5
6.1.2 Characteristics of inflation	6
6.1.3 Applicability of inflation in the increase of revenue	6
6.1.4 Sectors of non-tax revenue income	6
6.1.5 City Corporation's goals and tasks in increasing non-tax revenue	7
6.1.6 Fix target for collection of non-tax revenues by each official and adopt non-tax revenue collection plan (Task-2)	7
6.1.7 Set Non-tax Revenue Targets	8
6.1.8 Monitor progress of implementation of this plan every month. (Task-3)	9
6.1.9 4.1.4 Review the tasks mentioned above every month by CEO/Secretary. (Task-4)	9
6.1.10 4.1.5 Review progress of other non-tax revenue in the monthly meeting of CC meeting (Task-5)	9
7. Responsible personnel for Implementation the Activity	10
8. Implementation Schedule	10
9. Cost of Implementation (if necessary)	10
Annex I Fourth Schedule of Local Government (City Corporation) Act 2009	11

Annex

Annex-I: Fourth Schedule of Local Government (City Corporation) Act 2009 (Section 82)	9
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1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Section 82 of Local Government (City Corporation) Act, 2009 provides that the City Corporation, with the previous sanction of the Government, may levy in the prescribed manner, all or any of the taxes, rates, cesses, tolls, and fees mentioned in the Fourth Schedule (**Annex-1**). These revenues are largely divided into two categories: holding tax revenue and non-tax revenue. Non-tax revenue includes taxes, sub-taxes and rates related revenue and lease/rent, tolls, fees etc. For CCs to secure stable, sustainable revenues, it is essential to raise non-tax revenues at least by inflation rate annually. It is important for CC to collect appropriate level of fees/charges through considering market price in order to maintain CC's financial position.

Non-tax revenue is the most important revenue source of a City Corporation. Therefore, the Inclusive City Governance Improvement Action Program (ICGIAP) of the City Governance Project (CGP) includes an action related to the non-tax revenue.

3. Relevant Issues of ICGIAP

3.1 Tasks

Activity No. 4.5 of Financial Reform under ICGIAP stipulates that Non-tax own revenue source should be increased at least by inflation rate in each year. Fees/charges from non-tax own revenue source (e.g. lease, fees from markets, concession fees for bus/truck terminals, water tariffs) should be increased by reflecting inflation rate (CPI: Consumer Price Index). It is important for CC to collect appropriate level of fees/charges through considering market price in order to maintain CC's financial position. CC should conduct the following tasks:

Task 1: Update rates of non-tax revenue sources (fees, lease, rent, etc.) in accordance with the Model Tax Schedule.

Task 2: Fix target for collection of non-tax revenues by each official and adopt non-tax revenue

collection plan.

Task 3: Monitor progress of implementation of this plan every month.

Task 4: Review the tasks mentioned above every month by CEO/Secretary.

Task 5: Review progress of other non-tax revenue in the monthly meeting of CC meeting

3.2 Action by

CC Mayor, CEO and Account Officer

3.3 Indicators

- 1st PR: Complied with
- 2nd PR: Complied with

4. Objectives

Fees/charges from non-tax own revenue source (e.g. lease fees for markets, concession fees for bus/truck terminal, water tariffs, etc.) should be increased by reflecting inflation rate (CPI: Consumer Price Index). The objectives of increase of own revenue source are as follows:

- Increases capacity of CCs to raise non-tax revenue from non-tax sources
- Reduces the need to cut programmes and services unnecessarily.
- Improves the potential for offering new or improved services.
- Increases visibility and accountability for the staff that are responsible for revenue generation and collection.
- Develops opportunities to make the overall revenue structure more equitable and efficient and less dependent on just a few revenue sources.
- Identifies user charges and fees that may not be covering the cost of service to the extent required by the city's financial policies.
- Identifies weaknesses in the city's financial management procedures or organization.
- Reveals areas of future concern to assist in budgeting and forecasting.

A guideline has been prepared on the aforesaid activity that will be used in increasing the non-tax revenue earnings of five (5) City Corporations under the project.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Local Government Division

The Local Government Division is responsible for preparation and notification in Gazette of the Model Tax Schedule.

Section 83 of the Local Government (City Corporation) Act 2009, notification and Enforcement of Taxes- (1) All taxes, rates, cesses, tolls and fees levied by the Corporation shall be announced in the official Gazette and, unless otherwise directed by the Government, shall be subject to previous publication. And according to the section 84, Model Tax Schedules- the Government may frame model tax schedules, and where such schedules have been framed, the Corporation shall be guided by them in levying a tax, rate, cess, toll or fee.

5.2 Role of Project Coordinating Office (PCO)

- PCO will provide trainings on tax assessment/collection to tax assessors and collectors.

- PCO will engage an ICT Company as a subcontractor to develop *Trade License Management software and Market Management software* as a part of Integrated Financial Management System (IFMS).
- A subcontractor under PCO will install and set up *Trade License Management software & Market Management software* in the IFMS to CCs.
- PCO will monitor progress of enhancement of non-tax revenue through reviewing quarterly progress reports submitted by CCs, and give advice to CCs.

5.3 WLCC, CSCC and CDCC

Involvement of WLCC, CSCC and CDCC in increasing the non-tax revenue of the CC will produce better and more equitable results. Elected officials, community organizations, NGOs and academicians have a say regarding the issue. Ordinary people have more voice, and CC gets to make real decisions.

6. Necessary Tasks and Procedures

CEO and revenue section/department, in cooperation with a consultant under PCO, should prepare a manpower planning for non-tax revenue collection for short and medium term. And then, CCs should allocate necessary budget related to manpower to revenue account.

6.1 Update rates of non-tax revenue sources (fees, lease, rent, etc.) in accordance with the Model Tax Schedule (Task-1)

Currently no CCs under CGP have their Model Tax Schedule except Chittagong City Corporation which follows Model Tax Rate Schedule-2004. Rangpur CC, Comilla CC, Narayanganj CC, and Gazipur CC under CGP have recently become City Corporations and they still follow the old Pourashava Model Tax Rate Schedule-2003. The Local Government Division (LGD) has prepared a draft Model 'Tax Rate Schedule, 2013' and asked opinions of the concerned City Corporations vide memo No. 46.00.0000.071.22.002.12-85 dated Feb 17, 2013. The City Corporations under the project may follow the draft Model 'Tax Rate Schedule, 2013' until it is approved.

For updating the current rate of non-tax sources, inflation rate of the country can be considered as base to increase non-tax revenue collection from the present level.

6.1.1 What is inflation?

Inflation means the increasing trend of price levels of goods and services of the country in a given time frame. For example, if inflation rate is 5%, the same amount of goods and services that can be purchased by Tk.100 in the present year would have to be purchased by Tk. 105 in the next year. Normally, annual rate of change in consumer price index is used to calculate the inflation rate. So, if present average price index is P_0 and if the average price index of the preceding year is P_{-1} , the inflation rate will be calculated as follows:

$$\text{Rate of inflation} = \frac{P_0 - P_{-1}}{P_{-1}} \times 100\%$$

Based on this method, average inflation rates of Bangladesh in the last five years were as below.

Table 1: Inflation rates in the last five years

Year	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Rate (%)	6.66	7.13	8.80	10.76	6.78	7.35

Source: Bangladesh Bureau of Statistics

6.1.2 Characteristics of inflation

Due to inflation, the following impacts are expected.

- 1) Price level increases continuously.
- 2) Purchasing power of money reduces, i.e. more money is needed to purchase the same amount of goods and services.

6.1.3 Applicability of inflation in the increase of revenue

A City Corporation is a service oriented local government institution. If there is inflation, a CC will have to spend more in the present year than the previous year for providing the same level of services. In other words, the quantity and quality of CC services will be reduced if there is no increase in revenue earnings each year. Therefore, in order to maintain stability in the quality and quantity of the services, a CC has to increase its revenue at the rate of inflation. On the other hand, a CC has to increase its revenue income by finding out new sources of revenue to enhance quality and quantity of services and extend its service areas. In this regard, CC's mandatory tasks are identified as follows.

- 1) In areas where there is scope and rules to re-assess taxes, rates, fees, rents, tolls, etc. every year, they should at least be increased at the rate of inflation during re-assessment, subject to the limit prescribed in the Model Tax Schedules.
- 2) In areas where there are rules to re-assess after a certain period of time (for example, re-assessment of holding tax in every five years), the re-assessed amount should be increased at least at the rate of change in price indices during the stipulated timeframe.
- 3) Extend areas of revenue collections by finding out new sources of revenue collection.

6.1.4 Sectors of non-tax revenue income

Some examples of the areas where the amount of revenue and rates are subject to re-imposition (fees, lease/rent/toll etc.) every year (subject to the limit prescribed in the Model Tax Schedules) are highlighted below:

(1) Fees:

- Fees on application for building construction and/or reconstruction
- Fees on birth, marriage, adoption and feast, etc.
- City Corporation-operated School fees
- Fees on exhibition, agricultural fair, sports completion and other public mobilizations
- Fees on license issued by the City Corporation and renewal
- Fees on special services provided by the City Corporation
- Fees on animal slaughtering
- Fees on cell phone towers, etc.

(2) Lease:

- Lease of markets, bus-stands and terminals
- Lease of public toilets, slaughter houses, etc.
- Lease of wetland, sand land, ferry terminal, etc.

(3) Rent:

- Rents of City Corporation property/shop/community center/commercial building, etc.
- Rents of road rollers, mixture-machines and other transports/machinery, etc.

(4) Others:

- Compensation collection for road cutting
- Income from forms and certificates issued
- Income from schedule of price quotation
- Penalty
- Income from contractor enlistment
- Income from temporary cattle market

It is noteworthy that in terms of shop rents or similar cases, a City Corporation can make a contract for a limited period. In case of renewing the current contract on its expiry, the rate of change in price indices during the expiring contract's period should be reflected in the value of the new contract, i.e., for renewal of a three year contract the renewed contract's value should reflect inflation during the three year period the prior contract was in effect.

6.1.5 City Corporation's goals and tasks in increasing non-tax revenue

The CC has the authority to intervene in various existing areas of non-tax revenue, and increase their coverage as well as re-evaluate existing rates. Therefore, CC's goals to increase non-tax income can be identified as follows.

- 1) In every area of non-tax revenue, ensure renewal with an increase of the previous year's amount at the rate of, at least, inflation (subject to limitations prescribed in the Model Tax Schedule).
- 2) At the rate of at least inflation, increase the collection in current year compared to that of the last year.
- 3) The rate of change in price index over the period of a fixed-term contract should be the rate at which to increase the new contract value during re-signing of the agreement.
- 4) Increase the areas of non-tax revenue collection and impose tax with the approval of the government.

6.1.6 Fix target for collection of non-tax revenues by each official and adopt non-tax revenue collection plan (Task-2)

CC's non-tax revenue collection targets should all be 'SMART'. That means CC will emphasize the following issues:

S: Specific: use hard numbers and definitive goals rather than fluffy aims, and focus on one part of the revenue earnings per target. So, say, 'CC wants to see rent increase by 10%' rather than 'CC wants to see the total revenue grow.'

M: Measurable: make sure that CC can measure the goal. Use percentages or unit numbers or another real measure. This allows CC to assess performance and will show CC precisely when a target has been hit.

A: Achievable: over-ambitious goals can be incredibly damaging to morale and plans. Make sure targets are within reasonable limits.

R: realistic: only create goals that CC can be achieved with the resources CC already has.

T: time: set deadlines for each objective.

- Using the model tax schedule as a sample, update the list of areas of non-tax revenue collection and increase it by including more potential areas.
- Collect the inflation rates published by the Bangladesh Bank.
- In case of determining the annual demand of non-tax revenue, where applicable, re-assess the current year's amount on top of the amount fixed in previous year, at least at the rate of current year's inflation.
- At the time of renewal of a fixed-term contract, re-fix the contract value at the same rate of change in price index during the period of the expiring contract.
- CCs should increase the number of non-tax revenue collectors at the staff level (collector per 1,000 holdings), so that collection are smoothly carried out.
- Prepare a plan for non-tax revenue collection and fix monthly targets of each collector.
- Ensure total collection of money from lease and other eligible sources instantly/within timeframe, as per the existing government instructions (Note: LGD issues relevant instructions/guidelines to all LGIs regarding the lease of haat/bazar from time to time).

6.1.7 Set Non-tax Revenue Targets

(1) Each Center:

When CC sets a target for the Center, CC can break targets down by non-tax revenue type including fees, lease, rent and others.

To set a revenue target, it is recommended that CC considers its previous revenue performance. Specifically, CC should look at:

- Revenue from the same month in the previous year
- Revenue from the previous month

By looking at both these revenue numbers, CC can set a target that takes seasonal changes as well as growth of the organization into consideration.

(2) Define Revenue Targets for Each Unit

CC can create units to group different areas of non-tax revenue. For example, CC might create a unit for fees and another for rent. By defining revenue targets for each unit, CC can track how different areas of non-tax collection perform.

(3) Define Revenue Targets for Employees

In order to reach the Center's targets, employees have to reach their individual targets. Generally, CC should define revenue targets by job. A rent-collector might be expected to bring in more revenue than a fee-collector. As all employees should be mapped to a job, they will inherit that revenue target. Similar to Center level revenue targets, CC can break down revenue targets by different groups of non-tax revenue.

6.1.8 Monitor progress of implementation of this plan every month. (Task-3)

- PCO will install software for non-tax revenue generating sources including Trade License Management software & Market Management Software as a part of Integrated Financial Management System (IFMS) to a revenue section in CCs.
- Based on a review of last year's total target and actual income, increase and fix the current year's target by inflation rate and ensure the collection of actual income by more than the inflation rate.
- A revenue section/department in CCs should record daily transactions and monitor the progress of non-tax revenue earnings.

(1) Track Individual Employee Performance

To view employee performance, prepare the Employee Performance report. This report indicates if the employee is exceeding his/her target or is under the target. Revenue section/department can also see the employee's goal by considering the revenue number. This is a great report for section to review during daily or weekly staff meetings to make sure staff is on track with their targets.

(2) Monitor the Center's Monthly Performance to Date

When CC analyzes the monthly progress of non-tax revenue collection, CC can see exactly how much revenue the section has collected to date for the month and compare this with to-date target. The section can also compare projected monthly performance against the month's target. This makes it easy for CC to quickly identify if the section is on track to achieving its revenue targets.

(3) Track the Organization's Revenue Performance

If CC has more than one Center, CC will also want to review performance for the entire organization. This is a powerful report that makes it easy to quickly check the employees' daily performance and performance for the month to date and compare all of these to performance from the previous month.

6.1.9 4.1.4 Review the tasks mentioned above every month by CEO/Secretary. (Task-4)

At the top level, targets should crystallize sectional/departmental vision for the year. They provide a way of breaking that vision down to outline what needs to happen to achieve the targets, at what rate the section should expect to see progress (quarterly, monthly, weekly targets etc), and the targets for which departments and individuals or functions of the organization are responsible.

CEO/Secretary will review the non-tax revenue collections every month, monitor progress of the implementation of the plan, and include in the agenda of the Council meeting to review and take decisions for those items that are not achieving the annual target.

6.1.10 4.1.5 Review progress of other non-tax revenue in the monthly meeting of CC meeting (Task-5)

Review matters of non-tax revenue in the City council meeting to obtain suggestions to increase the areas and volume of non-tax revenue collection. CC can easily take necessary measures if any deviation is found with the suggestions made earlier.

7. Responsible personnel for Implementation the Activity

Accounts Officer: Consultation with CEO and revenue officer and recommendation from WLCC, CDCC, CSCC, and the Accounts Officer will enhance the rate of non-tax revenue. The model tax rate (if it exists) as well as the previous years' non-tax revenue rate must be considered while updating the rate following the inflation rate of the country to make a realistic budget provision for non-tax revenue earnings.

CEO & CC Mayor: In monthly meeting, CEO will take notes of the non-tax revenue earnings. If any deviation is found, s/he must unearth the reasons and take necessary measures. S/he will keep the Mayor and the council updated with the present status of non-tax revenue earnings.

8. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Non-tax own revenue source increased at least by inflation rate in each year	Task 1: Update rates of non-tax revenue sources (fees, lease, rent, etc.) in accordance with the Model Tax Schedule.																	
	Task 2: Fix target for collection of non-tax revenues by each official and adopt non-tax revenue collection plan.																	
	Task 3: Monitor progress of implementation of this plan every month.																	
	Task 4: Review the tasks mentioned above every month by CEO/Secretary.																	
	Task 5: Review progress of other non-tax revenue in the monthly meeting of CC meeting																	

9. Cost of Implementation (if necessary)

CEO/Secretary and Accounts Officer will take into consideration the possible cost of implementation of the activity and prepare proposal for consideration of the Mayor, CSCC and CC council.

Annex I Fourth Schedule of Local Government (City Corporation) Act 2009

Fourth Schedule of Local Government (City Corporation) Act, 2009 (Section 82)

Taxes, Cesses, Rates, Tolls and fees Levied by the Corporation

- (1) Tax on the annual price of buildings and lands.
- (2) Tax on immovable property transfer.
- (3) Tax on application submitted for erection or re-erection of a building.
- (4) Tax on such imported goods for consumption, use or sale in the city.
- (5) Tax on export from the city.
- (6) Fees in the form of toll.
- (7) Tax on profession and callings
- (8) Tax on birth, marriage, adoption and feast.
- (9) Tax on advertisement.
- (10) Tax on animals.
- (11) Tax on cinema, drama and drama show and other items of entertainment.
- (12) Tax on vehicles except car and boat.
- (13) Rate on lights and fire.
- (14) Rate on waste disposal.
- (15) Rate to execute public service related functions.
- (16) Rate for piped water and water supply system.
- (17) Cess on tax levied by the Government.
- (18) School fees.
- (19) Fees on tax collected by the corporation for any public service related functions
- (20) Fees on fairs, agricultural and industrial exhibition, sports competition and other social gathering.
- (21) Fees on markets.
- (22) Fees on license, sanction and permission provided by the corporation.
- (23) Fees on any special function arranged by the corporation.
- (24) Fees on animal slaughter.
- (25) Any other fees approved under any rules of this Act.
- (26) Any other tax that can be levied by the Government.



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.6 Guidelines for all due debts to GoB and other entities fully repaid according the schedule

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	2
3.1 Tasks	2
3.2 Action by	2
3.3 Indicators	2
4. Objectives.....	2
5. Relevant Organizations, Stakeholders and their roles and Responsibility	2
5.1 Role of City Corporation	2
5.2 The Municipality may incur two types of debt, namely short-term and long-term debt.....	3
5.2.1 Short Term Debt	3
5.2.2 Long Term Debt	3
5.3 Role of Local Government Division	3
5.4 Role of Potential lenders	4
6. Necessary Tasks and Procedure	4
6.1 Review documents related to all debts due to the Government of Bangladesh and other entities, and make budget provision for making full repayment according to schedule. (Task-1).....	4
6.1.1 PROVISION FOR REDEMPTION OF LOANS.....	5
6.1.2 Budgeted Financial Plan.....	5
6.2 Inform PCO about debt repayments due on a quarterly basis. (Task 2).....	5
7. Responsible personnel for Implementation	5
8. Implementation Schedule	6
9. Cost of Implementation (if necessary).....	6

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Any growing urban area requires substantial investments in infrastructure, and there are very few CCs which receive enough in capital grants from national government to finance all their requirements. This shortfall requires that municipalities look for alternative funding sources, or face the prospect that infrastructure backlogs become insurmountable, with seriously negative implications for the quality of life and the economic productivity of the urban area.

Municipalities wishing to finance capital infrastructure in principle have a limited range of possibilities: *external resources*, such as, government capital grants, and *own resources*, such as any accumulated cash savings, annual operating surpluses, and borrowing, whether from state or private lenders. Borrowing is classified as own resources because the municipality must repay the loan from its own resources.

Municipality must honour all its loan obligations according to the schedule. Failure to effect prompt payment will adversely affect the raising of future loans at favourable costs of borrowing. In addition to the timely payment of the loans, the City Corporation must adhere to the covenants stipulated in the loan agreements.

To avoid problems meeting loan obligations, it is necessary to establish a balance between CCs' financial strength and repayment schedule of debt to GoB and other entities. In the context of the City Governance Project (CGP), one of the activities of the Inclusive City Governance Improvement Action Program (ICGIAP) is that "all due debts to GoB and other entities fully repaid according the schedule."

3. Relevant Issues of ICGIAP

3.1 Tasks

To strengthen the financial discipline in CC, it is necessary for CC to make repayments for all debts to GOB/other entities by complying with repayment conditions. CC should conduct the following steps:

Task 1: Review documents related to all debts with the Government of Bangladesh and other entities, and make budget provisions for full repayment according to schedule.

Task 2: Inform PCO about debt repayments due on a quarterly basis.

3.2 Action by

- Mayor
- CEO
- Accounts officer

3.3 Indicators

- 1st PR: Complied with
- 2nd PR: Complied with

4. Objectives

To make the City Corporation authority capable of timely repayment of its debts to Government and other entities.

It has been found that in many instances, municipalities have failed to meet their statutory financial commitments and also the requirement to pay creditors on time, including repayments of loan installments and payments to other creditors. Municipalities should be aware that the practice of prolonging payments to creditors beyond the stipulated timeframe contravenes provisions of the financing agreements. As a means of boosting available working capital, the practice is unsustainable and therefore, not recommended, being contrary to sound principles of cash management and investment, which should be examined and put in place to effectively manage liquidity and working capital through a range of other means, including regular reviews of cash flow projections.

This Guideline presents tasks and procedures that should indeed be followed by the CC aiming to achieve the above ICGIAP activity, and consequently to establish strong financial management.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of City Corporation

Section 79 of the Local Government (City Corporation) Act, 2009 provides that subject to the provisions of this act, rules, the Local Authorities Loans Act, 1914 (Act No. IX of 1914), and any other law in force at the time, the Corporation may, with the previous sanction of the Government, raise loans in the prescribed manner, and make suitable arrangements, to the satisfaction of the Government, for the repayment of the loans in such installments as may be

fixed.

(2) The Corporation may, and if required by the Government shall, establish and maintain such separate funds as may be necessary for the repayment of loans, and the Government may, among other things, require that any specified item of income of the Corporation shall wholly or in part be earmarked for and apply in the repayment of loans.

5.2 The Municipality may incur two types of debt, namely short-term and long-term debt

5.2.1 Short Term Debt

The Municipality may incur short-term debt only when necessary to bridge:

- (a) Shortfalls within a financial year during which the debt is incurred, in expectation of specific and realistically anticipated income to be received within that financial year; or
- (b) Capital needs within a financial year, to be repaid from specific funds to be received from enforceable allocations or long-term debt commitments.

The Municipality:

- (a) Must pay off short-term debt within a financial year; and
- (b) May not renew or refinance its short-term debt.

5.2.2 Long Term Debt

The Municipality may incur long-term debt for purposes of financing its long-term strategic objectives to:

- (a) Provide democratic and accountable government for local communities;
- (b) Ensure the provision of services to communities in a sustainable manner;
- (c) Promote social and economic development;
- (d) Promote a safe and healthy environment; and
- (e) Encourage the involvement of communities and community organizations in the matters of local government.

5.3 Role of Local Government Division

The Government may make rules consistent with Local Authorities Loans Act, 1914 (Act No. IX of 1914) as to which may include, inter-alia, the following:

- (i) the nature of the funds permitted to secure loans or against which money may be borrowed;
- (ii) the works for which money may be borrowed;
- (iii) the manner of making applications for permission to borrow money;
- (iv) the inquiries to be made in relation to such loans, and the manner of conducting such inquiries;
- (v) the cases and the forms in which particulars of applications and proceedings, and orders thereon, shall be published;
- (vi) the cases in which the Government may make loans;
- (vii) the cases in which local authorities may take loans from persons other than the Government;
- (viii) the manner of recording and enforcing the conditions on which money is to be borrowed;
- (ix) the manner and time of making or raising loans;
- (x) the inspection of any works carried out by means of loans;
- (xi) the installments, if any, by which loans shall be repaid, the interest to be charged on loans, and the manner and time of repaying loans and of paying the interest thereon;
- (xii) the sum to be charged against the funds which are to form the security for the loan, as costs

in effecting the loan;
(xiii) the attachment of such funds, and the manner of disposing of or collecting them;
(xiv) the accounts to be kept in respect of loans;
(xv) the utilization of unexpended balances of loans either in the reduction in any way of the debt of the local authority, or in carrying out any works which that authority is legally authorized to carry out; and the sanction necessary to such utilization;

5.4 Role of Potential lenders

- Various Development Partners of GoB (JICA, WB, ADB etc.)

Creditworthiness means worthy of receiving credit. Essentially it is an opinion by third parties, mainly lenders, on whether debt service payments will be made fully and on time. A lender which has confidence in the long-term financial strength of the borrower, and in the ability and willingness of the City Corporation to pay its obligations in full and on time, will regard that City Corporation as creditworthy.

6. Necessary Tasks and Procedure

To strengthen the financial discipline in CC, it is necessary for CC to make repayments for all debts due to GOB/other entities by complying with repayment conditions. CC should conduct the following steps:

6.1 Review documents related to all debts due to the Government of Bangladesh and other entities, and make budget provision for making full repayment according to schedule. (Task-1)

Debt management is administratively relatively simple. It involves knowing the payments required per year over life of the loan, budgeting for the repayments every year, making the payments in full on the due dates, and keeping full records and documentation on all transactions. The administrative capacity required for this clearly depends on the number of loan agreements being maintained, but for small or medium sized City Corporations it will seldom be more than a part-time job for an appropriately skilled individual.

Far more important are the commitments and promises involved in managing debt, and on this, no mistakes should be made. Having promised to pay the CC should make payments on time and in full. The creditworthiness of a City Corporation will slip immediately if it fails to honor that commitment.

The City Corporation borrower should therefore ensure that nothing will prevent it from meeting its commitments in terms of the loan agreement. This will mean ensuring that audited financial statements are available on time each year; that key financial ratios are maintained; that debt service payments are protected when budgets are under pressure, and ensuring compliance with any other features of the loan agreement. Most of all, the loan agreement is a commitment to ensure that the municipality is financially well-managed, so that sustainable annual operating surpluses are achieved in order to provide for debt service payments.

Whilst the period for which loan/debt may be repaid will vary from time to time according to the requirements of the various lenders, cognizance is taken of the useful lives of the underlying assets to be financed by the debt, and, moreover, careful consideration is taken of the interest rates on the yield curve.

6.1.1 PROVISION FOR REDEMPTION OF LOANS

CC may borrow from Institutions and set up sinking funds to facilitate loan repayments, especially when the repayment is to be met by a bullet payment on the maturity date of the loan. These sinking funds may also be invested. The maturity date and accumulated value of such investment must coincide with the maturity date and amount of the intended loan that is to be repaid.

6.1.2 Budgeted Financial Plan

- On an annual basis, the Accounts officer must assess the City's financial requirements and determine the amount of funds that need to be raised from external service providers.
- Consideration must be taken of the limitations of the capital and operating budgets and the expected impact that any external debt raised may have on the budget.
- The City's standard budgeting process must be followed when assessing the funding requirements of the City and the need for long term funding from external sources.
- A cash flow statement should be prepared indicating the anticipated shortfalls and anticipated further income streams that will repay the short term and long term debt.
- Monthly cash flow reports should be used to indicate progress towards the repayment of the short term and long term debt.
- An operating budget reflecting the effect of the anticipated depreciation of the envisaged asset to be financed and /or capital costs on service charges is needed; and
- The impact of the financial plan on the capital and operating budgets must be considered and included in the budget.

6.2 Inform PCO about debt repayments due on a quarterly basis. (Task 2)

City Corporation must make public an information statement setting out particulars of the debt, including the amount of the debt and the purposes for which the debt is to be incurred.

A copy of the information statement must be submitted to Council prior to the meeting on a quarterly basis to discuss loan status, together with particulars of –

- i. the essential repayment terms, including the debt repayment schedule; and
- ii. the total cost in connection with such debt over the repayment period.

The same debt repayment statement should be submitted to the PCO on a quarterly basis.

7. Responsible personnel for Implementation

Accounts Officer: Following the loan/financial agreement with GoB and other entities, the Accounts Officer will take initiatives to ascertain the total debt outstanding and the yearly total tranche of loan repayments and accordingly make budget provisions in consultation with CEO.

CEO & CC Mayor: CEO will be aware of the provisions of the financial/loan agreements and timely repayment of loans taken from GoB and other entities and s/he will make sure a sufficient amount is provisioned in the budget to repay debts when due. CEO will follow up the repayment of installments and keep the Mayor informed of the repayment status.

8. Implementation Schedule

Necessary budget provision for yearly tranche of repayment of debts needs to be made following the loan/financial agreement with the GoB or other lenders and payment should be made as per loan/financial repayment schedule.

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
All debts due to GoB and other entities fully repaid according the schedule	Task 1 Review documents related to all debts due to the Government of Bangladesh and any other entity, and make budget provision for making full repayment according to schedule																
	Task 2: Inform PCO about debt repayments due on a quarterly basis																

9. Cost of Implementation (if necessary)

CEO and Accounts Officer will consider the probable cost of implementation of the activity and prepare proposal for consideration of the Mayor and CC council.

Final_February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.7 Guidelines for Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in full

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Tasks:.....	1
3.2 Action by	2
3.3 Indicators.....	2
4. Objectives.....	2
5. Relevant Organizations, Stakeholders and their roles and Responsibility	2
5.1 Role of Revenue section of CC	2
5.2 Role of Local Government Division	2
6. Necessary Tasks and Procedures.....	3
6.1 Ensure regular receipt of electricity and telephone bills every month (Task-1).....	3
6.2 Settle disputes over electricity bills in arrears (as per decision of the inter-ministerial meeting in 2005). Also settle disputes over telephone bills, if any (Task 2).....	3
6.3 Keep provision in the budget for payment of electricity and telephone bills and ensure payment regularly. (Task 3)	3
6.4 Review by CEO/Secretary of progress of bill payment position every month (Task 4).....	3
6.5 Review progress of bill payment in the monthly meeting of CC (Task 5).....	4
7. Responsible personnel for Implementation of the Activity.....	4
8. Implementation Schedule	4
9. Cost of Implementation (if necessary)	5
Annex I Summary of Actions required for Payment of All Creditors	6
Annex II Regarding Decisions of the Inter-Ministerial Meeting Held on Payment of Arrear Electricity Bills	8

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

One of the main preconditions of financial accountability and sustainability of the City Corporation is to make full payment of all outstanding bills, including electricity and telephone bills. If the bills are not paid on time, this will affect, on one hand, the individuals or organizations to which those bills are due, and, on the other hand, the CC due to gradual increase of the outstanding amount making it increasingly difficult to make full payment. If this continues, the CC's financial capacity will be gradually weakened, and the CCs could be transformed into non-functional local government institutions.

To avoid this situation, it is necessary to establish a balance between CC's revenue income and revenue expenditure. In the context of the City Governance Project (CGP), the activity 4.7 of the Inclusive City Governance Improvement Action Program (ICGIAP) is "All outstanding bills older than three months, including electricity and telephone, are paid in full."

3. Relevant Issues of ICGIAP

3.1 Tasks:

Tasks under the Activity 4.7 of the ICGIAP are to strengthen the financial discipline in CC. CC should make payments for outstanding bills by complying with payment conditions. CC should conduct the following steps:

Task 1: Ensure regular receipt of electricity and telephone bills every month.

Task 2: Settle disputes over electricity bills in arrears (as per decision of the inter-ministerial meeting in 2005). Also settle disputes over telephone bills, if any.

Task 3: Keep provision in the budget for payment of electricity and telephone bills and ensure payment regularly.

Task 4: Review by CEO/Secretary of progress of bill payment position every month.

Task 5: Review progress of bill payment in the monthly meeting of CC.

3.2 Action by

CC Mayor, CEO & Accounts Officer

3.3 Indicators

- 1st PR: Complied with
- 2nd PR: Complied with

4. Objectives

To make the City Corporation authority capable to fully repay its entire electricity and telephone bills in arrears and all current electricity and telephone bills of more than 3 months old.

A guideline has been prepared on this activity and it presents tasks and procedures that should, indeed, be followed by the CCs under the project aiming to achieve the above ICGIAP activity, and consequently to establish financial balance.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Revenue section of CC

Revenue section of CC will identify the main areas of eligible outstanding bills and make proposal for necessary budget provision

(1) Electricity bill

- Electricity bill for operating water pump
- Electricity bill for streetlights
- Electricity bill for City Corporation office
- Electricity bill for facilities (graveyard, crematorium, auditorium, educational institutions, etc. operated by City Corporation) for which bills are payable by the City Corporation.

(2) Telephone bill

- Telephone bill of City Corporation office
- Telephone bills of City Corporation operated institutions

5.2 Role of Local Government Division

If any dispute arises, Local Government Division will take initiative to settle the issue in inter-ministerial meeting or through a discussion between the service provider and the concerned CC.

6. Necessary Tasks and Procedures

To strengthen the financial discipline in CC, CC should make payments for outstanding bills by complying with payment conditions. CC should conduct the following steps:

6.1 Ensure regular receipt of electricity and telephone bills every month (Task-1)

- Ensure the receipt of all electricity bills every month for water pump operation, streetlight, CC office and all facilities operated by CC.
- Check electricity bill for water pump operation every month and pay it from the income of water supply sector.
- Check electricity bill for streetlight every month and pay it from the money (rates) collected in streetlight sector.
- Check all electricity bills of CC office and all facilities operated by CC every month and pay them.
- If there is no meter installed for electricity connection for the streetlights or any other connections, make arrangement to install meter by communicating with the concerned electricity department.
- Collect and pay bills of the telephone connections of the CC office and all facilities operated by CC.

6.2 Settle disputes over electricity bills in arrears (as per decision of the inter-ministerial meeting in 2005). Also settle disputes over telephone bills, if any (Task 2)

As per the decision of the inter-ministerial meeting held on 03 October 2013 (Annex-II), quickly resolve the disputes on the outstanding streetlight bills through discussions with the concerned electricity departments (PDB or REB), and pay fully all the outstanding bills within the specified time, as per the agreed decision.

By involving the Deputy Commissioner of the district, if necessary, and through discussions with all the concerned departments, resolve any unresolved and complex issues regarding the bills.

6.3 Keep provision in the budget for payment of electricity and telephone bills and ensure payment regularly. (Task 3)

Maintain separate accounts and registers regarding the receipt of electricity bills and payments for streetlights, water pump and CC office and other facilities.

In CC's yearly budget, keep sectoral allocations for payment of the current and outstanding electricity bills and avoid spending money of one sector for another sector.

Keep allocations in the CC's yearly budget for payments of the current and outstanding telephone bills, and ensure regular payment of the bills.

6.4 Review by CEO/Secretary of progress of bill payment position every month (Task 4)

Inform the concerned authorities of the progress-status of payments of monthly electricity bills based on regular reviews by the CEO or Secretary, concerned officers and staff members. Furthermore, include the progress-status of the bill payments as an agenda item of the Council and CSCC meetings for discussions.

6.5 Review progress of bill payment in the monthly meeting of CC (Task 5)

This is a formal monthly meeting involving, among others, the employees and the elected representatives assigned to implement the activity set by the project. Usually, summary of progress report is presented here. This meeting allows those involved in implementing the activity to ask questions that are not covered by the written report. The purpose of the meeting is to provide an update on the outstanding bill payment status, identify any issues or deviations, establish action plans for correction of deviations and revise plans, targets, and measures for prevention of any future deviations.

7. Responsible personnel for Implementation of the Activity

Accounts Officer: Consulting with CEO and revenue officer and considering the previous years' utility bills and the present status of CC telephone and electricity bills in arrears, Accounts Officer will take initiatives to make necessary budget provisions and to ensure payment of the outstanding bills to the service providers.

CEO & CC Mayor: CEO will look into the matter of keeping provisions for outstanding telephone and electricity bills and payment of such bills to the concerned service providers. If any dispute arises over the outstanding bills, s/he will be the pioneer in settling the dispute by arranging meeting between CC and the service provider. With the consent of the Mayor, the CEO may take any unsettled issue to the LGD to settle the issue through inter-ministerial meeting. S/he will keep the mayor and the council updated with the present status of outstanding bills to the telephone and electricity service providers.

8. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in full	Task 1: Ensure regular receipt of electricity and telephone bills every month																
	Task 2: Settle disputes over electricity bills in arrears (as per decision of the inter-ministerial meeting in 2005). Also settle disputes over telephone bills, if any																
	Task 3: Keep provision in the budget for payment of electricity and telephone bills and ensure payment regularly.																
	Task 4: Review by CEO/Secretary of progress of bill payment position every month																
	Task 5: Review progress of bill payment in the monthly meeting of CC.																

9. Cost of Implementation (if necessary)

CEO and Accounts Officer will take into consideration the probable cost of implementation of the activity and prepare proposal for consideration of the Mayor and CC council.

Final_February 2018

Annex I Summary of Actions required for Payment of All Creditors

Summary of actions required by City Corporation for payment of all creditors A step-by-step approach

The following step-by-step approach adopted by City Corporations will ensure that they consistently fulfill their financial obligations as they arise. This process should be adopted for the prompt payment to all creditors.

MATTERS TO BE ATTENDED TO WITHIN THIRTY DAYS OF RECEIPT OF INVOICE

Step 1: Confirm scope of project and monitor progress

Prior to arrangement of receiving the good / service, where appropriate, confirm the scope of the project with service provider or contractor and monitor progress in terms of contractual obligation

Step 2: Receive and check invoice

Upon receipt of an invoice for payment, review to ensure that it is in line with the quotation, contract, contract price, that the goods / services have been received in good condition and in terms of the contract, and that all calculations in the invoice are accurate

Step 3: Compile all supporting documentation for payment

If all details are correct in the invoice, attach the requisition, order and other initiating documentation i.e. copy of authorization for the goods to be purchased / services to be performed; or copy of contract, or other legal agreement

Step 4: Authorise account for payment

Once checked and verified, the responsible person should authorise the accounts for immediate payment by preparing supporting voucher and send for preparation of payment, signing and recording of cheque or authorisation of other payment mechanisms.

Step 5: Make payment

Once the cheque is signed or other payment means is authorised, pay the creditor within thirty days, and file the documents in a manner that can easily be assessed during the audit

Step 6: if there is a disputes over the terms of amount to be paid

If grounds for dispute over services or costs exist, refer immediately to the senior official. If there are any grounds to question the amount on the invoice or the services performed, the matter with all accompanying documentation should be provided to a senior official to take up with the creditor

Step 7: Initiate formal dispute and communicate matter to creditor

The senior official is required to immediately contact by telephone, or other means, the creditor (or other service provider or contractor) to verbally explain the cause for the query or concern, and follow-up that query in writing – if necessary, the parties may consider a meeting to discuss the matter

Step 8: Withhold only portion subject to dispute

If only part of the invoice is under query, arrangements should be made to pay that portion of the amount payable which is not subject to dispute, and then separately take action to remedy the disputed amount

Step 9: Decision to seek mediation

Once the municipality has attempted to resolve any dispute by a) contacting the creditor, b) following up in writing, c) where necessary meeting with the creditor and those avenues prove unsatisfactory to the City Corporation, the City Corporation may seek remedies through the legal system. In the case of fiscal disputes between organs of state, the City Corporation may approach the Local Govt. Division for mediation.

Final _ February 2018

Annex II Regarding Decisions of the Inter-Ministerial Meeting Held on Payment of Arrear Electricity Bills

The Peoples' Republic of Bangladesh
Ministry of Power and Mineral Resources
Power Department
Coordeination-2 Unit

No. 27.052.002.03.00.001.2007.631

date 05/10/2011

Subject: Regarding decisions of the Inter-Ministerial meeting held on payment of arrear electricity bills of City Corporation, Pourashava and local government institutions to the power distributing organizations/companies under power department.

The following decisions were taken in the inter-Ministerial meeting on the above subject held in the power division on 03-10-2011 in presence of the secretary of the Local Government Division:

- (1) All institutions under Local Government Division including City Corporation, Pourashava, WASA will initially pay the arrear electricity bills, including sur-charge at least for 3 (three) months and payment of bill for the current month will continue accordingly;
- (2) Beyond this, arrear bills (including sur-charge) are payable highest in 24 installments. All local government institutions selling jointly with the power distributing institution will take decision in this regard;
- (3) If the local government division holds different opinion as regards the amount of arrear bill and sur-charge, then the issue will be resolved through joint discussion between both the institutions. In such case bill and sur-charge beyond objection are to be paid in light of the decision -2.
- (4) If both the institutions fail to resolve the issue on the amount of disputed electricity bill and sur-charge, the one representative from district administration jointly with the representatives from both the institution will take steps to resolve the issue. The Divisional Commissioner in divisional town will make arrangement to resolve the matter deputing his representative (in this relation the letter issued by the power division bearing number 27.025.031.00.00.007.2011-467 and 630 dated 23.6.11 and 05.06.11.)
- (5) In case of decision 4, if consensus is made about the arrear bill without sur-charge, then arrear bills are to be paid in 24 installment; and unresolved part is to be sent to power division;
- (6) Representatives of concerned City Corporation/ Pourashava and representative from power distributing organization will make joint drive to disconnect unauthorized electricity connections within the areas of City Corporation and Pourashava;
- (7) The electric poles installed within the areas of City Corporation and Pourashava are not taxable; local government division will make necessary amendment to the Model Tax Schedule with a view to make the matter more transparent.

All concerned are requested to take necessary action in light of the above mentioned decisions.

Sd/
(Md. Anisur Rahman)
Deputy Secretary (Poura)
Local Government Division
Phone No. 9514056

Sd/
(Ms. Maksuda Khatun)
Deputy Secretary (Coordination)
Local Government Division
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Final_February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

4.8 Guidelines for Comparison of Budget proposal with previous year

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Areas/Activities:.....	1
3.2 Tasks:.....	2
3.3 Action by	2
3.3 Indicators.....	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their roles and Responsibility	3
5.1 Role of Local Government Division	3
5.2 Role of City Corporation.....	3
5.3 WLCC, CSCC& CDCC	4
6. Necessary Tasks and Procedures	4
6.1 CC will initiate preparation of a budget proposal before the start of the financial year by comparing the budget and actual outlays in the previous year following rules and procedure as mentioned in CC Act. (Task-1)	4
6.1.1 Essential Elements of Budgeting.....	4
6.1.2 Budget preparation Techniques	5
6.1.3 The Revenue side of the City Corporation Budget	5
6.1.4 The Expenditure side of the City Corporation Budget.....	6
6.1.5 Capital Budgeting in City Corporation Governments	7
6.1.6 Operating/Current Budgets.....	8
6.2 The proposed budget will be disclosed and displayed for citizens' comments/suggestions well ahead of discussion of the budget in CSCC meetings and approval in the CC meeting. (Task-2)	8
6.3 Considering the comments/suggestions of citizens and those of CSCC meeting, CC will finalize and approve the budget in the CC meeting before starting the concerned financial year and will submit to the prescribed authority for approval. (Task-3)	9
7. Responsible personnel for implementing the Activity	9
8. Implementation Schedule	11
9. Cost of Implementation (if necessary)	11

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

A budget is a quantitative expression of a plan for a defined period of time. It can also be defined as an estimation of the revenue and expenses over a specified future period of time. Budget is a powerful management tool that helps City Corporations define levels of urban services and identify how revenues are to fund expenditures. Budgeting involves a process of prioritizing projects, programs and service levels in the light of limited financial resources.

A budget is the annual financial plan of a local government which defines its operational and development priorities for the ensuing financial year and describes how the plans will be financed. The budgeting process is vital in laying out the city's choice of expenditure priorities and identifying the resources necessary for the realization of planned expenditures. Budgeting is the process of allocating scarce resources across unlimited demands; it is a financial and operating plan for a fiscal year (12 months). The budget contains information about the types and amounts of proposed expenditures, the purposes for which money will be spent, and the proposed means of financing. City Corporations are now legislatively required to prepare annual budgets in compliance with the section 76 of Local Government (City Corporation) Act, 2009. City Corporations are required to prepare and adopt an annual budget that includes estimates of all amounts required during the year. However, CCs have flexibility as to the format and level of details of their budgets. While the operating and capital components of budgets are inter-related, City Corporations in Bangladesh prepare them separately.

3. Relevant Issues of ICGIAP

3.1 Areas/Activities:

The City Governance Project (CGP) includes activity 4.8 in the Inclusive City Governance Improvement Action Program (ICGIAP) "Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office."

3.2 Tasks:

Appropriate budgeting is essential for a CC to plan its annual scheme. A budget enhances predictability of finance by reflecting the future expenditures/all development activities while integrating citizens in the process of preparing the budget. CC should carry out the following tasks:

Tasks under the Activity 4.8 of the ICGIAP are as follows:

Task 1: CC will initiate preparation of a budget proposal before the start of the financial year by comparing the budget and actual outlays in the previous year following rules and procedures as mentioned in CC Act.

Task 2: The proposed budget will be disclosed and displayed for citizens' comments/suggestions well ahead of discussion of the budget in CSCC meetings and approval in the CC meeting.

Task 3: Considering the comments/suggestions of citizens and those of CSCC & CDCC meetings, CC will finalize and approve the budget in the CC meeting before starting the concerned financial year and will submit to the prescribed authority for approval.

3.3 Action by

- Mayor
- CEO
- Accounts Officer

3.3 Indicators

- 1st PR: Complied with
- 2nd PR: Complied with

4. Objectives

The budget is probably one of the most important work products of the City Corporation. At the most basic level it is a legal document that gives the City Corporation authority to incur obligations and pay expenses. The major objectives of budget systems include coordination, allocation of resources and general planning for operations. It allocates resources among departments, reflecting the legislative body's priorities and policies and controls how much each department may spend.

Those preparing a local government budget should keep the following principles in mind;

1. Establish broad goals to guide government decisions.
2. Establish credible approaches for achieving the goals that have been set by developing appropriate policies, programs and strategies.
3. Equip the local government with a budget that is consistent with the principles and the approaches that have been chosen.
4. Enable the local government to monitor and evaluate its performance and to make adjustments to meet contingencies and changing circumstances.

This guideline has been prepared on Budget proposal as compared with the budget and actual outlays in the previous year, displayed at the CC office under the project.

5. Relevant Organizations, Stakeholders and their roles and Responsibility

5.1 Role of Local Government Division

According to section 76 of Local Government (City Corporation) Act, 2009, the Local Government Division is responsible for approval of the budget prepared by the CC.

Budget- (1) The Corporation shall, in the prescribed manner, prepare and sanction, before the first day of June each year, a statement of its estimated receipts and expenditure for the next ensuing financial year, hereinafter referred to as the Budget, and forward a copy thereof to the Government.

(2) If the budget is not prepared or sanctioned by the Corporation before the first day of June as mentioned in sub section (1), the Government may have the necessary statement prepared and certify it, and such certified statement shall be deemed to be the sanctioned budget of the Corporation.

(3) Within thirty days of the receipt of the copy of a budget under sub section (1), the Government may, by order, modify it, and the budget so modified shall be deemed to be the sanctioned budget of the Corporation.

(4) At any time before the expiry of the financial year to which a budget relates, a revised budget for the year may, if necessary, be prepared and sanctioned, and such revised budget shall, so far as possible, be subject to the provisions of this section.

5.2 Role of City Corporation

(1) Entities in Charge of budget Preparation or Approval:

Local governments usually follow specific guidelines for budget preparation that are provided by higher authorities. Many other players are also involved in the process of preparing the budget. In City Corporations the main players are the following:

(2) City Council

The city council is responsible for adopting the current and capital budgets for the upcoming fiscal year. Its approval is often issued as a local bylaw or ordinance. The council thus is also responsible for approving modifications to the budget throughout the fiscal year.

(3) Legislative Approval of the Budget

Local governments' budgets are prepared by the Mayor (or the Mayor's designated or delegated representative) and presented before the City Corporation council. After receiving the draft budget document, the council usually turns it over to a committee of the council for scrutiny. The committee will advise the council concerning the budget proposals. As part of its scrutiny, the city council may hold hearings to obtain the advice and opinions of key stakeholders. After completing its examinations, the city council adopts the budget by passing a local appropriations act or council resolution.

The budget thus becomes a local bylaw that cannot be changed by any entity below the council should it be deemed necessary. The council may adopt a modified budget, which is called a

“supplementary” or “revised” budget. City Corporations may propose a revision of the budget at any time before the close of the fiscal year.

5.3 WLCC, CSCC& CDCC

Participatory Budgeting –Engaging Stakeholders in Budget formulation

Participatory budgeting is a democratic process in which citizens or community members are directly involved in decisions about how to spend all or a part of a local budget. Citizens’ involvement varies in form, depth and breadth. Many local governments have opened up decisions entire municipal budgets, involving citizen assemblies in setting overall priorities and choosing new investments. In some cases the local government sets aside a small portion of the budget and entrusts communities to decide priority projects for their neighborhood. Common forms of citizen participation in the budget process are WLCC, CSCC etc.

6. Necessary Tasks and Procedures

Appropriate budgeting is essential for CC to plan its annual scheme. A budget enhances predictability of finance by reflecting the future expenditures/all development activities while integrating citizens in the process of preparing the budget. CC should carry out the following tasks.

6.1 CC will initiate preparation of a budget proposal before the start of the financial year by comparing the budget and actual outlays in the previous year following rules and procedure as mentioned in CC Act. (Task-1)

Accounts Officer prepares budget variance report comparing the budget and actual outlays of the previous year. A budget is an evaluation tool, comparing commitments made in the previous year's budget with actual accomplishments. In budgeting, a variance is the difference between a budgeted, planned or standard cost and the actual amount incurred/spent.

A situation in which income exceeds expenditures is called "budget surplus". The term "budget surplus" is most commonly used to refer to the financial situations of local governments; a surplus is considered a sign that local government is being run efficiently. A budget surplus might be used to pay off debt, save for the future, or to make a desired purchase that has been delayed. When spending exceeds income, the result is a budget deficit, which must be financed by borrowing money and paying interest on the borrowed funds. A balanced budget occurs when spending equals income.

6.1.1 Essential Elements of Budgeting

In a nutshell, budgeting involves three key elements: planning, co-ordination and control.

(1) Planning

Planning may begin with the development of broad statements of your City Corporation’s needs and what it hopes to accomplish for several years ahead. This means thinking strategically, clarifying the challenges facing City Corporation and setting priorities. Identifying the following may help provide a framework for City Corporation to state its needs and priorities:

- services or functions that must be provided
- services or functions currently provided that do not need to be provided
- services or functions not being provided that could be provided

(2) Coordination

Most City Corporations have a budget committee to coordinate the budgeting process. The budget committee includes part or all of council and senior staff and usually has the mandate to:

- Produce and circulate an approved statement of City Corporation's priorities and goals to department heads.
- Provide technical budgeting assistance through finance staff to departments.
- Evaluate individual budgets submitted to the committee.
- Consolidate departmental and local board budgets into an overall budget document for council's review and consideration.

(3) Control

Once a budget is approved, quarterly or monthly reports to management and council may help show whether actual expenditures and revenues conform to the budget. Significant variances may need to be addressed and a course of action prepared and approved to get back on track by alleviating or at least minimizing the variances. Once the budget is adopted, it may serve multiple purposes as a City Corporation's policy document, an operational guide, a financial plan, and a communications tool.

6.1.2 Budget preparation Techniques

Budget preparation techniques and practices apply general budget concepts and principles to the formulation of a typical City Corporation budget. Here, the main components of a City Corporation budget from both revenue and expenditure sides are identified and discussed.

The various concepts are brought together through a hands-on exercise in budget formulation. Concepts and techniques relating to capital budgeting including various techniques for appraising investment projects and their applicability in the City Corporation context are examined. Detailed and lengthy line-item budget summaries or snapshot budgets are used to inform management decisions, for reporting, and for communicating with stakeholders, especially citizens.

Usually Budget of City Corporations in Bangladesh has three components:

- 1) Revenue Budget
- 2) Development Budget
- 3) Capital Budget

6.1.3 The Revenue side of the City Corporation Budget

Budget preparation is an iterative process in which draft budget plans and cost or revenue estimates are exchanged vertically between lower-level and higher-level entities, such as departments and their units, or between departments and the city council or its budget committee. Horizontal exchange and coordination across departments such as service or

functional departments and the finance department are also intensive. Nevertheless, it is the revenue side of the budget that is the logical starting point for three reasons.

- **Preparing entities:** Ascertaining the possible revenues available for appropriation helps to fix the boundaries, in terms of available resources, of the expenditures that the organization can budget.
- **Citizens:** Citizens are usually concerned about taxes and worry at budget time about hikes.
- **Politicians:** political leaders are always conscious that program initiatives leading to higher expenditures, and therefore higher taxes, may have negative political effects.

The revenue side of a City Corporation budget usually has four components: (1) own- source revenues, (2) fiscal transfers from higher governments, (3) shared taxes, and (4) debt or borrowing.

- **“Own- source revenue”** refers to the various taxes and non-tax sources of revenue that City Corporation can collect. They may include property taxes, income taxes, retail sales taxes, and others, depending on national revenue assignment. Non-tax sources include user fees and charges, such as a vegetable vendor pays to use the municipal market and also proceeds from the lease or sale of assets. Fiscal transfers are the various grants that higher levels of government provide to City Corporations, whether unconditional or conditional. Borrowings are the loans and other forms of debt that City Corporation can take on to finance their expenditures.

At the start of the budget preparation process, the Accounts Officer (or the finance or revenue department) surveys the historical trend of revenue collection figures to estimate the resources that can be raised. In addition, the Accounts Officer tries to estimate the possibility of increasing tax or other rates or expanding the existing tax base. The Accounts Officer will also explore the possibility of new sources of revenue. These efforts are essentially of a technical nature, carried out with a view to presenting options to city management. The city management makes the final call on revenue options, considering their technical, economic, administrative, and political feasibility.

6.1.4 The Expenditure side of the City Corporation Budget

Simultaneously, the Accounts Officer informs the departments (or head of projects and programs) about the extent of financial support to be expected in the budget and invites their expenditure proposals. The various operating expenditure items, such as salaries and office expenses, are estimated based on historical and current spending trends. The Accounts Officer also takes into consideration expected changes in general economic indicators, such as, the rate of inflation, in preparing spending estimates. The plans and information generated and exchanged at this stage also help the units themselves and the Accounts Officer to prioritize programs, projects, and expenditures. Usually the Accounts Officer gives certain guidelines through the budget circular with respect to the various assumptions, trends, and priorities, and that helps the departments and other units prepare their expenditure proposals. The Accounts Officer scrutinizes the proposals and finalizes them, often based on bargaining discussions with the respective departments. Those discussions also help the Accounts Officer plan for expenditure management. As mentioned, in the process of preparing the budget, it is essential to collect data on actual revenues and expenses for the last year or two, as well as to propose an estimate of the next year’s revenues and expenditures that takes into account changes in policies and events adopted by the City Corporation. The budget needs to show how much money will be available, where it comes from, and how it will be used.

6.1.5 Capital Budgeting in City Corporation Governments

Capital budgeting is a tool for expenditure planning that often includes a multiyear capital improvement plan (CIP) and preparation of an annual capital budget. The capital improvement plan is important because purchasing, development, expansion, or rehabilitation of physical assets requires large money outlays, often beyond the limits of the annual budget. Hence, separate and long-term planning is necessary to ensure that projects are evaluated in a systematic manner, from both technical and financial perspectives, to help the city management select a list of projects that are feasible and within the city’s operating and financial capabilities.

A capital budget typically provides for infrastructure to be maintained or new infrastructure needs to be met in the future. It may set out the specific capital projects to be approved for the budgetary period, such as, capital improvements, land acquisitions, new facilities and equipment, and it identifies a source of financing for each.

Through capital budgets, City Corporation can plan future operating budget expenditures, debt repayment and potential reserve fund needs to manage the financial position of the City Corporation over a specific period of time.

The capital budget process typically calls for a coordinated inter-departmental effort to develop a financing plan for the new construction, acquisition or replacement of City Corporation assets.

The capital budget may be a section of the overall budget (as in the figure below) and the capital budget should have cost estimates for all infrastructure projects that are proposed, including both the investment cost and implications for the operating budget. Capital budget preparation requires ranking project proposals using capital budgeting techniques, such as, payback period.

	Revenues	Expenditures
Current Budget	Current revenues Own revenues: taxes, fees, transfers from government Other revenues (rent), Surplus carried forward	Current expenditures Payroll Operation and maintenance, interest payment, deficit carried forward (if any)
		Operating surplus
Capital Budget	Self-financing	
	Capital Revenues Sale of property, land, grants loans	Capital Expenditures Civil works purchase of property, land, repayment of loan principal

Figure 6-1: Budget Standard

6.1.6 Operating/Current Budgets

Operating budgets are normally used to plan for City Corporation's day-to day expenditures, such as, salaries, wages, benefits, electricity, maintenance of buildings and infrastructure. As a policy document, operating budget may include a statement of budgetary policy in the form of goals, objectives and strategies. As a communications tool, the budget may help provide summary information that is suitable for use by the media and the public.

As an operational guide, operating budgets often attach or include a chart of the City Corporation organization, a description of workforce organization (what each City Corporation department, board and commission does) and sufficient data to provide a basis for comparison (for example, the previous year's budget, spending in the previous year, and current year-to-date spending on operations).

As a financial plan, a budget usually includes projected operating expenditures and revenue sources for the period covered. The budget is formatted in such a way that it parallels a City Corporation's accounting and financial reporting system. This may facilitate monitoring and evaluation of the budget performance.

6.2 The proposed budget will be disclosed and displayed for citizens' comments/suggestions well ahead of discussion of the budget in CSCC meetings and approval in the CC meeting. (Task-2)

Elected representatives, common people, community organizations, academics, and NGOs' have their involvement in participatory budget making for democratic local government. Their endorsements are based on the following

- It gives community members a say. Ordinary people have more voice, and they get to make real decisions.
- It produces better and more equitable decisions. Local residents know best what they need, and budget amounts are redistributed to communities with the greatest needs.
- It develops active and democratic citizens. Community members, staff, and officials learn democracy by practicing it. They gain more understanding of complex political issues and community needs.
- It builds communities and strengthens community organizations. People get to know their neighbors and feel more connected to their city. Local organizations are able to spend less time lobbying, and more time deciding policies themselves.
- It connects politicians and constituents. Politicians build closer relationships with their constituents. Community members get to know their elected officials and local governments.

It makes local government more accountable and efficient. Local officers are more accountable when community members decide on spending in public assemblies. There are fewer opportunities for corruption, waste or costly public backlash.

6.3 Considering the comments/suggestions of citizens and those of CSCC meeting, CC will finalize and approve the budget in the CC meeting before starting the concerned financial year and will submit to the prescribed authority for approval. (Task-3)

In participatory budgeting, community members make budget decisions through an annual series. There are many models of participatory budgeting, most follow a basic process: diagnosis, discussion, decision making, implementation, and monitoring:

- Residents identify the most important local needs and generate ideas to respond to those needs.
- The representatives of different segments of the society discuss the Local priorities and together with experts, develop concrete projects that address them.
- Residents may vote for which of the projects to fund.
- The local government includes the chosen projects in its budget and allocates funds to implement them.

7. Responsible personnel for implementing the Activity

(1) The Mayor

The Mayor is primarily responsible for the presentation of the city budget to the city council. She or he may delegate the responsibility to a subcommittee of the council, such as a budget committee or standing committee for finance.

(2) CEO

The CEO will instruct the head of each department, section, or other independent unit to submit departmental budgets to the Accounts Officer or the budget committee. The plans should include detailed estimates of the budget needs of the coming fiscal year and estimates of any revenue anticipated to be collected by the CC.

(3) Accounts Officer

The Accounts Officer or the Chief Financial Officer (CFO) usually leads the day-to-day process of budget preparation and works under the direction of the Mayor and the budget committee. The Accounts Officer is responsible for reviewing and commenting on the City Corporation's budget and its financial plans. He or she is required to submit periodic reports to the council and the Mayor on the budget execution progress. The Accounts Officer's report should include variance analysis and evaluation of the City Corporation's various operations, fiscal policies, financial transactions and recommendations.

(4) Variance analysis:

Revenues and expenditures need to be reviewed regularly, monthly or quarterly, to ensure that they conform to the budget and to determine if they are on track to achieve the stated policy objectives. Activity can analyzed in a number of ways, in terms of both financial and

operational performance, but an analysis of the variances between budgeted amounts and actual results is arguably one of the best methods.

Given that budgeted levels will generally be different from actual levels, explanations of the resulting variances should be restricted to those that exceed a certain percentage, such as, plus or minus 10 percent of the budget. The table below shows a case in which four items vary by less than the 10 percent threshold but the category “grants” differs significantly because of delay; the cost of materials indicates substantial savings that might be a result of unaccounted bills.

When the planned level of activity developed after extensive review during the budget process is compared with the actual results, the variance provides useful information to decision makers. However, variances, small or large, do not by themselves explain the underlying reasons, such as whether the budget preparation process had flaws or the environment for the activity has changed. Thus, the variance analysis is just a signal that must be followed by specific inquiries and corrective measures; those may include changing the budget plan by issuing a supplementary budget or warning the respective departments to exercise more stringent expenditure control.

Table 7-1: Variance Analysis

Category	Budget	Actual	Variance better/(worse)	Variance (%)	Explanation
Revenues					
Taxes	10,000	10,500	500	5.00	
Grants	15,000	10,500	-4,500	-30.00	Delayed or canceled?
Total	25,000	21,000	-4,000	-16.00	
Expenditure					
Labour	4,500	4,600	-100	-2.2	
Material	3,000	2,800	+200	6.7	Unpaid bills?
Total			+100	13	

8. Implementation Schedule

Activity	Task/TOR	1st Year				2nd Year				3rd Year				4th Year			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	Task-1: CC will initiate preparation of a budget proposal before start of the financial year by comparing the budget and actual outlays in the previous year following rules and procedure as mentioned in CC Act.		█				█				█				█		
	Task 2: The proposed budget will be disclosed and displayed for citizens' comments/suggestions well ahead of discussion of the budget in CSCC meetings and approval in the CC meeting.		█				█				█				█		
	Task 3: Considering the comments/ suggestions of citizens and those of CSCC meeting, CC will finalize and approve the budget in the CC meeting before starting the concerned financial year and will submit to the prescribed authority for approval.		█				█				█				█		

9. Cost of Implementation (if necessary)

CEO and Accounts Officer will take into consideration the probable cost of implementation of the activity and prepare proposal for consideration of the Mayor and CC council.



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.1 Guidelines for Establishment and Functioning of Civil Society Coordination Committee (CSCC)

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues as Included in ICGIAP	1
3.1 Task	1
3.2 Action by	3
3.3 Time Schedule	3
3.4 Indicators	3
4. Objectives.....	3
4.1 Prospective Roles and Discussion Topics of CSCC	4
5. Relevant Organizations, Stakeholders and their role	5
5.1 WLCC	5
5.2 CPU	5
5.3 Development Agencies and donors	5
5.4 Elected Representatives.....	5
5.5 CC Officials.....	5
5.6 Representatives from Professional Groups, Civil Society, NGOs, Private sectors.....	5
5.7 Representatives of Women and Urban Poor/CBO	5
6. Necessary Tasks and Procedures.....	5
6.1 Formation of CSCC and Notification.....	5
6.2 Formation of CSCC secretariat	6
6.3 Organized 1 st Meeting	6
6.4 Conduct Quarterly Meeting.....	6
6.5 Preparation of Minutes of Meeting	6
6.6 Preparation of Quarterly Report	7
7. Implementation Schedule (for one year).....	7
8. Cost of Implementation	7
Annex I Quarterly Reporting formats	8

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Civil Society Coordination Committee (CSCC) that will be used in CC level for ensuring peoples' participation in decision making process of City Corporations under the project.

2. Justifications

As the City Corporations (CCs) are governed by the elected public representatives, so people's participation is very important in planning development activities and service oriented activities. Experience with ongoing projects implemented in Pourashavas (UGIIP, MSP, MGSP, NOBIDEP) shows that local stakeholders' participation can play an important role in the effective decision making of Pourashavas. With a view to ensure stakeholder's participation, Town Level Coordination Committee (TLCC) has been formed under the Local Government (Pourashava) Act 2009 but in Local Government (City Corporation) Act, 2009 it is not yet initialized. From the experience of TLCC, establishment of a Civil Society Coordination Committee (CSCC) in City Corporation is being initiated under Inclusive City Governance Improvement Action Program (ICGIAP) of Inclusive City Governance Project (ICGP).

CSCC is a forum of citizens, elected representatives and CC's officials to examine the plans of CC in terms of resource distribution. It also monitors the development activities of CC. By involving citizens in decision making through formation of CSCC the gap between CC and citizen will be bridged.

3. Relevant Issues as Included in ICGIAP

3.1 Task

CSCC is a forum of citizens, elected representatives, stakeholders and CC's officials to examine the plans of CC in terms of resource distribution. It also monitors the development activities of CC. By involving citizens in decision making through CSCC the gap between CC and citizen will be bridged. Formation of CSCC follows these initial steps and tasks:

Task 1: Establish CSCC with required composition and specific TOR, and official letter

- produced and delivered by Mayor
- Task 2: Set secretariat with officials in charge under CC to organize meetings and prepare budget for meetings regarding CSCC.
- Task 3: Set sector-wise Working Groups for planning and monitoring of development activities.
- Task 4: CSCC conducts 1st meeting for formation of CSCC.
- Task 5: CSCC conducts general meetings on a quarterly basis, and keeps minutes of meetings.
- Task 6: Secretary of CSCC submits quarterly reports with minutes for approval of Mayor, and circulates to participants.

Composition of CSCC is as below;

A. Composition (not over 100 members)

CSCC consists of 80-100 members. Elected representatives and officials of CC should be 40-50 in total. The number of members from the categories of d) to h) should be 8-10 members nominated in each category.

- | | |
|--|--------------------|
| a) Mayor | - Chair |
| b) CEO | - Member Secretary |
| c) Representative of relevant Standing Committee | - Member |
| d) CC officials who are in charge of the topic of the specific CSCC meeting | - Member |
| e) Representatives from Professional Groups | - Member |
| f) Representatives from Civil Society/NGOs | - Member |
| g) Representatives from private sector (agriculture, processing and commercial industries) | - Member |
| h) Women Representatives | - Member |
| i) Representatives from Urban Poor/CBO | - Member |
| j) Additional member(s) or guests by Mayor's appointment. This additional member should be proposed at his/her first attendance and approved by the CSCC by majority | - Member |

Note-1

- i. Select 1-3 representative from each Ward
- ii. Make sure that at least 1/3 of total members are women
- iii. Ensure minimum 8 members including 2 women as representatives from poor community are nominated
- iv. Contact the potential citizens to obtain their willingness for inclusion as member of CSCC before final selection

Note-2

- i. Discuss about constitution and selected members of CC and approve in City Parisad
- ii. Issue notification regarding constitution of CSCC with TOR
- iii. Notify all members of CSCC about its constitution and TOR

B. TOR for Phase I

- a) Hold 1st meeting of CSCC within 15 days of its constitution
- b) Hold 4 meetings of CSCC (quarterly) in a year and prepare minutes
- c) Hold special meeting whenever need arises
- d) Assist, supervise and monitor the progress of CCIDP implementation according to guidelines for CCIDP
- e) Constitute sector-wide W/Gs according to guideline for CCIDP as part of CSCC to facilitate the tasks of sector-wide needs identification and prioritization
- f) Coordinate finalization of CCIDP preparation with all its components following CCIDP guidelines
- g) Hold discussion on GAP and PRAP prepared by CC and endorse them

- h) Hold discussion on preparation of community planning and execution and approve in CC
- i) Hold discussion on Community Group (CG) formulation (as pilot basis in core areas), review progress and problems of activities
- j) Hold discussion on financial management and financial status of CC
- k) Hold discussion on WLCC activities and take decision for acceleration of WLCC activities
- k) Record discussion and decision of all CSCCs in the form of minutes and follow-up action/status of implementation of the decision in the subsequent meetings
- l) Hold discussion on draft citizen charter and citizen report cards prepared by CC and approve in CSCC meeting

C. TOR for 2nd Phase

- a) Function as a forum to discuss various issues of the CC and ensure citizens participation in decision making
- b) Identification of CC related problems and suggestions for solving the problems
- c) Discussion on problems and suggestions identified in the Ward Level Coordination Committee (WLCC) and determine the ways and means to mitigate the problems
- d) Identification of role of citizens in solving the problems/issues (women citizen's specific role)
- e) Hold discussion on tax collection position and position of other own source collections and take appropriate and effective decisions for increasing revenue income
- f) Prepare proposals for advocacy with the government having implications for urban policy reform
- g) Hold pre-budget meeting and discuss budget proposal, compared with budget and outlays in the previous year and give suggestions and recommendations for consideration in the approval process in City Parisad
- h) Record discussion and decisions in the form of minutes and follow-up action/status of implementation in the subsequent meetings

3.2 Action by

Mayor/CEO (i)

WG/Person in Charge (ii-v)

3.3 Time Schedule

Task 1, 5: beginning of 1st year

Task 2-4: quarterly

3.4 Indicators

At least four (4) meetings will be held in a year and minutes of meetings prepared.

1st stage

- CSCC meeting(s) have been held regularly by 30 September 2015.

2nd stage

- CSCC meeting has been regularly held (once every 3 months) by 30 September 2016.

4. Objectives

- To ensure peoples' participation in both development and service oriented activities of CCs.

- To operate different type of planned development activities like roads, footpaths, bridge, culvert, overpass, drain construction, water supply, market management, solid waste management, sanitation, health facilities, street light and public awareness activities through active participation of civil society.
- To ensure the participation of Civil Society members in City Corporation's formal decision making process.
- Ensure the inclusiveness in representation especially with focus on the participation of women and the poor in decision making.
- Develop sense of ownership of CC functions among different stakeholders.

4.1 Prospective Roles and Discussion Topics of CSCC

Announcement from CC administration and general consensus by CSCC
CSCC has no authority to refuse the CC decision. It can make comments and suggestions

(1) Mayor's Announcement

- Report of recent activities and achievement
- Major events,
- Award

(2) Master Plan

CC explains master plan for CSCC discussion

(3) Priority projects (plan and progress) of CC, Development agencies and Donors

CC, development agencies and donors explain their priority projects for CSCC discussion

(4) Infrastructure Development Plan (IDP)

CCU explains IDP for CSCC discussion

(5) Request of discussion to Standing Committee

As results of the above discussions, CSCC can request CC to mobilize relevant Standing Committee for further investigation and examination on specific topic(s)

(6) Administrative and financial improvement

CC explain progress of ICGIAP for CSCC discussion, when necessary

(7) Budget Plan

CC explains draft budget plan of the coming fiscal year for CSCC discussion. Also ratio of holding tax payment is revealed and examined.

(8) Reply from Mayor

Mayor shall reply to the comments and questions raised in CSCC in writing and disclose by bill board, web site, and other tools.

5. Relevant Organizations, Stakeholders and their role

5.1 WLCC

WLCC is a committee to conduct diagnosis and make discussion on day to day public services and infrastructure. Ward councilor chairs the WLCC. The opinion of WLCC shall be conveyed to CC administration by the councilor. Thus WLCC and CSCC do not have any direct functional relation.

5.2 CPU

CPU is a planning agent in CC. Thus, CPU makes necessary planning coordination and explains master plan, infrastructure development plan, and any other CC development plans to CSCC.

5.3 Development Agencies and donors

Development agencies and donors have very few occasions to get direct comments and reactions from CC citizens. Thus CC shall request these organizations to make briefings on their activities (prospective and on-going) in CSCC

5.4 Elected Representatives

The Mayor and the Councilors will initiate to form CSCC as per composition and defined instruction.

5.5 CC Officials

CEO and person in charge of secretariat will work for proper functioning of CSCC.

5.6 Representatives from Professional Groups, Civil Society, NGOs, Private sectors

Citizens of all sectors of CC should raise their voice in decision making to represent their interests. All services provided by the CC will be discussed at CSCC meeting. Decisions will be taken in a participatory manner to ensure that benefits are shared by a broad range of socio-economic groups.

5.7 Representatives of Women and Urban Poor/CBO

- CC will ensure that at least 1/3 of total members of CSCC are women
- CC will ensure minimum 8 members including 2 women are from poor community.

6. Necessary Tasks and Procedures

6.1 Formation of CSCC and Notification

Establish CSCC in CC level with the following composition. An official letter will be issued by Mayor and distributed it to all members with specific TOR of CSCC. Composition of CSCC is as below;

Composition (not over 100 members)

CSCC consists of 80-100 members. Elected representatives and officials of CC should be 40-50 in total. The number of members from the categories of d) to h) should be 8-10 members nominated in each category.

- a. Mayor - Chair

- | | |
|---|--------------------|
| b. CEO | - Member Secretary |
| c. Representative of relevant Standing Committee | - Member |
| d. CC officials who are in charge of the topic of the specific CSCC meeting | - Member |
| e. Representatives from Professional Groups | - Member |
| f. Representatives from Civil Society/NGOs | - Member |
| g. Representatives from private sector (agriculture, processing and commercial industries) | - Member |
| h. Women Representatives | - Member |
| i. Representatives from Urban Poor/CBO | - Member |
| j. Additional member(s) or guest by Mayor's appointment. This additional member should be proposed at his/her first attendance and approved by the CSCC by majority | - Member |

Note-1

- i. Select 1-3 representative from each Ward
- ii. Make sure that at least 1/3 of total members are women
- iii. Ensure minimum 8 members including 2 women as representatives from poor community are nominated
- iv. Contact the potential citizens to obtain their willingness for inclusion as member of CSCC before final selection

Note-2

- i. Discuss about constitution and selected members of CC and approve in City Parisad
- ii. Issue notification regarding constitution of CSCC with TOR
- iii. Notify all members of CSCC about its constitution and TOR

6.2 Formation of CSCC secretariat

CEO organizes a CSCC secretariat and makes all necessary coordination. Tasks are as follows;

- Establishing meeting agendas prior to holding meeting.
- Preparation of working papers for the meeting, as per the agenda.
- Circulation of meeting notice to the members at least a week before.
- Enclosing the draft minutes of the last meeting and working papers/discussion materials with the meeting notice.
- Preparation of separate folders for key participants including Chairperson and Member Secretary.
- The Member-Secretary of the CSCC shall prepare a synopsis of the minutes of the WLCC meeting as an agenda item to be discussed at the CSCC meeting.

6.3 Organized 1st Meeting

Immediately after the formation of CSCC, the secretariat calls 1st meeting. Mayor or member secretary explains objectives, composition and tasks to members of CSCC.

6.4 Conduct Quarterly Meeting

Secretariat prepares agenda of meeting and necessary documents for members. The agenda, date and venue are communicated to participants by secretariat. MCC may circulate information through SMS to members, once the SMS system is installed.

6.5 Preparation of Minutes of Meeting

Minutes of meeting are kept by member secretary or officer in charge. The draft of minutes is

circulated among members of CSCC for comments or corrections. After collecting comments from members, the Secretariat finalizes the minutes and places them on bill board, web site, and circulates to members.

Action points as recommendations from CSCC should be clearly described in the minutes so that concerned departments will be able to revise their plans, and City Council can check how the recommendations are reflected in the revised plans.

6.6 Preparation of Quarterly Report

CSCC is supposed to be held quarterly, thus quarterly reports are basically report on CSCC meeting. Minutes of meeting and list of participants should be attached with the report.

7. Implementation Schedule (for one year)

SL	Actions	Person in charge	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1.	1 st Meeting	Member Secretary of CSCC	■	■	■	■
2.	2 nd Meeting	Member Secretary of CSCC	■	■	■	■
3.	3 rd Meeting	Member Secretary of CSCC	■	■	■	■
4.	4 th Meeting	Member Secretary of CSCC	■	■	■	■

Note: CSCC meeting should be held in last week of each quarter and the meeting minutes submitted to the Mayor.

8. Cost of Implementation

Indicative cost breakdown of the activity at each CC for one year

SL	Actions	Tentative cost in Tk.				Total Cost for one year
		1 st Quarter	2 nd Quarter	3 rd Quarter	3 rd Quarter	
01	Formation of CSCC	20000.00				20000.00
02	Conduct CSCC Meeting	50,000.00	50,000.00	50,000.00	50,000.00	2,00,000.00
Grand Total						2,20,000.00

Note 1: Each CC will keep provision in its own financial budget for administering the CSCC.

Annex I Quarterly Reporting formats

.....City Corporation

Quarterly Report of Civil Society Coordination Committee (CSCC)

Meeting no. -----

(-----Quarter of the Year 20....)

Date of meeting :

Attendance : Attachment- (May be used in separate sheet)

Agenda – 1: Confirmation and approval of the minutes of last meeting

Confirmation of the last meetings minutes.	Discussion on accuracy of preparation the minutes	Necessary modification (if needed)	Decision
1. The minutes of the last meeting has been readout by Mr.....			

Agenda – 2: Review on the progress of the last meeting decisions

Sl. No.	Decisions/ recommendations of last meeting	Review the Progress	Decision or recommendations (including time-frame)	Responsible person/ officer
1.				
2.				

Agenda – 3: Discussions and decisions on other selected issues

Sl. No.	Issues for discussion	Discussion	Decisions or recommendation (including time frame)	Responsible person/ officer
1.				
2.				

Agenda – 4: Any others issues

Sl. No.	Issues for discussion	Discussion	Decisions or recommendation (including time frame)	Responsible person/ officer
1.				
2.				

Signature of Member Secretary:

(Name)

Date:



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.2 Guidelines for Establishment and Functioning of Ward Level Coordination Committee (WLCC)

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues as described in ICGIAP	1
3.1 Task	1
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicator	2
4. Objectives	3
5. Relevant Organizations, Stakeholders and their role	3
6. Necessary Tasks and Procedures	4
6.1 Formation of WLCC and Notification	4
6.1.1 Composition and TOR.....	4
6.1.2 Task of WLCC members	5
6.2 Specific task of WLCC.....	6
6.2.1 Conduct diagnosis on basic infrastructure, selection of schemes and prioritization for implementation of physical works.	6
6.2.2 Discuss the progress and quality of work, and problems of implementing on-going development activities at the ward level.	6
6.2.3 Conduct awareness raising activities among the citizens for paying tax and user charges of the ward	7
6.2.4 Discuss the performance of Solid Waste Management activities of ward and make recommendation to improve services	7
6.2.5 Hold WLCC meeting in each ward every 3 months, prepare the minutes and monitoring of the implementation status of decisions taken in the previous meetings and keep continue the same activities.	8
6.2.6 Arrange open discussion at least twice in a year on overall activities of the ward through inviting 150 persons including budget allocation from CC and write down the people’s demands and send to CC council meeting for implementation.	8
6.3 Meeting format and Procedure	8
7. Implementation Schedule (for one year)	9
8. Cost of Implementation	10
Annex I Format for the Minutes of the Ward Level Coordination Committee (WLCC) Meeting	11

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Ward Level Coordination Committee (WLCC) that will be used in ward level for ensuring peoples' participation in development activities of five (5) City Corporations under the project.

2. Justifications

Experience implementing various past and ongoing projects in municipalities (UGIIP, MSP, MGSP, NOBIDEP) shows that local stakeholders' participation can play an important role in the effective decision making of municipalities. With the view to stakeholder's participation, Ward Level Coordination Committee (WLCC) is institutionalized by the Local Government (Pourashava) Act 2009 and issued relevant order but in Local Government (City Corporation) Act 2009 is not yet initialized. From the experience of WLCC, it is proposed to reactivate WLCCs in City Corporation under Inclusive City Governance Improvement Action Program (ICGIAP).

Ward is the smallest administrative unit, thus close to citizens. By enhancing the Ward level activities, CC will be able to provide public services effectively. The purpose for establishment of WLCC in Ward level is to ensure participation in discussion on the selection and prioritization of schemes for implementation of physical works, ongoing solid waste management, poverty reduction, development work, quality of work, planning of IDP, tax, budget and other relevant issues.

3. Relevant Issues as described in ICGIAP

3.1 Task

Ward is the smallest administrative unit, thus close to citizens. By enhancing the Ward level activities, CC will be able to provide public services more effectively. The purpose for establishment of WLCC in Ward level is to ensure participation in discussion on the ongoing development work, quality of work, planning of IDP, tax, budget and other relevant issues. The following initial steps and tasks are followed to achieve the WLCC

A. Composition

- | | |
|---|--------------------|
| a) Councilor of the respective Ward (1) | - Chairperson |
| b) Female Councilor of the Ward (1) | - Co-chairperson |
| c) Representatives from Slum /poor community (3) | - Member |
| d) Representatives from civil society/NGOs/CBOs (7) | - Member |
| e) Representative from professional group (2) | - Member |
| f) Any officer nominated by Mayor (1) | - Member Secretary |

Note: In selecting the representatives from Slum and civil society/NGOs/CBOs, prioritize those whose working fields/sectors are closely related to the basic services at community levels: i.e., waste management, water and sewage systems, community security/disaster management, education, public cultural activities and sports.

B. TOR

- Conduct diagnosis on basic infrastructure, selection of schemes and prioritization for implementation of physical works.
- Discuss the progress, quality of work, and problems of implementing on-going development activities at the ward level.
- Present in CSCC through ward councillors infrastructure status of the ward and conflicted matters of CC services and associated problems.
- Conduct awareness raising activities among citizens for paying taxes and user charges of the ward.
- Involve the WLCC for implementation and management in some selected services i.e. water supply, solid waste management, street light etc.
- Discuss the performance of conservancy activities of ward and make recommendations to improve their services.
- Work on the other relevant matters of the ward i.e. environment, health and health management, law and order, birth and death registration.
- Arrange WLCC meeting once every 3 months, record the minutes and monitor the implementation status of decisions taken in the previous meetings.
- Arrange open discussion each 6 months on overall activities of the ward through inviting 150 persons including budget allocation from CC. Record the people's demands and send to CC council meeting for implementation.

3.2 Action by

CEO (i)

WG/Person in Charge/Councilor (ii)

3.3 Time Schedule

Formation of People's Coordination Committee (Participation in Town Planning)

3.4 Indicator

(1) 1st Performance Review

All WLCC meetings shall be held every three months

The performance is reviewed based on the following points;

- WLCCs was formed with required composition and TOR
- Regular meetings were held in each WLCC after 3 months
- Meeting minutes of all meetings were prepared
- Open discussions were held at least twice in a year involving 150 persons of the ward
- Proposals and recommendations of WLCC members reflected in sub-project list proposed by the Councilor

(2) 2nd Performance Review

All WLCC meetings shall be held every three months and Good practices of WLCC shall be assessed and listed

The performance is reviewed based on the following points;

- Regular meetings were held each 3 months.
- Meeting minutes of all meetings were prepared.
- Open discussions were held at least twice in a year involving 150 persons of the ward.
- Proposals and recommendations of WLCCs members are reflected in project proposals from the respective Wards.
- Good practices were assessed and listed.

4. Objectives

- To formalize the concept of citizen participation in decision making process for development planning, investment design, budget allocation and other public services.
- To ensure participation in discussion on the ongoing development work, quality of work, planning of IDP, tax, budget and other relevant issues; maintain the quality of service oriented activities including prioritizing the demand of the people.
- To ensure inclusiveness in representation especially with focus on the participation of women and the poor in decision making.
- To identify problems of the ward through quarterly meetings and open discussions, and present those problems to the CSCC.
- To create sense of civic responsibility to extend all-out support to the CC relating to law and order and socio-economic issues.

5. Relevant Organizations, Stakeholders and their role

(1) Existing CBOs / Community Groups

- Existing CBOs or community groups proactively participate in WLCC as representatives of community
- Raise any issues in respective area to find solutions
- Provide data or information for ward infrastructure diagnosis
- Coordinate with WLCC in public services such as waste collection, prevention of crimes, and other voluntary services.
- Support WLCC to circulate information regarding public meeting organized.

(2) Comprehensive Planning Unit (CPU)

- CPU collects infrastructure diagnosis and project list of each ward.
- CPU compiles needs from each ward and revises Infrastructure Development Plan (Activity 6.3) based on comprehensive strategic paper.

6. Necessary Tasks and Procedures

6.1 Formation of WLCC and Notification

6.1.1 Composition and TOR

Ward Level Coordination Committee (WLCC) has to be established in each ward for ensuring participation in discussion on the selection of schemes and prioritization of schemes, monitoring of ongoing development works and their quality, planning of IDP, facilitation of tax collection, collaboration in solid waste management, creating awareness of social and environmental issues, and to make recommendations on those issues for councilors. WLCC will be formed with the following composition. An official letter will be issued by the Mayor and distributed it to all members with specific TOR of WLCC. Composition of WLCC is as below:

(1) Composition

- | | |
|---|--------------------|
| g) Councilor of the respective Ward (1) | - Chairperson |
| h) Female Councilor of the Ward (1) | - Co-chairperson |
| i) Representatives from Slum /poor community (3) | - Member |
| j) Representatives from Civil Society/NGOs/CBOs (7) | - Member |
| k) Representative from professional group (2) | - Member |
| l) Any officer nominated by Mayor (1) | - Member Secretary |

Note: In selecting the representatives from slum and Civil Society/NGOs/CBOs, prioritize those working in fields/sectors which are closely related to the basic services of a community: i.e., waste management, water and sewage systems, community security/disaster management, education, public cultural activities and sports.

Note: At least 30% of members are to be women.

(2) Selection of WLCC Members

The councilor of the respective ward and chairperson will assign those people who are willing to be involved in WLCC and send the list to Mayor. As WLCC works for increasing transparency and makes activities accountable to the ward residents, the selection procedure of WLCC members is very important. The members of WLCC should be socially acceptable, willing to work for their community and respectable. In order to make the process transparent, the following steps may be taken for proper selection of WLCC member:

1) Fixed nomination

Out of the position mentioned in (1) composition above, a), b) and f) are fixed

2) Representatives from Slum /poor community (3 persons)

The member secretary consults with representatives of poor communities (committee at the city level) and nominates 3 candidates and some substitute candidates. The member secretary asks the nominated candidates if they are willing to serve and if they are they become the WLCC members. If they refuse, the member secretary asks the substitute candidates.

3) Representatives from Civil Society/NGOs/CBOs (7 persons)

The member secretary asks all the representatives of Civil Society/NGOs/CBOs (except CDCs and organizations of poorer communities) to get together and nominate 7 candidates and some substitute candidates. The member secretary asks the nominated candidates if they are willing to serve and if they are they become the WLCC members. If they refuse, the member secretary asks the substitute candidates.

m) Representative from professional group (2 persons)

Professional groups include health practitioners (medical doctor, etc.), educational professionals (school principal, etc.), individuals in the legal field (lawyer, etc.), and journalists (newspaper reporter, etc.). The councilor and the member secretary discuss the fields of importance to the ward and select two professional fields. They ask the association of the group to nominate members. These representatives from professional groups do not have to be the residents of the ward.

Finally, councilor assigns those persons who are willing to be involved in WLCC and send the list to Mayor.

6.1.2 Task of WLCC members

(1) Councilor

- Councilor of the ward chairs the WLCC.
- Councilor of the ward is the chairperson of the WLCC. WLCC shall be an advisory committee to provide the councilor with public opinions for better judgment and action for the respective Ward.
- Councilor of each ward conveys the results of the WLCC discussion of development activities to CPU so that CPU can take the WLCC's views into consideration for IDP and other planning activities.
- All councilors will take appropriate action to hold WLCC meetings on time and take necessary action to include in Agenda of CC Council Meeting discussion of WLCC decisions.

(2) Member Secretary (CC Officer)

- Member secretary coordinates selection of WLCC members.
- All section heads of CC provide updated information to the Member Secretary of each Ward.
- Each Member Secretary will collect updated information from each section and prepare working paper for WLCC and take necessary action for holding meetings on time.
- Member secretary prepares meeting records of WLCC.

(3) Representatives from Professional Groups, Civil Society, NGOs

- The members of WLCC who are selected from different groups and communities will attend the meeting and provide their valuable suggestions for improving living conditions.
- As the honorable citizen of the City Corporation they have the right to services provided by CC. WLCC members may monitor the ongoing development CC activities in the ward.

(4) Representative from Slum / Poor community

- As people living in slums/poor communities are an integral part of City Corporation, WLCC should ensure their participation in the decision making process of CC to improve their living environment and raise their voice for their human rights.
- As a Member of WLCC, they will provide valuable remarks and identify their problems and probable solutions.

6.2 Specific task of WLCC

Procedures and detailed activities of given tasks are described as below;

6.2.1 Conduct diagnosis on basic infrastructure, selection of schemes and prioritization for implementation of physical works.

- The Member Secretary of each WLCC prepares a summary of the decisions, recommendations, suggestions or probable solutions of identified problems of each sector made by the WLCC meeting.
- The Member Secretary submits Public Services Analysis Sheet to CPU to be considered for IDP preparation

The format of Public Services Analysis Sheet is used for preparation of summary of decisions of WLCC meetings as indicated below:

Public Service Analysis Sheet

Priority	Name of Sector	Identified Problems	Possible Solutions
1	Transport	1. 2.	
2.	Drainage	1. 2.	
3.	Water Supply	1. 2.	
5.	Municipal Facilities	1. 2.	

Note 1: List the sectors according to the priority.

Note 2: Other issues, such as, health, social security, environment, sanitation etc. can be discussed and analyzed.

6.2.2 Discuss the progress and quality of work, and problems of implementing on-going development activities at the ward level.

The possible solutions proposed by WLCC may be taken by CPU. If the CPU does not take action against a proposed solution the CPU explains its decision.

Once a project is initiated by CC based on CPU's plan, WLCC collects information on progress of the works through the member secretary. Thus, the member secretary is responsible for collecting progress information from relevant departments.

If there is any problem observed in the ward regarding an on going project, WLCC can raise it as an issue to be solved. The member secretary drafts a report regarding the issue with possible solutions and submits it to the relevant department representative in PIU. PIU should take decision on the issue and give feedback to WLCC, and take action accordingly.

6.2.3 Conduct awareness raising activities among the citizens for paying tax and user charges of the ward

CCs have to increase their income through appropriate utilization of own resources, collection of holding taxes, fees etc. so that CC can provide quality services to the citizens. In order to ensure collection of taxes, fees, etc., WLCC conduct awareness raising in the respective ward.

Role of WLCC for tax collection:

- Member Secretary of WLCC discloses the status of tax and water bill collection.
- Counselor reports to WLCC regarding tax reduction petition to CC that involved the councilor.
- WLCC discusses how to facilitate tax and water bill payment for the ward.

Basic information should be collected for facilitating tax and water bill collection. The formats to be used for assessment of present status are given below;

Format-1: Ward-wise information on Holding Tax/Tax payer

Total no. of Holding	Total Amount of Tax payable (TK.)	Total no. of persons that paid tax	Total amount of tax collected (TK.)	Total no. of Tax defaulters	Amount of Tax in Arrears (TK.)

Format-2: Ward-wise information of Tax Defaulters

Sl.	Defaulter's Holding No.	Name of the Defaulter	Amount of Tax in Arrears (TK) (Ascending order of big defaulters)	Remarks

Format-3: Ward-wise information of Water tariff payer

Total number of Subscribers	Total amount claimed (TK)	Total number of subscribers that paid water bill	Total collected amount (Tk.)	Total number of Defaulters	Total Amount in Arrears (Tk.)

Format -4: Ward-wise information of Water Bill Defaulters

Sl. No.	Account no. of the Defaulter	Name of the Defaulter	Amount in Arrears in Tk. (Ascending order of big defaulter)

6.2.4 Discuss the performance of Solid Waste Management activities of ward and make recommendation to improve services

- Conservancy department provides working schedule of cleaning and waste collection to WLCCs.
- WLCC conducts spot monitoring when any claim is raised by citizen, and reports to conservancy supervisor to take action.

- Conservancy department gives feedback to WLCC regarding claim, and WLCC compiles the result as Conservancy Performance Sheet (format is attached below).
- WLCC facilitates collaboration between Community Group (CG) and CC regarding solid waste management.

Ward-wise information for conservancy Performance Sheet

Sl	Name of Sector	Report made by WLCC	Action Taken by CC	Remarks
1.	Roads Cleaning			
2	Drains Cleaning			
3	Mosquito control			
4	Stray animal control			
5	Others			

Note: CC can modify the above format as per their needs.

6.2.5 Hold WLCC meeting in each ward every 3 months, prepare the minutes and monitoring of the implementation status of decisions taken in the previous meetings and keep continue the same activities.

- WLCC meeting is held in each ward every 3 months (quarterly) as per TOR.
- The Member Secretary of WLCC issues notice including agenda at least 7 days before the meeting.
- The Member Secretary / Chairperson will ensure the quorum of the meeting.
- The Member Secretary will take notes to draft the minutes and take approval of previous meeting minutes at the start of the meeting.

6.2.6 Arrange open discussion at least twice in a year on overall activities of the ward through inviting 150 persons including budget allocation from CC and write down the people's demands and send to CC council meeting for implementation.

- In order to obtain the opinions and views of the citizens on the overall activities of the ward, the WLCC arranges open discussion meeting, at least twice in a year.
- The Ward Councilor presides at the meeting as chairperson and the Mayor of CC may be the Chief Guest. Panel Mayor and Female Councilor will be the Special Guests of that open discussion meeting.
- The main objective is to collect claims, needs, and proposals regarding public services from ward citizens. WLCC raises 2-3 issues such as water supply, waste collection, and road construction as focus issues, but any other issues raised by participants can be discussed .
- The Ward Councilor as chairperson explains the present status of the focus issues, and actions to be taken through WLCC initiative. He/she also explains actions to be taken against issues raised in last meeting.
- Comments, opinions and other issues raised by participants are kept in the minutes and included in the agenda for future WLCC regular meetings.

6.3 Meeting format and Procedure

(1) Procedure

The main factor to hold a meeting successfully within the timeframe is to strictly maintain the sequence of discussions and avoid irrelevant issues. For this, the following points shall have to

be considered:

- **Introductory remarks by the Chairperson:** The Ward Councilor, as the Chairperson, in his opening remarks will explain the background, purpose and scope of the meeting and invite the Member-Secretary to present the agenda of the meeting.
- **Setting the sequence of agenda:** The Member-Secretary shall present the meeting agenda and invite opinions on it. Additional points may be added to the agenda, if anything relevant is raised, with the permission of the Chairperson. The issues described in the TOR shall be used as the agenda of the meeting. Any other issues, beyond the selected agenda, may be discussed as miscellaneous items.
- **Discussions and decision making according to the set agenda:** The Chairperson will conduct the meeting sequentially following the set agenda and will take decisions after discussing the issues.
- **Taking note/recording the decisions:** The Member-Secretary will keep records and maintain agenda-wise decisions of each meeting sequentially.
- **Wrap-up and closing remarks:** The Chairperson of the meeting shall give his closing remarks by summing up the discussions and decisions, and declare the closure of the meeting.

As the ground rule for conducting a meeting, the following points may be kept in mind by the participants:

- Have positive attitude
- Turn cell phone off
- Be punctual
- Listen to other participants carefully
- Take turns for discussion
- Be confined on agenda/topic
- Be modest and show regards to other participants

7. Implementation Schedule (for one year)

SL	Actions	Person in charge	1 st Quarter	2 nd Quarter	3 rd Quarter	3 rd Quarter
1.	1 st Meeting	Member Secretary of each WLCC	■	■	■	■
2.	2 nd Meeting	Member Secretary of each WLCC	■	■	■	■
3.	3 rd Meeting	Member Secretary of each WLCC	■	■	■	■
4.	4 th Meeting	Member Secretary of each WLCC	■	■	■	■

Note: Each WLCC meeting should be held in 3rd week of each quarter and submit the meeting minutes to Secretariat of CSCC so that the WLCC recommendations can be compiled for discussion in CSCC meeting.

8. Cost of Implementation

Indicative cost breakup of the activities at each CC for one year

SL	Actions	Tentative cost in Tk.				Total Cost for one year
		1 st Quarter	2 nd Quarter	3 rd Quarter	3 rd Quarter	
01	Formation of WLCC	1000.00				1000.00
02	Conduct WLCC Meeting	700.00	700.00	700.00	700.00	2800.00
Grand Total						3900.00

Note 1: The above budget is for one WLCC. CC will multiply the total number of wards such as:

NCC :	TK. 3900.00 X 27	= Tk. 1,05,300/-
CoCC :	TK. 3900.00 X 27	= Tk. 1,05,300/-
RpCC:	TK. 3900.00 X 33	= Tk. 1,28,700/-
GCC:	TK. 3900.00 X 57	= Tk. 2,22,300/-
ChCC:	TK. 3900.00 X 41	= Tk. 1,59,900/-

Note 2: Each CC will keep provision in their financial budget for administering the WLCC.

**Annex I Format for the Minutes of the Ward Level
Coordination Committee (WLCC) Meeting**

**Minutes of Meeting
WLCC Regular Meeting
Ward No. XXX**

Name of City Corporation :
Ward No. :
Date of meeting :
Attendance : Attachment-A

Agenda – 1: Confirmation and approval of the minutes of last meeting

Confirmation of the last meeting's minutes.	Discussion on accuracy of preparation of the minutes	Necessary modification (if any)	Decision
1. The minutes of the last meeting has been readout by Mr.....			

Agenda – 2: Review on the progress of implementation status of the last meeting's decisions

Sl. No.	Decisions/ recommendations of the last meeting	Review the Progress of implementation/present status	Further decisions/ recommendations (including implementation time-frame)	Responsible person/ official
1.				
2.				

Agenda – 3: Discussions and decisions on other selected issues in the light of objectives and ToR of the WLCC

Sl. No.	Issues for discussion	Discussion	Decisions/ recommendation (including time frame)	Responsible person/ official
1.				
2.				

Agenda – 4: Miscellaneous

Sl. No.	Issues for discussion	Discussion	Decisions/recommendation (including time frame)	Responsible person/ official
1.				
2.				

Date:-----

Signature of Chairperson:-----
(Name)-----



**Ministry of Local Government, Rural Development &
Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.3 Guidelines for Integration of Community and Formation of Community Group (CG)

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Justifications.....	1
2. Relevant Issues of ICGIAP.....	1
2.1 Task	1
2.2 Action by	2
2.3 Time Schedule.....	2
2.4 Indicators.....	2
3. Objectives.....	2
4. Relevant Organizations, Stakeholders and their role	3
4.1 Government organization working with Community.....	3
4.2 Local Community Organizations	3
4.3 Working NGOs.....	3
4.4 Relevant Departments of CC.....	3
5. Necessary Tasks and Procedures.....	3
5.1 Organized Workshop.....	3
5.2 Selection of Target Ward	4
5.3 Listing of Existing Community Organization	4
5.4 Identify Field of Collaboration.....	4
5.5 Formation of Community Group (CG)	4
5.6 Management of Training for CGs	5
5.7 Waste Collection Procedure	5
5.8 Monitoring Tools for Review Activities.....	6
5.9 Training on 3R Activities	7
6. Organization Chart for replication.....	7
6.1 Roles of City Corporation	7
6.2 Ward Councilor’s Roles	7
6.3 Community’s Roles.....	7
7. Implementation Schedule	7
8. Cost of Implementation	8
Annex I Sample for Community Collaboration Agreement between Community and City Corporation.....	9

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Integration of Community and Formation of Community Group that will be used at the community level for ensuring participation and collaboration of community in different services provided by the CC and will be implemented in five (5) City Corporations under the project.

1. Justifications

As there is a provision in the Local Government (City Corporation) Act 2009, Third Schedule, Section 28.2) to prepare a Community Development Plan for each community and implement the plan by involving people, so, formation of community group is needed in each community. Community level planning is very important to identify the appropriate community needs in a participatory needs assessment and planning process. City Corporation is expected to provide regular services to communities through utilizing its own available resources. Active community participation may be a unique approach to enhance sustainable urban services to the city dwellers.

2. Relevant Issues of ICGIAP

2.1 Task

Registered CGs are mobilized as pilot basis to examine the possibility of people's participation in highly urbanized "core area". CG will be involved in development plan and public services delivery so that the transparency and efficiency of public services will be improved.

- Task 1: Conduct workshop for concept and implementation of CG activity according to the PCO guideline
- Task 2: Select target Wards for pilot activity
- Task 3: Form CGs in the pilot Wards
- Task 4: Provide CG members training on management and implementation of activities
- Task 5: Initiate waste collection and other social activities with CGs
- Task 6: Review the activities of waste collection and other social issues and improve the activity.
- Task 7: Conduct training on 3R for CG, and guide them to address other social issues and using community groups to implement solutions.
- Task 8: Review 3R activities by CG, and propose a model approach for community 3R activities in collaboration with CGs
- Task 9: Expand activities of waste collection and 3R in other Wards.
- Task 10: Collect information of existing registered community groups and encourage them to be involved in the community work as guided by PCO
- Task 11: Form community Based Organization (CBO) in the core area of pilot wards.

2.2 Action by

Mayor, WLCC of target Wards, Officer in charge of people's participation

2.3 Time Schedule

- Task 1-4: by end of 1st year
- Task 5, 6: by end of 2nd year
- Task 7: by end of 3rd year
- Task 8: by end of 4th year
- Task 9-11: from 5th year

2.4 Indicators

1ST PR

Waste collection activities with CGs implemented, and model for waste collection in collaboration with CG proposed

2nd PR

3R activity with CG implemented, and model for 3R in collaboration with CG proposed

3. Objectives

- To mobilize the CG on pilot basis to examine the possibility of people's participation in highly urbanized 'core areas' of CC.
- To involve CGs in development plan and public services delivery of CC
- To improve transparency and efficiency of public services in the community.

4. Relevant Organizations, Stakeholders and their role

4.1 Government organization working with Community

- Department of Social Welfare, Department of Youth Development, Department of Women Development and other agencies that work with communities.

4.2 Local Community Organizations

- There are many registered social organizations already in existence in the communities that have been focused on various social, economic, cultural, and professional purposes.
- There are many categories of local community organizations i.e. social organization, self-help group, samity, club, cultural organization, religious committees, CDC and CBO etc.

4.3 Working NGOs

- There are many NGOs working in the CC areas. Some are local, some are regional, some are national and some are international.

4.4 Relevant Departments of CC

- Department of Health including waste disposal section, drain cleaning section, road cleaning section.
- Department of Engineering including electrical section and water section

5. Necessary Tasks and Procedures

5.1 Organized Workshop

A workshop will be organized in a prime location of the ward by inviting at least 30-35 persons including local leaders, local elites/different professionals. The Ward Councilor will preside over the workshop. Female ward councilor and relevant officers of CC will be invited to the workshop. The Mayor also may be invited to the workshop.

The main objectives of the workshop are:

- To share the services providing by CC and existing situations.
- To identify existing potential community organizations in the ward
- To identify the priority sector for community collaboration with CC for providing better services.

Contents of the workshop are:

- To provide an overview on 'Community Collaboration' between CC and CGs
- To share field review on 'Urban Service Condition' in various clusters/para/mohalla of the ward
- To identify prospective sectors for community collaboration among CC and CGs
- To identify the problems and probable solutions on public services delivery by CC.

5.2 Selection of Target Ward

- As pilot 3 to 4 wards will be selected for community collaboration with CGs through consultation with different officials of relevant departments, councilors and finally the Mayor.
- Among those wards in different categories may be selected, such as:
 - one ward may be in core area
 - one ward may be in semi core area and
 - another ward may be composed of urban and rural characteristics

5.3 Listing of Existing Community Organization

The following steps may be taken for listing community organizations for collaboration with CC to provide services more effectively:

- To consult with local community leaders, residents and councilors to identify and locate local organizations.
- The following data collection tools may be used to gather information and assess capacity and feasibility of the community organizations:

Organization Name	Year of establishment	No. of Members	Key functions	Remarks

- The community organizations (CGs) which are better equipped organizationally and managerially to carry out the collaboration work with CC should be selected.

5.4 Identify Field of Collaboration

Possible fields of collaboration should be identified. These may include the following:

Urban Services:

- Solid Waste Management
- Cleaning of drainage
- Cleaning of Roads
- Management of street light

Social Services:

- Skill development
- Employment
- Income generation activities
- Primary health care services
- Non-formal education
- Law and order
- Conflict management
- Sports and cultural programs etc.

5.5 Formation of Community Group (CG)

Many social organizations already exist in the communities that have been formed to focus on various social, economic, cultural, and professional purposes. These

organizations have been formed with self motivation and to serve a local purpose. There is no need to form new organizations in the communities where motivated and functional community organizations already exist. However, it may be necessary to form community based organizations where no functional organization exists or where economically backward communities do not have adequate representation in the existing organizations. The local community organizations include social organizations, self-help groups, samitys, clubs, cultural organizations, CDCs and CBOs etc.

- An average of 5-6 moholla/paras exist in a ward. One CG will be selected for each para/moholla. The CGs should be selected in different categories i.e. CDC, existing other traditional community organization and/or newly formed as para/moholla based CBO.
- If it is necessary to form new CBOs, the guideline is attached as Annex-I.

5.6 Management of Training for CGs

- Leadership training to promote locally acceptable leadership with the assistance of community mobilization facilitator
- Organize public awareness and social mobilization activities
- Capacity building of CC including management capacity as well as human and logistic capacity

5.7 Waste Collection Procedure

Waste collection activities will be organized in collaboration between CC and CGs. The procedure for waste collection will include the following:

- A formal contract should be signed between CC and **CGs (A sample contract attached as Annex-II)**. This contract provides a framework of formal obligation and responsibility on both the community organization and the city corporation to implement the community level collaboration for waste collection.
- CC will provide all necessary equipment and vans for waste collection.
- CGs will initiate the waste collection from home to home using vans and manage all relevant activities.
- A waste collection management committee will be formed through involving all CGs representatives. There should be 7 to 9 members of the committee (i.e. one representative from each CG) including male and female ward councilor and a CC official as member secretary. This committee will coordinate the CC and CGs for contract signing and regular activities of waste collection.

The main functions of the committee are as follows:

- i. Procure all logistics including garbage vans and other tools to implement waste collection activities
- ii. Distribute all procured goods to pre-selected local community organizations based on bilateral agreement signed between CGs and CC.
- iii. Review implementation status on monthly basis
- iv. Advise and support local organizations to realize community contribution and garbage collection service charges

- v. Coordinate with concerned CC departments as and when needed
- vi. Plan and implement ward wide communication and motivational program
- vii. The committee will meet once in a month and prepare minutes of the meeting.

5.8 Monitoring Tools for Review Activities

A monitoring procedure might be an effective mechanism for enhancing services by proper management of existing workforce, equipment and facilities. Ward level staffs do not have proper work schedules and supervision. Sometimes CC officials do not have proper information about ward level work force that is being paid for maintenance and cleaning activities. There are some Conservancy Inspectors at CC level and they do not have any plan to monitor the work of ward level staff. The following work scheduling tool may be used for monitoring the work of existing workforce of CC:

SL	Name of Employee	Design	Working area/ Name of community							Working hours/ Time		
			Sat	Sun	Mon	Tues	Wed	Thu	Fri			
			H. E-1	H.E 2	Nurpur (S+W)	Hazra tpara	Katabil	Nurpur (North)	Co unc ilor			
1.												
2.												
3.												
4.												
5.												
6.												
Weekly action plan who are working under Women Councilor									Time: 6:00 hours			
SL	Name of Employee	Designat ion	1stweek		2 nd week		3 rd week		4 th Week &			
			Name of Communities									
			Sat	Sun	Mon	Tue	Wed	Thur	Sat	Sun		
1.										Followed above time		

- The Community Organization will continue the garbage management activities with their own contribution, management, supervision and monitoring.
- Coordinate with the CC officials to ensure that ward cleaning staff works at least once a week in their area and keeps the drainage system clean and functional.
- CGs will coordinate with CC to access other city services.

5.9 Training on 3R Activities

- A training on 3R activities will be organized by the facilitator/consultant

6. Organization Chart for replication

6.1 Roles of City Corporation

1. CCs publish a notice in the Gazette on peoples' participation under CC Law 2009, Third Schedule, Section 28.2
2. Allocate budget for collaborative works
3. Employ at least one officer for collaboration works
4. Formation of monitoring team

6.2 Ward Councilor's Roles

1. Staff supervision
2. Coordination with CC's monitoring team
3. Coordination with CBO leaders/CBOs

6.3 Community's Roles

1. CBOs formulation with para based representatives
2. Problem analysis, planning, budgeting and implementation
3. Cost sharing and decision making
4. Motivate people and information dissemination

7. Implementation Schedule

Sl	Actions	Action by	Time schedule
1.	Conduct workshop	Off. in charge	by end of 1 st year
2.	Select target Wards	Mayor, WLCC	by end of 1 st year
3.	Provide trainings to CG members	Off. in charge	by end of 1 st year
4.	Review activities of waste collection	Mayor, WLCC	by end of 1 st year
5.	Conduct training on 3R for CG	Off. in charge	by end of 2 nd year
6.	Review 3R activities	Off. in charge	by end of 2 nd year
7.	Expand waste collection activities and 3R in other Wards	Mayor, WLCC	by end of 3 rd year
8.	Collect information of existing registered community group	Off. in charge	by end of 4 th year
9.	Form Community Based Organization (CBO) in core area	Off. in charge	from 5 th year

Note: After project support CC will continue the activities by their own initiative.

8. Cost of Implementation

Indicative cost breakdown of the activities for each CC

Sl	Name of Activity	Cost in Tk.	Remarks
01	Conduct workshop	50000.00	
02	Select target Wards	20000.00	
03	Provide trainings to CG members	200000.00	
04	Review activities of waste collection	50000.00	
05	Conduct training on 3R for CG	200000.00	
06	Review 3R activities		
07	Expand waste collection activities and 3R in other Wards	50000.00	
08	Collect information of existing registered community group	50000.00	
09	Form Community Based Organization (CBO) in core area	200000.00	
	Total cost	820000.00	

Annex I Sample for Community Collaboration Agreement between Community and City Corporation

Community Collaboration Agreement

Between

..... City Corporation and Community Group (Name)

Towards ensuring sustainable urban service to local communities

..... .. City Corporation has limited capacity to provide quality services to the city dwellers. CC aims to improve urban services to city dwellers through promoting collaboration between City Corporation and Local Community organizations. City Corporation jointly with the local communities has identified a number of collaboration areas and specific schemes at Ward No Local community organizations will plan, implement and operate such schemes in collaboration with local communities and CC towards extending urban services to local communities in a sustainable way. These collaboration activities will be closely followed up by assigned CC officials.

This memorandum of agreement (hereinafter referred to as “the community Collaboration Contract”) will be signed by the representative of CC and the Convener of the concerned Community organization after approval of the City Corporation. The terms and conditions of the above mentioned memorandum of agreement with respect to the management and implementation of the community collaboration schemes are as follows:

1. Collaboration areas and schemes: Garbage Collection and Drainage cleaning
(Description of scheme location and rationale will be inserted here from the pilot scheme document. Description of exert cleaning area will be attached as annex)

2. Duration: This MoA will come into effect from the date of its signing and expire only after a written notification of either parties and agreed by the other party. The community organization will continue the operation and maintenance activities with support from local communities and the CC. Detail activity plan covered under this contract described in a separate clause.

3. Contribution and cost sharing: The above mentioned community collaboration schemes will be implemented with joint collaboration through co-financing. Details are as follows:
 - a. CC will provide all logistical support including garbage VAN, Bucket to the community organization to operate garbage collection system of door to door garbage collection from households
 - b. Community Organization will pay the salary of the Van drivers and helpers as well as for regular maintenance.
 - c. CC will provide a one-time grant of up to% (not exceeding Tk.) to undertake the drain cleaning operation. The rest of the amount Tk.

..... will be provided by the community organization as their counterpart contribution.

4. The community Organization will fix monthly garbage collection fee for each household based on family income and willingness to pay. Community Organization will mobilize the households to pay the service charge accordingly. They will also organize especial campaign to motive those who are currently unwilling to pay service charges. CC Ward councilor and women councilor and officials will participate in these campaigns.
5. The community organization have jointly prepared a cost estimate towards implementing the pilot schemes as described above. Financial contribution from the respective parties has been estimated. The detail cost estimate is attached in the annex. (budget to be attached)
6. Management of the scheme: [Name of the community organization] has set up a three/five member task force to implement and monitor the pilot schemes. Members of the task force are: (list of persons are available in the scheme document)
7. Mr.will work as the lead person of the task force and coordinate with the CC. Main responsibilities of the task force will include but not limited to the following:
 - a. Appoint VAN drivers and clearing preferably from the local community
 - b. Fix variable service charge for the households based on their economic conditions
 - c. Supervise VAN drivers and cleaning workers
 - d. Work with the pilot team to develop service charge collection system
 - e. Monitor service charge collection and take steps to ensure that every one pay regularly
 - f. Coordinate with local ward councilors to ensure that drains are cleaned with ward cleaning workers
 - g. Organize community level motivational meetings
8. Main responsibilities of the CC will include but not limited to the following:
 - a. CC will provide necessary logistics and human resources to the community organization to continue its collaborative activities
 - b. CC Ward ----- will prepare roster of its master role staff to support the community organization maintain cleanliness in its working cluster
9. Monitoring system: The collaboration schemes will be monitored jointly by the CC and the local community organization.
 - Community organization committee members will meet at least once in a month to review the progress of the schemes. Ward Commissioner and female ward councilor will be invited in this meeting.
 - Community Organization will provide a representative to the Ward level collaboration scheme steering committee. This committee will meet quarterly.

- CC officials will also independently carryout monitoring based on observation checklist and sample survey. Finding from this monitoring will be shared and discussed with the community organization.

10. Schedule of planned activities

Major Collaboration activities	Time period
Collection of Garbage Van and accessories	By
Recruit garbage collectors from local community	By
Introduction and management of service charges <ul style="list-style-type: none"> • Household wise monthly service charge fixation • Develop of payment management system 	By
Finalize drain cleaning area and budget	By
Mobilize contribution money for drainage cleaning	By.....
Drainage cleaning operation	By.....
Community awareness and mobilization activities	Periodically
Scheme review meeting	Monthly
Coordination meeting with Ward Counselor and Medical Officer	Monthly

11. Continuation of collaboration activities

- The Community Organization will continue the garbage management system with their own contribution, management, supervision and monitoring
- Coordinate with the Ward Secretary to ensure that ward cleaning staff works at least once a week in their area and keep the drainage system clean and functional.
- Coordinate with CC to access other city services

This memorandum of Agreement is signed on the

On behalf of City Corporation	On behalf of the Community Organization
Witness 1:	Witness 2:

Final_February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.4 Guidelines for Gender Action Plan (GAP) Implementation

**Project Coordination Office (PCO)
City Governance Project (CGP)**

June 2015



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
1.1 Background	1
1.2 Basis for Gender Action Plan under CGP	1
2. Justification:	1
3. Related issues of ICGIAP	2
3.1 Areas/ Activities: Gender Action Plan (GAP) prepared	2
3.2 Tasks:.....	2
3.3 Action By:	2
3.4 Performance Indicators:	2
3.5 Time Schedule:.....	3
4. Gender Action Plan of CGP	3
4.1 Goal and Objectives of GAP.....	3
5. Relevant Organizations, Stakeholders and their role	4
5.1 Role of City Corporations	4
5.2 Roles/TOR of Women Development Standing Committee (Assigned for Gender Related Activities)	4
6. Necessary Tasks and Procedures.....	4
6.1 Contents of GAP	4
6.2 Preparation Process of GAP	8
6.3 Women Development Standing Committee (WDSC)	8
6.4 TOR of Gender Committee	9
6.5 Selection process of Gender Focal Point (GFP).....	9
6.6 TOR of GAP.....	9
6.7 Follow-up ensuring female representation in WLCC and CSCC.....	9
6.8 Follow-up ensuring female representation in standing committees	10
6.9 Implementation Schedule	10
6.10 Process of GAP Preparation	10
6.11 Development of Gender Action Plan	10
6.12 Allocation of Budgets.....	10
6.13 Preparing progress and final report	10
Annex I Gender Equity Strategy of LGED	11
Annex II Urban Sector Gender Equity Action Plan of LGED ...	13
Annex III Sample format of the Gender Action Plan	16
Annex IV Implementation (Gantt chart) schedule	18
Annex V Gender Action Plan of CGP	19
Annex VI Sample Budget Format for GAP	26
Annex VII Sample Report Format for GAP.....	28

1. Introduction

1.1 Background

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

LGED will play its key role in the implementation as well as monitoring of this project. LGED is committed and giving emphasis to mainstream gender considerations in all projects and sectors of LGED. Therefore, development of Gender Action Plan (GAP) is mandatory for each project under LGED. CGP also emphasizes mainstreaming gender for ensuring gender equity. For this purpose, GAP will be introduced as an effective tool for gender mainstreaming in this project.

1.2 Basis for Gender Action Plan under CGP

Based on the National Women Development Policy 2011, the Gender Equity Strategy of the LGED developed four (4) separate gender equity action plans for 2013-2015, covering the following sectors: 1) LGED core gender equity action plan (GES); 2) Urban sector gender equity action plan (USGEAP); 3) Rural Sector Gender Equity Action Plan (RSGEAP); and 4) Water Resource Sector Gender Equity Action Plan (WRSGEAP).

The guidelines for the preparation of the GAP will assist the CC to understand the strategic issues, goal and objectives, preparation procedures, and implementation modality of the GAP. On the other hand the CCs claimed that there has been little to no allocation of budget since the UGIAP project started. In order to mainstream the gender issue in urban development, it is necessary to continue the support as part of the project.

2. Justification:

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

In addressing the inequality between men and women in the sharing of power and decision-making at all levels, Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes so that before decisions are taken, an analysis is made of the effects on women and men, respectively. Gender Action Plan of City Corporation has followed National Women Development Policy 2011 and Strategy of Gender Equity adopted by LGED. Therefore, to mainstream the gender at all level of works in City Corporation, Gender Action Plan development and implementation is necessary by each City Corporation.

3. Related issues of ICGIAP

3.1 Areas/ Activities: Gender Action Plan (GAP) prepared

3.2 Tasks:

Gender mainstreaming is essential at the city corporation level for gender equity. Gender action plan is the tool for gender mainstreaming. The following are initial steps and tasks to prepare and implement the Gender Action Plan

Task 1: Assign specific responsibilities to Standing Committee of Women Development for preparation of Gender Action Plan (GAP)

Task 2: One relevant officer nominated by mayor to perform the secretarial work of the standing committee.

Task 3: CC allocates budget for GAP implementation.

Task 4: The standing committee follows TOR as below until a regulation is prepared by the ministry

TOR

- a) Hold meeting once in a month and prepare minutes on a regular basis.
- b) Follow the instruction of PCO to prepare the Gender Action Plan (GAP) and prepare the draft GAP.
- c) Review indicative Summary Gender Action Plan prepared under the project, discuss issues related / relevant to gender mainstreaming and assist CC in the Gender Action Plan (GAP) preparation exercises.
- d) Identify issues related to gender equity and CC's role including role of community, government organization, NGOs, etc. in relation to gender and GAP activities.
- e) Present the draft of GAP in the City Parisad, and finalize.

Support implementation and monitoring of all relevant activities.

3.3 Action By:

- Gender Committee
- Standing Committee on Social Welfare and Community Center Issues

3.4 Performance Indicators:

1st Performance Indicators (PR1): GAP being fully implemented and quarterly report prepared

2nd Performance Indicator (PR2): GAP prepared and endorsed by CSCC. GAP being fully implemented and quarterly report prepared

3.5 Time Schedule:

Task 1, 2: by mid of 1st year

Task 3: by end of fiscal year

Task 4: regularly

4. Gender Action Plan of CGP

The CGP has strongly emphasized the positive impacts on women and children, and no adverse impacts on women and children are expected. The positive impacts of the project on women and children can be identified as follows.

- Employment opportunities will be created for poor women through development and maintenance of infrastructures.
- Women's participation will be enhanced through:
 - Adequate representatives of women in the Civil Society Coordination Committees (CSCCs) and Ward Level Committees (WLCCs) will be ensured in all participating CCs.
 - Gender committees headed by the Female Ward Councilors will be formed in all participating CCs.
 - The GAP will be prepared and included in Project Development Plans (PDPs) in all participating CCs.
 - Necessary budget will be allocated to the GAP implementation in all participating CCs.

4.1 Goal and Objectives of GAP

The goal of the GAP is to achieve equity between women and men and to support urban sustainable development through improved governance in participating CCs.

The specific objectives of the GAP are:

- To advance women's equal participation with men as decision makers in the CC development;
- To mainstream a gender perspective in the work of the CGP through the formation of Gender Committee; and
- To reduce gender inequalities in access to and control over the resources and benefits of development in the areas pertinent to the work of the subprojects.

In CGP, the member of Project Implementation Unit (PIU) should include one Chief Social Welfare/Slum Development Officer who is in charge of implementation, monitoring and reporting on activities in Poverty Reduction Action Plan (PRAP) and GAP.

Gender mainstreaming is essential at the city corporation level for gender equity. GAP is the tool for gender mainstreaming. The following initial steps and tasks will be followed to prepare and implement the GAP

TOR for Gender Action Plan

- a) Hold meeting once in a month and prepare minutes on a regular basis.
- b) Follow the instruction of PCO to prepare GAP and prepare the draft GAP.
- c) Review indicative Summary Gender Action Plan prepared under the project, discuss issues related / relevant to gender mainstreaming and assist CC in GAP preparation exercises.

- d) Identify issues related to gender equity and CC's role including role of community, government organization, NGOs, etc. in relation to gender and GAP activities.
- e) Present the draft of GAP in the City Parisad, and finalize.
- f) Support implementation and monitoring of all relevant activities.

5. Relevant Organizations, Stakeholders and their role

5.1 Role of City Corporations

- To assign specific responsibilities to Women Development Standing Committee
- To nominate One relevant Officer by Mayor as a Gender Focal point (GFP) to perform the secretarial work of the standing Committee
- To allocate the budget for GAP implementation

5.2 Roles/TOR of Women Development Standing Committee (Assigned for Gender Related Activities)

- To prepare GAP of City Corporation;
- To follow the instruction of PCO, GES and USGEAP of LGED during GAP preparation;
- To prepare meeting agenda or select discussion topics for GAP and organize quarterly meeting;
- To produce meeting minutes;
- To investigate and take necessary actions for any gender related harassment issue according to the law; and
- To assist to implement and monitor of all gender related activities as per GAP

6. Necessary Tasks and Procedures

6.1 Contents of GAP

In view of mainstreaming the "Gender Equity" issue and achieving the above goal and objectives in various CC activities under the project, the GAP will be prepared in line with the GES and USGEAP of the LGED, and the National Women Development Policy 2011.

The GAP to be prepared under the CGP will cover nine (9) issues as laid down in the LGED's Gender Equity Strategy. The GAP shall ensure the issue of equal contribution of male and female at all levels (planning, implementation, operation & maintenance) of urban sector projects.

The GAP consists of two (2) parts: 1) the Gender Strategy; and 2) the Gender Action Plan. The former will be prepared in Phase 1 while the latter will be prepared in Phase 2.

(1) Gender Strategy

In phase 1 of CGP/ICGIAP, the participating CC will prepare a gender strategy to find ways of enhancing women's participation. The following are strategic issues that may be considered by the CC in developing its gender strategy.

1) Policy Adoption

- Preparation of gender action plan of the CC based on the gender action plan of urban sector of LGED, which was prepared following the national women development policy.
- Follow this guideline for gender action plan of the CC and implement accordingly.

- Review of the CC gender strategies subject to any amendments of national women development policy.
- Review, evaluate and update the gender action plan of the CC and implementation guideline as applicable.

2) Institutional Arrangement

- Selection of Gender Focal Point to follow-up gender issues.
- Formation of Gender Committee at CC level.
- Assist in preparation of the bylaws of CC gender development committee.

3) Data/Information Collection

- Collection of male-female segregated data/information through the format as provided by Project Management Office (PCO) and PIU.
- Assembling of collected data/information.
- Send the assembled data/information to PCO and PIU.
- Assist in preparation of format containing significant indicators.

4) Monitoring and Evaluation

- Contribute in monitoring and evaluation of gender issues of CC development
- Assist PCO and PIU in preparation and publication of annual and other reports and plan in this regard.

5) Infrastructure Development

- Pursue to include necessary facilities required for women in preparation of plan and design in order to ensure women friendly infrastructure and facilities most essential for women are implemented under the projects.
- Ensure preparation of design and implementation, operation & maintenance considering necessary facilities (toilet, waiting room, ticket counter etc.) for women in bus terminal and markets.
- Keep places reserved for shops for women in the kitchen and other markets.

6) Employment and working environment

(a) Employment

- Assist in preparation of future recruitment plan of CC.
- Reduce the existing discriminations of male-female ratio in all works under the CC and projects under CC
- Engage women in construction and maintenance of CC infrastructure
- Create opportunities to implement 'equal-wage' for equal work in case of male and female labors.
- In order to increase women employment, identify income generating activities suitable for women to engage in.

(b) Working-environment

- Keep provision of women friendly facilities (separate shades, toilets, day-care centre) for the female laborers engaged in infrastructure construction.
- Ensure women friendly facilities (e.g. waiting room, toilets, day-care centre etc.) in other work places.
- Maintain discipline/social safety/sexual harassment prevention.

7) Training

- Organize orientation programme on gender issues for CC elected representatives and other officers.
- Assess training needs consisting with CC activities.
- Assist in preparation of gender related appropriate training programme & manual and arrange training coordinating with PCO and PIU.
- Undertake income generating training for women working under the CC projects.

8) Participation

- Ensure participation of female councilors and female officers/staff in preparation of plans for CC development activities.
- Ensure effective participation of women at all levels of preparation and implementation of project/sub-projects.
- Ensure participation of women in CSCC and WLCC activities.
- Ensure participation of women in income generating activities.

9) Empowerment

- Identify the areas of women empowerment at all levels of project/sub-projects implementation.
- Provide assistance to include one third women in formation of CSCC and 40% in formation of WLCC.
- Involve women at equal ratio in social development plan preparation, implementation and monitoring.
- Add supportive facilities for women labourers in tender documents.
- Monitor the issue of reservation of at least one post in CC Mayor Panel for female councilor.
- Give directions by the project regarding inclusion of women in various committees of CC.
- Allocate particular places to women traders in kitchen markets and other markets constructed by the CC.

10) Financing

- Undertake projects considering gender related activities and provision of necessary funds in this area.
- Ensure allocation of required budget considering gender related activities in level of CC activities.

(2) Gender Action Plan

In line with the Gender Strategy, prepared by the CC in phase 1 of CGP/ICGIAP, the CC will prepare and implement a GAP for enhancing the women's participation. The GAP of the CC will consist of the activities under each issue of the gender strategy, indicators against each activity, timeframe for implementation of the activity and section/unit responsible for implementation of the activities. In preparation of the GAP, the PCO and the project consultants will assist CC.

If the activities under the GAP are properly implemented, the following benefits are expected to be achieved at CC level to achieve the goal and objectives as mentioned earlier.

- Increase positive participation of women in local administrations and decision making process.
- Increase investment for poor and disadvantaged population (most of which are women) in target CCs.
- Improve the lifestyle of poor citizens, particularly women and disadvantaged communities.

It is anticipated that development and implementation of appropriate GAP by the target CCs will greatly contribute to gender mainstreaming.

The sample format of the GAP is enclosed as Annex 3. This format is prepared based on the experiences of Urban Governance and Infrastructure Implementation Project (UGIIP). However, each CC will add necessary modifications to the format according to its socioeconomic situations.

1) Gender Equality

Gender equality is the measurable equal representation of women and men. Gender equality does not imply that women and men are the same, but that they have equal value and should be accorded equal treatment.

The United Nations regards gender equality as a human right. It points out that empowering women is also an indispensable tool for advancing development and reducing poverty.

Equal pay for equal work is one of the areas where gender equality is rarely seen. All too often women are paid less than men for doing the same work. (<http://www.ippf.org/our-work/what-we-do/gender/what-gender-equality>, Date on 18/01/2015, 4:18 pm)

2) Gender Diversity

Diversity means variety. The word commonly refers to the cultural differences of social groups within the society. Diversity is also about recognizing, valuing and taking account of people's different backgrounds, skills, and experiences. But it doesn't mean the superiority of one over the other.

3) Gender Discrimination

Discrimination is an action or behavior that treats a person or group unfairly on the basis of race, minority or sex, especially against women. Gender discrimination, also known as sexual discrimination, is any action that specifically denies opportunities, privileges, or rewards to a person (or a group) because of gender. Gender discrimination denies social participation or human rights to categories of people based on injustice.

4) Women Empowerment

Empowerment refers to increasing spiritual, political, social, economical strength of individual and communities. Empowerment is the process of marginalized people -both women and men- gaining resources, confidence, self dignity and opportunity to take control over their lives and properties. Empowerment means being able to negotiate with and influence people and institutions with power. It is also important as an individual process, but it is most powerful for collective action. Women's empowerment is essential to end gender discrimination, reduce poverty and also achieve sustainable development.

6.2 Preparation Process of GAP

The preparation process of GAP is presented in below.

(1) Phase 1

Step 1: Formation of Gender Committee and Selection of Gender Focal Point (GFP) as described in section 6.5 below.

Step 2: The Gender Committee at CC level will prepare will jointly prepare CC Gender Strategy in line with the outline explained in section 2 of this guideline document. The draft will be reviewed and approved by the Women and Children Affairs Standing Committee of the CC Council.

Step 3: Approval of the CC Gender Strategy by the CSCC and the Council, and inclusion of the Gender Strategy in the PDP.

(2) Phase 2

Step 1: Gender Committee at the CC level will prepare the draft GAP matrix after necessary additions, exclusions and amendments with justifications in favour of revisions based on the GAP matrix as shown in Appendix 5. The draft GAP matrix will be reviewed by the Women and Children Affairs Standing Committee.

Step 2: Approval of GAP by the Council and CSCC, and inclusion of the GAP in the PDP.

Step 3: The GAP to be implemented through CC Gender Committee with assistance of project facilitators according to this guideline document. The member secretary of the Gender Committee will be responsible for operation and maintenance of the files of GAP implementation as per instructions of the Mayor.

Step 4: The CC will allocate necessary budgets for implementation of GAP and the CC will continue such budget allocation after completion of the project.

It is worthwhile to mention that this GAP may be further updated by the CC as and when required harmonizing with the government policy.

6.3 Women Development Standing Committee (WDSC)

In order to ensure women's participation and implementation and monitoring of GAP activities, each target CC will form a Gender Committee headed by a female Ward Councilor in phase 1. The committee will coordinate gender related issues and will perform its GAP work as per the terms of reference (TOR). The Gender Committee is expected to continue its work even after the completion of the project.

The composition of the WDSC is presented in Table 6.1.

Table 6.1 Composition of the Gender Committee

Member	Position	Description
Female Ward Councilor	Chairperson	Subject to replacement after one or two years according to number of reserved councilors
All other female Ward Councilors	Member	
2 or 3 male Ward Councilors	Member	Subject to replacement after one or two years by rotation
Health officer/ slum development officer/ other concerned staff	Member Secretary	To be nominated by the Mayor

6.4 TOR of Gender Committee

- Hold regular monthly meetings and prepare minutes of the meeting.
- Monitor GAP activities, discuss problems concerned with gender mainstreaming, and assist the CC in preparation of GAP and its inclusion in the PDP.
- Identify the issues related to gender equality, and identify the role of CC including community, government organizations, NGOs regarding gender and GAP activities.
- Presentation of the activities of the Gender Committee in the concerned forums.
- Assist CC in implementation and monitoring of all concerned activities described in the PDP.
- Recommend budget allocation to gender issues.

The notification about the formation of the Gender Committee including terms of reference (TOR) shall be well circulated to all the members of the committee.

6.5 Selection process of Gender Focal Point (GFP)

WDSC will select a Gender Focal Point (GFP) in consultation with the Mayor. The GFP should be a person with vast knowledge and experience in gender issues and women empowerment. GFP will be a member of WDSC. It should be noted that GFP should be a well-respected person regarding to his or her attitudes and polite behavior.

6.6 TOR of GAP

- To take a lead role for GAP preparation and follow up implementation of GAP accordingly
- To organize regular meetings of Women Development Standing Committee and preserve the meeting minutes as per GAP.
- To take initiative to observe national and international days like 8th March and Human Rights Day etc.
- To ensure gender related agenda in CC meetings
- To ensure women representation of existing committees of CC
- To deal with harassment issues in legal and neutral way
- To ensure the budget allocation for implementation of GAP activities

6.7 Follow-up ensuring female representation in WLCC and CSCC

The gender committee shall follow-up the issue of ensuring female representatives in WLCCs and CSCC both existing and those to be established. Ensure inclusion of one third women in formation of CSCC and 40% in formation of WLCC.

6.8 Follow-up ensuring female representation in standing committees

The CC shall ensure adequate representatives of women in standing committees, while such committee will be established. The CC shall also keep provision of at least one female in the list of Panel Mayor.

6.9 Implementation Schedule

All activities of GAP would be included in the implementation schedule, such as, Selection of GFP, Progress sharing/quarterly meeting, Monitoring and Assessment report and Annual Report Submission. The format is attached in Appendix 4.

6.10 Process of GAP Preparation

- WDSC will collect the basic data of men women ratio by department, representation of women in decision making process, harassment issues, promotion of women staff, equal wages, representatives of different committees, maternity leave, day care centre/ breast feeding facilities etc.
- After analyzing the data, WDSC will organize a general meeting with the head of the departments, representatives of the Standing Committees and NGO representatives. Mayor will play an advisory role for this meeting.
- Based on the data analysis, appropriate initiatives will be undertaken in the GAP in accordance with the instruction of PCO, GES and USGEAP of LGED which is attached in Appendix 1 and 2. Attached sample format of GAP will be followed as prescribed format.

6.11 Development of Gender Action Plan

Each CC will continue to develop annual Gender action plan after the completion of project period. Attached GAP Matrix format will be followed during the development of action plan as shown in Appendix 5.

6.12 Allocation of Budgets

City Corporation will allocate required budgets and continue to make the budget allocation for the GAP activities after completion of the project. You may find the sample budget attached as in Appendix 6.

6.13 Preparing progress and final report

WDSC will prepare the quarterly and annual report and meeting minutes to City Corporation. In this regard, GFP will play a lead role to prepare the reports. A sample report structure is attached here as Appendix 7.

Annex I Gender Equity Strategy of LGED

Summary

The LGED's Gender Equity Strategy (GES) identified nine (9) strategic issues to be addressed in the respective sector wise gender action plans. The strategic issues are discussed hereunder.

(1) Policy adoption

All sectors, units and projects of the LGED shall prepare their own gender action plan and implementation guidelines in accordance with the Gender Equity Strategy of the LGED. The gender action plans and implementation guidelines will be reviewed by the gender and development forum (GDF) of the LGED, and revised where necessary

(2) Institutional arrangement

A gender and development forum (GDF) is established in the LGED as the main executive body for the implementation of the Gender Equity Strategy. For the sake of good governance, the GDF shall have a written or specific constitution and operation manual/bylaws. Every units and projects of the LGED shall prepare their own action plans where the GDF shall provide required advice and guidance. The GDF shall review all gender-related documents including each action plan, and coordinate with all sections and units of the LGED, and establish required communication for all gender related activities.

(3) Data/information collection, monitoring and evaluation

Irrespective of sources of spheres and activities, collected data and information at all level and all projects shall be gender disaggregated (gender sensitive). In this case, format prepared by the GDF containing key indicators shall be used. The respective project can use any other format with different indicators to meet the project requirement. Collected data/information shall be sent to GDF bi-annually. Based on this information/data, the GDF shall prepare database, through which all gender-related matters shall be monitored and evaluated. At the same time, GDF shall prepare and publish annual and any other reports using this information and shall prepare plans relevant to this. Special attention shall be given to ensure use of information technology in all respects.

(4) Infrastructure development

The infrastructure to be constructed by the LGED shall be gender-friendly. For this purpose, it is to be ensured that the separate essential facilities in all infrastructures have been incorporated in design and drawing and implemented strictly in accordance with the provision of the plan. Planning and design unit shall take necessary measures.

(5) Employment and working-environment

(a) Employment

An action plan shall have to be prepared for future employment in LGED with a view to reduce the existing difference of men and women ratio at work. In this case, the works which are more suitable for the women and the posts for those works can be kept reserved for them at higher ratio. Similar approaches may be adopted in case of employment opportunities created for development works. At the same time, needs-based training and other allied facilities may be increased so that women can acquire skills within a short time in their work fields, including self-employment. Necessary measures have to be taken for increased employment of women in development works and in establishment of equity in wages.

(b) Working-environment

Measures have to be taken to improve working environments for women in the LGED in possible areas where there is scope for such improvement.

There shall be an “internal review and resolving/mitigation committee (IRRC)” under the supervision of the GDF, which will review physical, mental and sexual harassment of personnel and beneficiary women at work places. If there is such occurrence, the IRRC will analyze the complaints of the aggrieved person as per prevailing national laws. The committee will cooperate so that the aggrieved person can receive help from the proper legal assistance as per prevailing national laws.

(6) Training

After identifying expandable working fields for women, the provision of necessary training to them shall be ensured. Gender sensitive training needs shall be identified in conformity with LGED’s activities, and potential human resources will be developed by imparting training on management including training on gender and capacity building by expert trainers.

(7) Participation

The active participation by women shall be ensured in all fields. GDF shall play the lead role in ensuring women’s active participation by establishing appropriate environments and providing strategic directives.

(8) Empowerment

Areas for women’s empowerment at all levels of LGED (e.g. training, information and technology, income, heredity, loan, right of full control on achieved assets) shall be identified and their ratio of inclusion will be decided through proper analysis of appropriateness. At the same time, priority shall be given to the selection/placement of women at a considerable rate for ensuring active and effective representation in the decision-making process at all levels particularly for any organization/committee/group. Where applicable, it can be clearly mentioned in project documents or additions made during implementation at a considerable rate for selection/placement of women. In all cases, matters related to allied facilities, creation of scope, provision of equal wages, security etc. shall be given special attention; and to ensure those issues, necessary criteria shall be incorporated in any project agreement or tender documents fixed.

(9) Financing

LGED’s planning and administration unit shall adopt necessary measures to ensure regular fund flow from the government and development partners for the preparation of gender sensitive budgets and their implementation after identifying fund allocation/areas demanding finance for implementation of the gender equity strategy and its institutionalization agenda.

In order to develop gender-sensitive human resources at all sectors and in all activities of LGED, allocated budgets for training in the Annual Development Programme (ADP) shall be distributed proportionately for gender-related training through the LGED training unit.

While formulating a project, necessary budget provisions shall be made for undertaking gender-related activities. Projects shall have to be prepared in cooperation with the government and development partners keeping budget provision in favor of GDF, and also while conducting study/evaluations.

Annex II Urban Sector Gender Equity Action Plan of LGED

Summary

As the UGIAP of the CGP is related to the urban sector, the Urban Sector Gender Equity Action Plan (USGEAP), the latest set of activities of urban gender equity which was finalized on 17 July 2013 by the LGED, are highlighted below as a reference.

(1) Policy adoption

- Preparation of gender equity action plan of urban sector based on the gender equity action plan of LGED, which was prepared following the national women development policy- timeframe: by June 2013.
- Preparation of implementation guideline for gender equity action plan of urban sector and implement accordingly- timeframe: by December 2013.
- Contribute in review of LGED gender equity strategies subject to any amendments of national women development policy 2011- timeframe: as applicable.
- Review and evaluate the gender equity action plan of urban sector and implementation guideline- timeframe: as applicable.
- Update the gender equity action plan of urban sector and implementation guideline - timeframe: as applicable.

(2) Institutional arrangement

- Create a permanent post of gender development officer in urban governance unit.
- Specify the respective local government institution and project based focal point- timeframe: by June 2013.
- Contribute in preparation of the constitution and bylaws of LGED gender development forum- timeframe: as applicable.

(3) Data/information collection, monitoring and evaluation

(a) Data/information collection

- Collection of male-female segregated data/information through the format as developed by gender development forum- timeframe: twice in a year.
- Assembling of collected data/information- timeframe: twice in a year.
- Send the assembled data/information to forum- timeframe: twice in a year.
- Assist in preparation of format containing significant indicators by gender forum- timeframe: as applicable.

(b) Monitoring and evaluation

- Contribute in monitoring and evaluation of gender issues of urban development sector to be done by gender development forum- timeframe: as applicable.
- Assist gender development forum in preparation and publication of annual or other reports and plan in this regard- timeframe: as applicable.

(4) Infrastructure development

- Include necessary facilities required for women in preparation of plan & design in order to ensure women friendly infrastructure and facilities most essential for women to be implemented under the projects- timeframe: shall continue.
- Ensure preparation of design and implementation, operation & maintenance considering necessary facilities (toilet, waiting room, ticket counter etc.) for women in bus terminal and markets- timeframe: shall continue.

- Keep the places reserved for shops for women in the kitchen and other markets-
timeframe: shall continue.

(5) Employment and working-environment

(a) Employment

- Assist in preparation of future recruitment plan of LGED- timeframe: as applicable.
- Reduce the existing discriminations of male-female ratio in all works under the projects- timeframe: shall continue.
- Engage women in construction of LGED and CC infrastructure- timeframe: shall continue.
- Create opportunities to implement 'equal-wage' for equal work in case of male and female labourers- timeframe: shall continue.
- In order to increase women employment, identify income generating activities suitable for them to engage them- timeframe: shall continue.

(b) Working-environment

- Keep provision of women friendly facilities (separate shades, toilets, day-care) for the female labourers engaged in infrastructure construction- timeframe: shall continue.
- Ensure women friendly facilities (e.g. waiting room, toilets, day-care centre etc.) in other work places- timeframe: shall continue.
- Implement LGED guidelines on maintaining discipline/social safety/sexual harassment prevention- timeframe: shall continue.

(6) Training

- Organize orientation programme on gender issues for urban sector Project Directors, Deputy Project Directors and other officers- timeframe: shall continue.
- Assess training needs consisting with urban development sector activities- timeframe: shall continue.
- Preparation of gender related appropriate training programme & manual and arrange training coordinating with LGED's training programme- timeframe: shall continue.
- Organize trainers group having special knowledge on "gender equity"- timeframe: shall continue.
- Include gender related issues in relevant training of urban sector-timeframe: by December 2013.
- Undertake income generating training for women working under the project- timeframe: shall continue.

(7) Participation

- Ensure participation of female councilors and female officers/staff in preparation of plans for CC development activities- timeframe: shall continue.
- Ensure effective participation at all levels of preparation of project/sub-projects-
timeframe: shall continue.
- Keep opportunities for more participation of women in project/sub-projects implementation- timeframe: shall continue.
- Ensure participation of women in income generating activities- timeframe: shall continue.

(8) Empowerment

- Identify the areas of women empowerment at all levels of project/sub-projects implementation.

- Provide project assistance to include one third women in formation of CSCC and 40% in formation of WLCC- timeframe: shall continue.
- Involve women at equally ratio in social development plan preparation, implementation and monitoring- timeframe: shall continue.
- Add supportive facilities for women laborers in tender documents- timeframe: shall continue.
- Monitor the issue of reservation at least one post in CC Mayor Panel for female councilor- timeframe: shall continue.
- Give directions by the project regarding inclusion of women in various committees of CC- timeframe: shall continue.
- Allocate particular places to women traders in kitchen markets and other markets- timeframe: shall continue.

(9) Financing

- Formulate projects with support from government and development partners considering gender related activities and provision of necessary funds on this area- timeframe: shall continue.
- Ensure allocation of required budget considering gender related activities in all components of project- timeframe: shall continue.

Annex III Sample format of the Gender Action Plan

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
1. Policy Adoption	-----	-----	CEO/ PCO, PIU, GICD	
2. Institutional Arrangement	-----	-----	Mayor/PCO/ GICD	
3. Data/ Information collection, Monitoring & Evaluation	-----	-----	The Gender Committee (Social Welfare and the Community Center Standing Committee), GICD /PCO	
3.a Data / Information collection				
3.b Monitoring and Evaluation	-----	-----	The Gender Committee (Social Welfare and Community Center Standing Committee), GICD	
4. Infrastructure Development	-----	-----	SE, PCO, Design Unit	
5 Employment and Working Environment	-----	-----		
5.a Employment	-----	-----	CEO, PIU	
5.b Working Environment	-----	-----	GFP,PCO,GICD	
6. Training	-----	-----	The Gender Committee (Social Welfare and	

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Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
			Community Center Standing Committee), GICD	
7.Participation	-----	-----	The Gender Committee (Social Welfare and the Community Center Standing Committee)	
8. Empowerment	-----	-----	The Gender Committee (Social Welfare and the Community Center Standing Committee)	
9.Financing	-----	-----	PCO, PIU, GFP	

Checked by Project Director:

Approved by Mayor:

A Final Review

Annex IV Implementation (Gantt chart) schedule

SL	Actions	Person in charge	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	<<Example>>													
	Selection of GFP													
	Progress sharing/quarterly meeting													
	Monitoring and Assessment report													
	Annual Report submission													
	Training on Gender Equality for staffs													
	International women Day observation													
	Observe International Day for the Elimination of Violence Against women and Human rights day													
	Produce IEC materials													

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Annex V Gender Action Plan of CGP

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
1. Policy Adoption				
1.1 Preparation of CGP's Gender Equity Action Plan on the basis of Urban Sector's Gender Equity Action Plan and LGED's Gender Equity Strategy, which is prepared based on National Women Development Policy 2011	CGP's Gender Equity Action Plan is prepared	February 2014	PCO/PIU/GICD consultant	
1.2 Preparation of implementation guideline for CGP's Gender Equity Action Plan and implementation.	Implementation guideline is prepared	February 2014	PCO/PIU/GICD consultant	
1.3 Review and evaluate CGP's Gender Equity Action Plan and implementation guideline	Review and evaluation is done	June 2015	PCO/PIU/GICD consultant	
1.4 Updating of CGP's Gender Equity Action Plan and implementation guideline	Action Plan and implementation guideline is updated	June 2015	PCO/PIU/GICD consultant	
2. Institutional Arrangement				
2.1 Select PCO and PIU based Gender Focal Point	Number of Focal Point	June 2014	PCO/PIU/GICD consultant	
2.2 Select CSCC and WLCC based Gender Focal Point	Number of Focal Point	June 2014	PIU/GICD consultant	
2.3 Formation of Gender Committees headed by the Female Ward Councilor in all participating CC	<ul style="list-style-type: none"> • Gender Committees established • Date of gender committee formed 	June 2014	PIU/GICD consultant	
2.4 Hold quarterly meeting of Gender Focal Point and Gender Committee	Number and date of meeting held	Continue	PCO/PIU/GICD consultant	
2.5 Prepare and update Gender Action Plan (GAP) and include in CC Development Plan (PDP)	Prepared and updated GAP and included in PDP	June 2015	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
2.6 Maintain horizontal and vertical linkage on gender related issues through participating/inviting workshop/meetings/training/ campaign etc.	<ul style="list-style-type: none"> • Number of events held • Number of invitees • Number of participants from CC 	Continue	PIU/GICD consultant	
2.7 Ensure equal services to women extended by women	<ul style="list-style-type: none"> • Number of women received services 	Continue	PIU/GICD consultant	
2.8 Undertake programmes (rally, distribution of leaflets, workshop/seminar/discussion meetings, publications through electronic and print media etc.) for raising awareness on gender equity strategies	<ul style="list-style-type: none"> • Number of rally held • Number of leaflets • Number of other events 	Continue	PIU/GICD consultant	
Data/Information Collection, Monitoring & Evaluation				
2.9 Data/Information Collection				
2.9.1 Collection of gender segregated data/Information through the format as prepared by the project as well as by Gender and Development Forum (GDF)	Data/Information collected	Twice in a year	PCO/PIU/GICD consultant	
2.9.2 Analysing of collected data/Information	Data/Information analysed	Twice in a year	PCO/PIU/GICD consultant	
2.9.3 Prepare report on the analysed data/Information to PCO and GDF respectively	Report prepared	Twice in a year	PCO/PIU/GICD consultant	
2.9.4 Send the report on the analysed data/Information to PCO and GDF respectively and to other concerned authority.	Report sent	Twice in a year	PCO/PIU/GICD consultant	
2.10 Monitoring & Evaluation				
2.10.1 Contribute in monitoring & evaluation (M&E) of gender related issues of the project and assist in M & E while conducted by GDF, PCO & PIU	Contributed in monitoring & evaluation	As applicable	PCO/PIU/GICD consultant	
2.10.2 Assist in preparation, publish of annual or other reports with specific recommendation and preparation of relevant plans accordingly	Assisted in preparation, publish of annual or other reports and preparation of plans	As applicable	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
3. Infrastructure Development				
3.1 Inclusion of facilities (toilet, waiting room, prayer room, ticket counter, drinking water, day care centre etc.) required for women in preparation of planning and design the infrastructure to be built under the project, where applicable to make such infrastructure women friendly and ensure most essential facilities for women	Number of facilities for women in planning & design of infrastructure development	Continue	PCO/design unit	
3.2 Preparations of design considering facilities (toilet, waiting room, prayer room, ticket counter, drinking water etc.) required for women in bus terminal and market and ensure implementation, operation & maintenance.	Number of infrastructure included required facilities; Ensured operation & maintenance	Continue	PCO/PIU/GICD consultant	
3.3 Keep space/shops earmarked for women traders in kitchen market and other markets	Number of shops earmarked for women traders	Continue	PCO/PIU/GICD consultant	
3.4 Ensure implementation of the facilities	Number of facilities implemented	Continue	PCO/PIU/GICD consultant	
3.5 Ensure proper operation and maintenance to keep the facilities usable around the year	Number of facilities that ensured O&M	Continue	PCO/PIU/GICD consultant	
4. Employment and Working Environment				
4.1 Employment				
4.1.1 Assist in preparation of future recruitment plan of CC in order to minimise the gap of male-female ratio of the employed CC staff	Assisted in preparation of recruitment plan	If applicable	PIU	
4.1.2 Identify existing discriminations of male-female ratio in all works under the project and assist to reduce such discriminations	male-female ratio	Continue	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
4.1.3 Inclusion of women in infrastructure construction by the project at least by 20%	<ul style="list-style-type: none"> • Number of women engaged • male-female ratio 	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.1.4 Create opportunities to implement 'equal-wage' for equal work in case of male and female labourers.	<ul style="list-style-type: none"> • male-female wage ratio 	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.1.5 Include the gender sensitive clause on women employment in the tender document for contractor to ensure effective implementation and discuss the issue in pre-bid meeting	Gender sensitive clause included	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.1.6 In order to increase women employment, identify suitable income generating activities to engage them	Number of women engaged in identified activities	Continue	PCO/PIU/GICD consultant	
4.2 Working Environment				
4.2.1 Keep provision of women friendly facilities (separate shades, toilets, day-care) for the female labourers engaged in infrastructure construction	Number of works having women supportive facilities	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.2.2 Ensure women friendly facilities (e.g. waiting room, toilets, day-care centre etc.) in other work places	Number of work places ensured women supportive facilities	Continue	PCO/PIU/GICD consultant	Necessary action to be taken based on the evaluation of facilities
4.2.3 Take necessary measures for maintaining discipline/social safety/ sexual harassment prevention	Implemented necessary measures	Continue	PCO/PIU/GICD consultant	
4.2.4 Include the gender sensitive clause for maintaining working environment in the tender document for contractor to ensure effective implementation and discuss the issue in pre-bid meeting	Gender sensitive clause included	Continue	PCO/PIU/GICD consultant	
5. Training				

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
5.1 Assess training needs corresponding with CGP provision	Training need assessed	Continue	PCO/PIU/GICD consultant	Need to emphasise on balanced opportunities
5.2 Preparation of gender related appropriate training programme & manual and arrange training coordinating with LGED's training programme	Training programme is prepared, Number of manuals, Number of completed training	Continue	PCO/PIU/GICD consultant/Training Unit	Subject based training manual to be prepared
5.3 Organize trainers group having special knowledge on "gender equity" and gender action plan	Trainers group is organized and number of trainer	Continue	PCO/PIU/GICD consultant/ Training Unit	
5.4 Include gender related issues in each relevant training of CGP as stipulated in DPP	Number of training courses included gender related issues	February 2014	PCO/PIU/GICD consultant/ Training Unit	
5.5 Consider the gender issue in selection of trainees for the training of CGP	% of women trainees	February 2014	PCO/PIU/GICD consultant/ Training Unit	
5.6 Undertake income generating training (tailoring, vegetable gardening, poultry & livestock rearing & vaccination etc.) for women working under the project	Number of women participated in income generating training	Continue	PCO/PIU/GICD consultant/ Training Unit	Income generating training manual to be prepared
6. Participation				
6.1 Identify the area and scope of women participation (various committee, training & exposure visit, sub-project identification, planning, implementation and O & M)	Number of participated women	Continue	PCO/PIU/GICD consultant	
6.2 Ensure participation of female councilors and female officers/staff in preparation of plans for CC development activities.	Number of participated women	Continue	PCO/PIU/GICD consultant	
6.3 Ensure effective participation at all levels of preparation of project/sub-projects	Number of women participated in preparation of project/sub-projects	Continue	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
6.4 Keep opportunities for more participation of women in project/sub-projects implementation	Ratio of male-female in project implementation	Continue	PCO/PIU/GICD consultant	
6.5 Ensure adequate representatives of women in CSCCs and WLCCs in all participating CC	Ratio of male-female in CSCC and WLCC	Continue	PIU/GICD consultant	
6.6 Ensure adequate representatives of women in standing committees	Ratio of male-female in standing committee	Continue	PIU/GICD consultant	
6.7 Ensure participation of women in income generating activities	Number of women engaged in income generating activities	Continue	PCO/PIU/GICD consultant	Gender supportive guideline for income generating programme to be prepared and implemented
7. Empowerment				
7.1 Identify the areas of women empowerment at all levels of project/sub-projects implementation	Number of women empowerment areas identified in project/sub-projects		PCO/PIU/GICD consultant	Organize training to identify women empowerment areas
7.2 Ensure inclusion of one third women in formation of CSCCs and 40% in formation of WLCCs	Number of women included in CSCC Number of women included in WLCC	Continue	PCO/PIU/GICD consultant	
7.3 Involve women at equally ratio in social development plan preparation, implementation and monitoring	Male-female ratio	Continue	PCO/PIU/GICD consultant	
7.4 Add supportive facilities for women labourers in tender documents	Number of sub-project included facilities for women labourers in tender documents	Continue	PCO/PIU/GICD consultant	
7.5 Monitor the issue of reservation at least one post in CC Mayor panel for female councillor	Number of women reserved in Mayor panel	Continue	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
7.6 Give directions by the project regarding inclusion of women in various committees of CC	Number of women in various committees	Continue	PCO/PIU/GICD consultant	
7.7 Allocate particular places to women traders in kitchen markets and other markets	Number of women allotted place/shops	Continue	PCO/PIU/GICD consultant	
8. Financing				
8.1 Identify the area of financing for implementation/ institutionalization of gender equity action plan of CGP	Number of area identified	Continue	PCO/PIU	
8.2 Prepare gender sensitive budgets for implementation of CGP	Number of sub-projects prepared in CGP considering gender & development activities	Continue	PCO/PIU	
8.3 Ensure allocation of required budget considering gender related activities in all components of project	Amount of money budgeted for gender & development activities	Continue	PCO/PIU	

Annex VI Sample Budget Format for GAP

**City Governance Project
Gender Initiatives
Budget for Gender Action Plan Implementation (2015-2016)**

sl	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Quarterly Progress Sharing Meeting										
	Daylong event for 4 times	10 members of Gender Committee (Social Welfare and Community Center standing Committee)	4 Meetings			Gender Committee					
	Food for One day for 4 Meeting	One time snacks for 10 Person for 4 Days	40	30	1200						
		Lunch- 300/Person*40	40	300	12000						
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ;40/ Person	40	100	4000						
					Sub Total=	17200					
2	International Day Observance (8 March)										
	Rally					Gender Committee					
	Snacks for 500 Packs	500 packs; 30 tk/Packs	500	30	15000						

	IEC Materials		1	5000	5000						
	Logistics	Banner/ Festoon/ Leaflet etc			5,000						
	Documentation and Reporting	Printings, Bindings, Photocopy etc			500						
	Sub total=				25500						
3	International Day for Eliminating Violence Against Women and Human rights day observation										
	Rally										
	Snacks for 500 Packs	500 packs; 30 tk/Packs	500	30	15000						
	IEC Materials		1	10000	10000						
	Logistics	Banner/ Festoon/ Leaflet etc			5,000						
	In house discussion/ Talk show	Snacks for 30 person	30	50	1,500						
	Documentation and Reporting	Printings, Bindings, Photocopy etc			500						
	Sub Total=				32000						
			Total=		74700						

Annex VII Sample Report Format for GAP

- Title of the Report: Workshop/ Meeting/ Training on Gender
- Introduction:
- Purpose of the report:
- Brief report of the events:

S L	Name of the Events:	Objectives	No. of the Participants	Discussion point of the events	Decisions of the events	Specific comments by Discussants	Remarks

- Necessary Action :
- Output/ Result:
- Challenges:
- Lessons Learned :
- Conclusion:
- Closing Remarks:

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A Final _ February 2018



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

5.5 Guidelines for Poverty Reduction Action Plan (PRAP)

Project Coordination Office (PCO)
City Governance Project (CGP)

February 2018



Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	2
3.1 Tasks	2
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicators	2
4. Objectives	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 Relevant Agencies Working with Poor	3
5.2 Working NGOs	3
5.3 Elected Representatives	3
5.4 Standing Committee Relevant to Poverty Reduction	3
5.5 Relevant Departments of CC	3
5.6 Relevant CC Officials	3
6. Necessary Tasks and Procedures	4
6.1 Key Issues of PRAP	4
6.2 Structure of PRAP	5
6.2.1 Urban Poverty Reduction Strategy	5
6.2.2 Action Plan	5
6.3 Steps for Preparation of PRAP	5
6.4 PRAP Implementation	7
6.4.1 Formation of Steering Committee for PRAP implementation	7
6.4.2 Formation of Task Teams for PRAP implementation	8
6.5 Primary Group	9
6.6 Implementation Procedure of PRAP	14
6.7 Slum identification in CC area based on slum definition	14
6.8 Steps for Implementation of PRAP	15
6.8.1 Orientation	15
6.8.2 Skill development training	15
6.8.3 Undertaking Income Generating Activities (IGAs)	15
6.8.4 Creating employment	15
6.8.5 Formation of Zakat-fund in the slum/community	15
6.8.6 Develop small entrepreneurs with the poor	16
6.8.7 Collaboration with external stakeholders in poverty alleviation	16
6.9 Monitoring	16
6.10 Evaluation	17
7. Implementation Schedule	17
8. Cost of Implementation	17

9. Content of output for PRAP of individual CC.....	18
Annex I Indicative Format of Poverty Reduction Action Plan (PRAP).....	19
Annex II Guidance Note for Poverty Assessment and Strategy Development.....	23
Annex III Guidelines to Categorization of Slums/Poor community based on Socio-Economic Parameters.....	26
Annex IV Guidelines to Categorize Slums/ Poor community based on Basic Infrastructure and Service Delivery Parameters.....	28
Annex V Sample of Household Survey Form	30
Annex VI Sample of Questionnaire for PRAP.....	31
Annex VII Sample of Monthly Report Format	32
Annex VIII Sample Format	33
1. Introduction.....	1

Final_February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Poverty Reduction Action Plan (PRAP) that will be used for preparation and implementation of PRAP in each CC.

2. Justifications

The sixth 5 year plan (2011–2015) focuses on job creation, promotion of industry, further improvement of governance, extension of social services provision under the objective of “Accelerating Growth and Reducing Poverty” to realize a society where all citizens will be able to lead lives at the level of a middle-income country by 2021. The prospective plan (2016–2021) has outlined comprehensive long and medium term strategies for poverty reduction.

Urban poverty issue is one of the important focuses of the prospective plan. The causes of urban poverty are due to the limited employment opportunities, degraded environment, and bad housing and sanitation. The urban poor hold jobs that are labor intensive, thus affecting their health. Therefore, the urban poor are in a difficult situation to escape poverty.

In Local Government (City Corporation) Law 2009, Third Schedule, Section 27 describes social welfare activities to take appropriate measures for improving disadvantaged groups, women and children.

In the above situation, CGP will provide significant contribution for reducing poverty in targeted five (5) City Corporations (CCs) by addressing major causes of poverty through implementation of Poverty Reduction Action Plan (PRAP). Each targeted will formulate and implement its own poverty reduction program for the poor households. Such poverty reduction program will be implemented based on the PRAP prepared by each CC. As per DPP of CGP, PRAP covers six specific areas, which are:

1. Community mobilization and organization
2. Micro credit operation
3. Primary healthcare and education
4. Establishment of satellite school
5. Training

6. Physical improvement works i.e. footpath, drain, latrine etc.

3. Relevant Issues of ICGIAP

3.1 Tasks

To address the poverty issue in urban area, CC applies Poverty Reduction Action Plan (PRAP). CC conducts survey on poverty situation in CC and proposes action to solve the problems. Standing Committee of Poverty Reduction and Slum Development initiates formulation of the action plan. Officials in charge of poverty reduction and slum development assist the Standing Committee.

Task 1: Assign Standing Committee of Poverty Reduction for preparing Poverty Reduction Action Programs.

Task 2: Officials (Slum Development officer) are assigned for facilitating Standing Committee's activities.

Task 3: Hold workshop on guideline inviting CC officials and agencies involved in the poverty reduction activities (Social Welfare Cooperative, NGOs, Answar VDP, etc.), LGED.

Task 4: Budget allocated for implementation of PRAP

Task 5: Prepare draft PRAP based on the guideline sent by PCO which will include the following;

- a) Information of households that may be categorized as poor according to the national standards.
- b) The area-wise location of household
- c) Information of female-headed households along with ownership of land.
- d) Identification of target groups, including women, based on occupation.
- e) Information about existing programs on leadership and skill training, health, sanitation, education, safe water supply, drainage, solid waste management etc. of the project area.
- f) Preparation of proposed program with implementation arrangements for components mentioned under e) above and corresponding estimated cost with schedule of implementation.

Task 6: The draft PRAP is discussed, improved and endorsed in the CSCC meeting.

Task 7: The PRAP is finally approved by CC Council meeting

3.2 Action by

Standing Committee for Poverty Reduction, Slum Development Officer

3.3 Time Schedule

Formation of SIC is included in PRAP

Task 1-4: by mid of 1st year

Task 4-7: by end of 1st year (continue every year)

3.4 Indicators

1st PR

- Budget allocated and PRAP implementation commenced

2nd PR

- PRAP revised and endorsed by CSCC. Implementation commenced and the annual report produced.

4. Objectives

The main objectives of PRAP are

- To provide basic services i.e. footpath, pure drinking water, sanitation, health care, education and moreover micro credit and capacity building for improving living environment and socio-economic conditions of poor people in each targeted CC.
- To make an effective and sustainable plan for poverty reduction.
- To assess poor people's demands for services and reduce poverty through preparation of community development plan.
- To empower women and poor community and ensure participation in CC development and decision making process.

5. Relevant Organizations, Stakeholders and their role

5.1 Relevant Agencies Working with Poor

- To liaison with other government agencies, such as, Department of Social Welfare, Department Youth Development, Department of Women Affairs etc. for avoiding overlapping of activities.
- To coordinate functions that is common vision for poverty reduction.

5.2 Working NGOs

- To coordinate with NGOs which are working in the selected slums/poor areas to avoid overlapping especially for micro credit program.

5.3 Elected Representatives

- To maintain close coordination with elected representatives during selection of poor areas/slums.
- To make the elected representatives aware regarding components and activities of PRAP.
- To ensure direct involvement of elected representatives during preparation of PRAP and community action plan.

5.4 Standing Committee Relevant to Poverty Reduction

- To form a standing committee of Poverty Reduction and Slum Development.
- To take initiatives to formulate action plan and analysis of poverty situation in CC.

5.5 Relevant Departments of CC

- The relevant departments and sections of CC, such as, Engineering Department, Health Department, Education Section, and Conservancy Section etc. will be directly involved in preparation and implementation of PRAP.

5.6 Relevant CC Officials

- Slum Development Officer (SDO) or Officer in charge will assist the standing committee for arranging proper function of the committee.
- SDO or Officer in charge will be responsible for preparation and implementation of PRAP by taking proper guidance of Mayor.
- SDO or Officer in charge will arrange all necessary budgets and other logistics from CC for smooth implementation of PRAP.

6. Necessary Tasks and Procedures

6.1 Key Issues of PRAP

This guideline document briefly describes the key concepts, major contents, and responsibilities of stakeholders, preparation process, implementation mechanism, monitoring and evaluation of PRAP.

CGP will consider actions for improving basic human needs of a large number of poor beneficiaries. In this regard, the interventions which are taken under the program are expected to contribute to reducing poverty. CCs will deliver basic advantages to the poor, raise awareness among the poor through mobilization and ensure their participation in development initiatives. Using the revolving fund, the poor women can raise capital through savings, credit and livelihood skills which will encourage them to participate in development activities by utilizing local resources. Poor women will be empowered and improve health and nutritional status of children and women through expanding sewerage and primary healthcare facilities and improved environment in poor areas through physical improvement works. The children of poor communities will get education facilities through establishing satellite schools in the poor community areas. The components that are addressed under the program are described below:

1. Community mobilization and organization
 - Selection of community poor areas/slums in each CC
 - Conduct baseline survey in each selected areas/slums of each CC
 - Formation of primary groups consisting of 15 members in each group, formation of SIC in each area consisting of 15 primary groups and formation some CBOs in core areas for solid waste collection in each CC.
 - Prepare a manual for management of community mobilization activities
2. Micro credit operation
 - Revolving fund will be utilized for micro credit among poor women
 - Organize poor women in primary groups in selected poor areas/slums
 - Recruitment of community development worker from those areas for operation of micro credit program
 - Prepare a manual for operation and management of micro credit program
3. Primary healthcare education
 - Selection of community health worker from the same community
 - Training for community health worker on primary health care and education
 - Prepare manual for community healthcare education
4. Establishment of satellite school
 - Selection of site for establishment of school
 - Selection of students
 - Selection of school teachers from the community to run the school
 - Purchase logistics for management of schools
 - Prepare manual for operation of satellite school
5. Training
 - Organize training for all above relevant activities
 - Prepare training guidelines and manuals
6. Physical improvement works
 - Implement physical works in poor community areas i.e. footpath, twin pit latrines, drains etc.
 - Prepare community development plan by involving community people

6.2 Structure of PRAP

PRAP consists of two parts: 1) Urban poverty reduction strategy and 2) Action plan. At first, it will describe the basic policies of the CC to reduce the urban poverty, and the latter will present specific and time-bound actions. Their overall contents are described below:

6.2.1 Urban Poverty Reduction Strategy

The urban poverty reduction strategy is a long-term strategy for poverty reduction in the CC. Based on this strategy an action plan will be formulated. The strategy will, at least, cover the following main issues.

- Vision for poverty reduction in the CC
- Poverty situations in the CC (identification of slums and poor communities, etc.)
- Basic policies for urban poverty reduction
 - Poverty characteristics in the CC
 - Needs of the slums and poor communities in the CC
 - Priority areas of programs and projects for urban poverty reduction in the CC
- Establishment of the implementation mechanism for urban poverty reduction
- Secure the budget for urban poverty reduction

6.2.2 Action Plan

The action plan will describe the specific actions to be implemented at the identified slums and poor communities in the CC. It will be formulated in line with the urban poverty reduction strategy and based on the discussion at the CSCC. In the formulation of the action plan, assess the actual needs of slums dwellers and poor communities and these will be properly reflected in the plan.

The indicative contents of the action plan are provided in Annex-1. In the indicative PRAP format, six specific areas are identified. The objective, activities and tasks are also identified in a general format. However, it should be noted that the contents of PRAP are not limited to those included in the indicative format. The CC can add or modify the contents according to their own needs.

6.3 Steps for Preparation of PRAP

The CC will follow the following steps for PRAP preparation:

Step-1: Formation of Standing Committee on Poverty Reduction and Slum Development

- A Standing Committee of Poverty Reduction and Slum Development will be formed in each CC. The composition and terms of reference of the Standing Committee are as follows:

Sl	Name and Ward No.	Position	Mobile and E-mail	Position in committee
01		Male/Female Councilor		Chairperson
02		Mayor, Ex-officio member		Member
03		Councilor (Male)		Member
04		Councilor (Male).		Member
05		Councilor (Female)		Member

06		Councilor (Female)		Member
07		Assistant Engineer		Member
08		Health Officer		Member
09		Secretary		Member
10		Slum Development Officer/Officer in Charge		Member Secretary

Note:

1. As per Local Government (City Corporation) Act 2009, article 50 (2) CC may form the above committee with the approval of CC meeting.
2. The composition and following TOR may be changed as decided by the CC meeting.

TOR of the Standing Committee:

- The Standing Committee of Poverty Reduction and Slum Development will initiate preparation of PRAP.
- Member-secretary of the Committee will maintain communication with the officers and staff members of the CC regarding PRAP activities.
- Every month, the Committee will have a meeting to monitor the activities of PRAP and take necessary actions for PRAP implementation.
- The Committee will submit a report regarding PRAP to the CC meeting and prepare working paper for review PRAP activities in the CSCC meeting.
- The Committee will take necessary actions to implement the PRAP.
- If there is any objective suggestion regarding any activity of PRAP, the Committee will submit it to the CSCC meeting and prepare the meeting minutes and send to the PCO for approval.
- The Committee will work as per guidelines prepared by PCO for the poverty assessment and strategy formulation.
- The Committee will guide Slum Development Officer (SDO) or Officer in charge to identify slums and poor communities in consultation with the respective councilors of each ward for basic information collection.
- The Committee will prepare a draft PRAP and poverty reduction strategy and will submit the draft PRAP and poverty reduction strategy to Mayor for approval.
- With the approval of Mayor, the draft PRAP and poverty reduction strategy will be presented to the CSCC for finalization.

Step-2: Preparation of the Poverty Reduction Action Plan

- 1) Under the overall guidance of the Standing Committee of Poverty Reduction and Slum Development, SDO or Officer in charge will identify slums or poor communities in consultations with the respective councilors. Finally, the slums and poor communities will be selected based on the parameters described in Annexes 3 and 4.
- 2) The SDO or Officer in charge will conduct the individual interviews and Focus Group Discussions (FGDs) for identification of the specific needs of the slums or the poor community, such as, the number and exact locations of the community toilets, pavements inside the slums, drains etc. with the assistance of GICD consultants.
- 3) The SDO or Officer in charge with assistance of GICD consultant will utilize the existing baseline survey data, FGD information, and secondary data for the preparation of PRAP.
- 4) The SDO or Officer in charge with assistance of GICD consultants will prepare a draft PRAP based on the above strategy and submit to the Standing Committee.

- 5) The Standing Committee will submit the draft PRAP to CSCC for discussions and finalization of the draft PRAP. Thereafter, a copy of this final draft of PRAP will be sent to the PCO for final approval.
- 6) GICD Consultants under the project will assist the CC to prepare the PRAP as well as provide assistance to CC for PRAP implementation.

6.4 PRAP Implementation

6.4.1 Formation of Steering Committee for PRAP implementation

A steering committee will be formed headed by Mayor for overall monitoring and supervising the PRAP implementation. Each CC will form the steering committee with following composition and terms of reference:

(1) Composition of Steering Committee

Sl	Name and Ward No.	Position	Mobile and E-mail	Position in committee
01		Mayor		Chairperson
02		Chairperson of Standing Committee for Poverty Reduction and Slum Development		Member
03		Councilor (Male)		Member
04		Councilor (Female)		Member
05		CEO		Member
06		Chief Engineer		Member
07		Health Officer		
08		Accounts Officer		
09		Education Officer/Officer in Charge		
10		Slum Development Officer/Officer in Charge		Member
11		Conservancy Officer		Member
12		Secretary		Member Secretary

(2) Terms of Reference

- The committee will approve the budget for implementation of different components of PRAP and make necessary arrangements to keep provision of funds in CC annual budget for PRAP implementation.
- The committee will monitor and supervise the activities of PRAP and provide proper guidance to implement the activities.
- The committee will coordinate with functions of Task Team (Micro Credit), Task Team (Health and Education) and Task Team (Physical Improvement Works) and review their monthly activity report for evaluation of progress.
- The committee will compile the monthly, quarterly and annual reports of three (3) task teams and send to PCO.
- The committee will take necessary steps to submit the proposal in CC council meeting for approval of budget and other relevant tasks.

6.4.2 Formation of Task Teams for PRAP implementation

Three (3) task teams will be formed under PRAP which are as follows:

(1) Task Team (Micro Credit)

Sl	Name and Ward No.	Position	Mobile and E-mail	Position in committee
01		CEO		Chairperson
02		Secretary		Member
03		Slum Development Officer /Officer in Charge		Member Secretary

Terms of Reference for task team (Micro Credit)

- To prepare a budget proposal for micro credit operation and submit it to steering committee for approval.
- To select community poor area
- To conduct baseline survey
- To form primary group/ CDC/CBO
- To operate micro credit program
- To conduct general meeting of CDC/CBO
- To conduct management training for CBO/Existing registered community group
- To conduct leadership development training for primary group leader
- To conduct skill development training for primary beneficiaries
- To prepare monthly, quarterly and annual reports and submit to steering committee

(2) Task Team (Health and Education)

Sl	Name and Ward No.	Position	Mobile and E-mail	Position in committee
01		Secretary		Chairperson

02		Health Officer		Member
03		Education Officer/Officer in Charge		Member
04		Slum Development Officer/Officer in Charge		Member Secretary

Terms of Reference for task team (Health and Education)

- To prepare a budget proposal for health and education program and submit it to steering committee for approval.
- To select Community Health Worker (CHW)
- To raise awareness on health, balanced food and nutrition by CHW
- To provide hygiene and sanitation education by CHW
- To purchase health materials and equipment for CHW
- To select the site of satellite schools
- To select school teachers for operation of schools
- To find the students
- To purchase school and education materials
- To conduct maternity child healthcare training
- To conduct satellite school management training
- To prepare monthly, quarterly and annual reports and submit to steering committee

(3) Task Team (Physical Improvement Work)

Sl	Name and Ward No.	Position	Mobile and E-mail	Position in committee
01		CEO		Chairperson
02		Executive Engineer		Member
03		Slum Development Officer/Officer in Charge		Member Secretary

Terms of Reference for task team (Physical Improvement Work)

- To prepare a budget proposal for physical improvement work and submit it to steering committee for approval
- To take necessary steps for installation of tube-well
- To take necessary steps for installation of twin-pit latrine
- To take necessary steps for construction of footpath
- To take necessary steps for construction of drain
- To take necessary steps for construction of streetlight
- To prepare monthly, quarterly and annual reports and submit to steering committee

6.5 Primary Group

(1) Formation of Primary Group (PG)

- A baseline survey will be conducted in each selected slum/poor community for identification primary group members;

- Only one female member of each family will be eligible for membership;
- Each group will elect a group leader and a secretary to serve for a period two years and they will represent the group as member of CDC;
- Age limit of the group members will be 18 to 50;
- Ideally the size of the group should be 15-20 families;
- A Bank Account will be opened in the name of the group and the account will be operated jointly by group leader and secretary;

(2) Functions of primary group

- To hold weekly meeting and prepare minutes of the meeting and keep records properly;
- Each member will deposit Tk.20.00 each week as savings and deposit that money into the jointly operated bank account of the group;
- To assist for starting income generating activities of each group member;
- To assist for taking credit and ensure preparation of micro credit operation plan;
- To collect weekly installment and deposit that to the specific place;
- To keep accounts of saving and credit properly;
- The group should discuss amongst themselves to solve their own problems;
- To solve the problems in the group or outside the group;
- To identify local resources and take appropriate steps to use the resources;
- Try to collect different benefits from government and other organizations.
- To attend different rallies, observe national/international days etc.

(3) Duties and responsibilities of Group Leaders

- To organize weekly group meeting;
- To preside at the meeting and summarize the discussion points at the end meeting;
- To take decisions on the basis of compromise and inspire all members to participate in the work;
- To maintain the rules of the group;
- To ensure performance of the duties of secretary
- To ensure collection of savings and installment of credit;
- To maintain work plan;
- To make sure the unity of the group;
- To represent group in other forums;

(4) Duties and responsibilities of Secretary

- To prepare draft agenda for weekly meeting, write minutes and keep attendance record;
- To preserve all papers and documents;
- To read minutes of the meeting;
- To perform all kinds of work related to group meetings;
- To inform all members regarding income, expenditure, bank balance etc.
- To preserve all receipts regarding selling, buying and receiving;
- To look after the group fund;
- To help the group leader;

(5) Slum Improvement Committee/Community Development Committee (CDC)

Under this project in each slum one or more than one (according to the number of PGs) will be formed. All development works will be done through CDC.

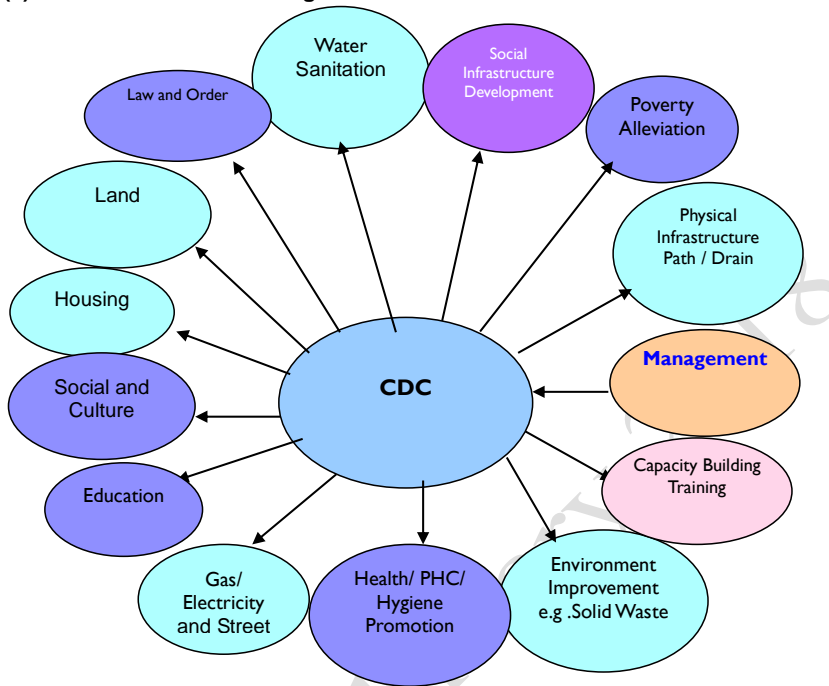
In each CC, there are huge numbers of poor people living outside the slum. Considering this situation the Community Development Committee (CDC) has been proposed for those poor people who live outside the slum. The Primary Group (PG) will also be formed for those poor people. All terms and conditions will be the same for CDC.

- After formation of Primary Groups, the Community Development Committee (CDC) will be formed in each slum/poor community
- All Primary Group leaders and secretaries will be members of the CDC
- The members will elect a Chairperson, a Vice-chairperson, a Secretary and a Treasurer for a period two years. The SDO or the Officer in Charge will raise this issue 6 months before the expiry of the period and facilitate elections.
- If the vice-chairperson elected is male, then the Chairman must be female, and vice-versa.
- Each CDC will open bank account for monetary transactions

(6) TOR of CDC

- Implement all activities including financial expenditure and adjustment.
- Assist planning and implementation of any work in the slum/community.
- Engage in promoting group savings, supervising infrastructure activities and implementing and managing different components of the project.
- Provide on-site project management support by each member.
- Arrange a meeting every month to review work progress and take appropriate decisions; Member-Secretary keep record of those in the resolution book.
- Chairman and Member-Secretary manage funds as provided by the CC for implementation of physical work at the slum/community.
- Undertake decisions based on majority of the members.
- Work under supervision of SDO or the Officer in Charge.
- Convene meeting within 7 days after deposit of the cheque received against the specific work, to the relevant bank account and serve notice to the bank, based on joint decision of the committee, to withdraw and spend money as well as make adjustment in the account.

(7) Functions of CDC at a glance



(8) Formation of CDC Poor community

A CDC Cluster will be formed covering 6-10 CDCs. If some of the CDCs have experience, they can assist each other such that a CDC Cluster becomes a mutually supporting group. SDO or Officer in Charge will facilitate each Cluster.

A committee will be formed at the cluster level, to take responsibility for cluster level activities and to have direct access to the project team through the SDO. It is expected that as community organizations, the CDCs and the CDC Poor community will in turn form a CDC Federation.

(9) Structure of SIC/CDC Cluster Committee

Each CDC will nominate two representatives to join the CDC Cluster Committee. The CDC will elect the Cluster Office Bearers from among all the Cluster Committee members. The structure will be as follows:

Position	Number	Remarks
Office Bearers	To be elected from and by all the office bearers of the SICs/CDCs within the Cluster.	
Chairperson	1	Males will be eligible only for the post of Vice-Chairperson, the other office bearers will be women to ensure gender balance.
Vice-Chairperson	1	
Accountant	1	
Member Secretary	1	

Position	Number	Remarks
Members	2 from each CDC	To be nominated by the CDCs from their Office Bearers. At least one of the members from each CDC must be female.
Adviser(s)	Councilors	Male and Female Ward Councilors of relevant Wards.

(10) Functions of the CDC Cluster

- Hold monthly meetings and review progress of project implementation
- Facilitate project implementation at CDC level
- Assist communities in preparation and implementation of Community Action Plans
- Assist CDCs in identifying and resolving socio economic and environmental problems
- Undertake other functions as requested by the project
- Ensure quality of work through community-to-community monitoring of community contracts
- Regular monitoring and annual audit of all transactions of CDCs to ensure transparency and accountability
- Maintain liaison with different development partners, stakeholders, service providers etc
- Establish task force to find solutions to community social and economic problems through mutual support and through negotiation with authorities, where appropriate.
- Liaise with Project Implementation Committee (PIC) at Ward level and with CC.

(11) Financial Responsibilities of CDC Cluster Committee

The CDC Cluster Committee will open a bank account in the name of the CDC Cluster Committee, to be managed and operated in the same manner as a CDC operated bank account i.e. Cashier’s signature is mandatory alongside either Chairman’s or Secretary’s signature. Any transactions will be made only by resolution of the CDC Cluster Committee. The SDO or officer in charge will provide necessary support for preparing budget, maintaining accounts and reporting.

(12) Formation of Federation

If the CDCs feel it is appropriate and the CC agrees, a Federation may be formed at town level. The CC approval is important to ensure accreditation and support for activities as part of the partnership approach with local government for all activities.

The structure will be as the Poor community, with each Cluster nominating two representatives to the Federation and all Cluster members electing the Federation Office bearers.

(13) TOR of the Federation

- The Federation will build up a linkage between all primary groups and CDCs of the CC.
- The Federation will supervise all activities of PRAP at the field level and present field evaluation to the Mayor.
- The Federation will have a formal bilateral-meeting with the Standing Committee of Poverty Reduction and Slum Development once every three months and if there are any problems and suggestions about the PRAP implementation activities, those will be recorded in the meeting-minutes and sent to the Mayor.

- The Federation will organize an annual general meeting centrally with all wards and CC-based primary groups and CDC members.

6.6 Implementation Procedure of PRAP

Many poor people live in slum areas of the CC and also some poor live outside slums in dispersed locations in different communities. Slums within the CC will be identified based on the definition of slums. Detailed description of the tasks relating to measuring the poverty level, as per the PRAP, is highlighted below:

6.7 Slum identification in CC area based on slum definition

(1) Definition of slum

A slum is a particular area inhabited by poor people within the CC, which has the following main characteristics:

- More than 50% of households live in 'Kutchra' and temporary houses.
- More than 50% of household-heads are unskilled or skilled but poor.
- Densely populated/chaotic unhygienic area (300 families in one acre).
- Lack or absence of basic services (proper sanitation, drainage, safe water, health care etc.).
- Per head monthly income is maximum Tk.8000.
- At least 100 families live in each slum.
- The houses are very small and attached or very close to each other.
- There are particular boundaries of the slums.
- The concerned authorities, private owners and CC will serve individual resolutions that the slums developed on the lands owned by the CC, private-owners and government would not be evicted within 15 years of their establishment.

(2) Selection of Poor Community

A community is also an area where 30-50 poor families live outside the slums in the CC. PGs will be formed in such communities to represent the communities in the CDC.

As part of a long-term plan for the CC, slums and poor communities should be identified based on the identification of the poor. The CC will utilize the funds allocated for the relevant activities under the project based on the guideline.

(3) Categorization of poor households by poor and extreme poor

Based on the household survey questionnaire (Annex-5), administered by PGs, the households whose monthly income is below Tk. 5,000.00 would be identified as 'extreme poor'. Similarly, the household whose monthly income is between Tk. 5,001.00 and 6,000.00 would be identified as 'poor'. A list of these categories of households will be prepared and preserved by the CDC and copies of this list will be sent to Ward Councilors and Mayor.

(4) Selection process of beneficiaries

In selecting PRAP beneficiaries, only socially and economically deprived population will be considered. They should have some of the following specific characteristics:

- Unemployed.
- Unskilled to barely earn a livelihood.
- Monthly household income below Tk.5,000.00.
- Landless.

- Female-headed household.
- Disabled or households with disabled members.
- Disadvantaged adolescent boys and girls.
- Working children.
- Member of minority household and socially excluded household member.

6.8 Steps for Implementation of PRAP

It is possible to reduce CC poverty by implementing realistic and implementable programs through CC. The poverty reduction steps are described below:

6.8.1 Orientation

To make the targeted poor people aware, orientation and/or training will be conducted following the training manual, prepared by the PCO, at the community level.

6.8.2 Skill development training

The needs of poor people will be identified during the orientation meeting, and considering their needs, appropriate training manuals will be prepared with the help of the PCO. Thereafter, if necessary, based on the support of Slum Development Officer or responsible officer assigned by the Mayor, two members of each PG will be selected for the training of trainers for needs-based skill enhancement for the poor in the slum/community. Such training for the slum/community trainers will create community's own capacity to implement PRAP. The skill training can be organized at the CC or ward level. If necessary, external resource persons from the government or non-government organizations may be used in such training.

6.8.3 Undertaking Income Generating Activities (IGAs)

Various IGAs are being undertaken based on the needs of the poor in the CC. There is a wide gap between people's expectation and actual services being provided by different government and non-government organizations. Considering people's demand for various services, there are avenues to promote different kinds of profitable IGAs by the poor based on building strong linkage between the IGAs and various service delivery systems.

SIC/CDC will identify locally appropriate IGAs and develop training manual to conduct specific skills training with the assistance of PCO.

6.8.4 Creating employment

Government grants and funds collected from the benevolent community people will be deposited to the CDC's fund, which will be used to distribute direct support to the surveyed extreme poor in the community.

6.8.5 Formation of Zakat-fund in the slum/community

The Zakat (Pure Islamic taxation system on wealth), provided by the affluent persons of the community, will be deposited to CDC bank account to be distributed amongst the surveyed extreme poor. If necessary, the sale proceeds of the raw hides of cows/goats slaughtered during Eid (Islamic religious festival) will be deposited to the above account to be distributed directly to the extreme poor to satisfy their basic needs.

6.8.6 Develop small entrepreneurs with the poor

Based on the interests of the poor that will be gathered during the orientation training, the CC will implement a process to develop small entrepreneurs amongst the poor. If necessary, conduct entrepreneurship skill development training based on the manual developed by the PCO will be conducted.

6.8.7 Collaboration with external stakeholders in poverty alleviation

In addition to the stakeholders in the CC domain, various external stakeholders, such as, relevant government and non-government agencies (e.g. Social Welfare Department, Cooperative Department, Ansar, VDP), NGOs and private sector can also play important roles in poverty reduction. In this respect, the CC should seek for collaboration with such stakeholders in implementing PRAP. For instance, the CC can organize separate consultation meetings with the relevant stakeholders, arrange program visits and analyze functions of such organizations. Through these attempts, the CC will ensure receiving effective cooperation and assistance of the external stakeholders, including technical (e.g., capacity building and skills training, etc.) and advisory supports linked with their practical knowledge and experience in the relevant field. Such collaboration will certainly accelerate poverty alleviation programs and actions governed by the CC.

6.9 Monitoring

It is necessary for the WLCC and CSCC to conduct monitoring of the activities implemented in line with the PRAP implementation guidelines. This will help them provide directions to follow-up activities based on analysis of information gathered through periodic monitoring of various PRAP program activities following the matrix prepared by PCO.

The various matrices that will be used to monitor CC activities are mentioned in following Table:

Matrices for Monitoring CC's activities

Annex No.	Type of matrix	Preparation and presentation of methods	Responsible Officer	Remark
Annex-6	Monthly report by PRAP implementation	Prepared by CDC President and Secretary followed by sending the report to SDO or the Officer in Charge on monthly basis.	SDO or the Officer in Charge will compile the reports received, thereafter, will submit to Mayor and will propose the tasks in the Standing Committee of Poverty Reduction and Slum Development and CSCC meetings followed by taking necessary actions as per the decisions in the meetings and send to PCO on quarterly basis.	
Annex-7	Monthly report by Primary Group on PRAP implementation	Secretary of the Primary Group will prepare the report based on the matrix and will take signature of the	SDO or the Officer in Charge will compile the reports received, thereafter, will submit to Mayor and will propose the tasks in the Standing Committee of	

Annex No.	Type of matrix	Preparation and presentation of methods	Responsible Officer	Remark
		President, thereafter, submit it to the SDO or the Officer in Charge and concerned ward councilor.	Poverty Reduction and Slum Development and CSCC meetings followed by taking necessary actions as per the decisions in the meetings and send to PCO on quarterly basis.	

6.10 Evaluation

Although poverty alleviation is a difficult task, it is possible to achieve if elites of the community and elected public representatives and office/staff of the CC sincerely and properly implement the programs included in the PRAP. For successful implementation of PRAP, CDC, ward councilors and CC should evaluate the accomplished activities every six-months based on the matrix prepared by PCO and undertake necessary follow-up actions to expedite poverty reduction.

7. Implementation Schedule

Implementation of PRAP will be made based on Annex-I.

8. Cost of Implementation

Indicative breakdown of PRAP implementation for 5 years of each CC

In lakh taka

Sl No.	Component	Unit	Unit Cost	Quantity	Cost	Remarks
01	Community Mobilization <ul style="list-style-type: none"> • Selection of community poor area • Baseline survey • Formation of primary group/SIC/CBO • Annual General Meeting 	HH	0.010	3,000	150.00	3,000 families will be divided into 10 packages @300 families per package
02	Revolving fund for Micro credit operation	HH	0.1	1,000	100.00	1,000 families will be given loan initially @ tk.0.1
03	Primary healthcare and education <ul style="list-style-type: none"> a) Selection of Community Health Worker (CHW) b) Raising awareness on health, balanced food and nutrition by CHW c) Hygiene and Sanitation education by CHW d) Supply of health materials and equipment 	No	.05	30	90.00	30 health workers will work for 3,000 families for 60 months @1 CHW per 100 families

SI No.	Component	Unit	Unit Cost	Quantity	Cost	Remarks
04	Satellite School Program a) Selection of School b) Selection of School teacher c) Selection of students d) Supply of school and education materials	No	.075	30	135.00	30 satellite schools will be established for 3,000 families for 60 months @ 3 schools per package
05	Training a) SIC/CBO/Existing registered community group Management Training b) Leadership development training c) Maternity child healthcare training d) Satellite school management training e) Skill Development training	LS	6.25	10	62.50	5 types of training will be completed under each package
06	Physical Improvement Work a) Installation of tube-well b) Installation of twin-pit latrine c) Construction of footpath d) Construction of drain e) Construction of streetlight	LS	0.1	3,000	300.00	
Total					837.5	

Note:

The above indicative budget is for five (5) CCs for project period and is to be provided by the project. After completion of the project CCs have to continue the program. Each CC should keep own budget for implementation of PRAP during preparation of annual budget.

9. Content of output for PRAP of individual CC

- a. Prepared PRAP for each CC
- b. Training on PRAP
- c. Responsibilities of CC
- d. Identification of Slum/poor community
- e. Identification of beneficiaries
- f. Administrative structure
- g. Other trainings
- h. Fund management plan
- i. Loan distribution and savings collection
- j. Health education
- k. Establish Satellite school
- l. Arrange rally and gathering
- m. Monitoring and evaluation
- n. Reporting

Annex I Indicative Format of Poverty Reduction Action Plan (PRAP)

Sl. No.	Area of activity	Objective	Activities	Tasks	Responsible person	Remarks
01.	Initial administrative initiative	Quality improvement of governance system and skill development of CC through formulating and making implementable PRAP.	Orientation & training	<ol style="list-style-type: none"> 1. Orient the Councilor and concerned officers/ staffs of CC to be aware about PRAP. 2. Orient and train of the standing committee of poverty reduction and slum development and SDO/officers and staffs involved in poverty reduction activities. 3. Discuss PRAP related activities in WLCC and CSCC meeting. 	Mayor, Councilor and SDO/responsible officer of PRAP implementation with the assistance of GICD consultant team.	
02.	Assessment of poverty situation	Identification of poor households in slums and outside the slums within CC.	<ol style="list-style-type: none"> 1. Identification of slums/poor communities. 2. Classification of poverty. 	<ol style="list-style-type: none"> 1. Identification of slums in CC based on the definition of slum. 2. Based on the definition identification of community outside the slums. 3. The measurement of poverty and formulation of strategy are followed to identify the slums and strategy for community identification along with identification of poverty alleviation strategy. 4. Identification of poor through household survey in slum and community with the assistance of community people. 5. Classification of poor households by poor and extreme poor. Analysis of CC's baseline data will be done. 	SDO/ responsible officer of PRAP implementation and GICD consultant team.	CC if necessary, would undertake FGDs during PRAP implementation.
03.	Organizational structure at CC level	To formulate organizational structure of poverty	1. Formation of Standing Committee on poverty reduction	1. Form standing committee at CC level to perform responsibilities in poverty reduction.	SDO/ responsible officer of PRAP implementation and	

Sl. No.	Area of activity	Objective	Activities	Tasks	Responsible person	Remarks
		reduction within the slum/poor community in the CC.	and slum development. 2. Give responsibilities to the standing committee to undertake poverty reduction activities. 3. Formation of PGs, SICs/CDCs, cluster and federation consisting of all primary committees.	2. Delineation responsibilities to standing committee and WLCC at ward level for poverty reduction. 3. Formation of PG, SIC/CDC 4. Formation of cluster and federation at CC comprising the leaderships of primary groups.	GICD team.	
04.	Steps towards poverty reduction	Identification and implementation of various realistic activities to reduction poverty of the identified poor.	1. Orientation 2. Skills development. 3. Undertaking IGAs. 4. Arranging employment placement. 5. Direct help. 6. Formation of Zakat fund at community level. 7. Identification and implementation poverty reduction schemes. 8. Creating small entrepreneurs comprising the poor. 9. Enhancing infrastructural facilities.	1. Arrange orientation meeting after preparing training manual for the identified poor. 2. Conduct livelihood skill development training based on the training manual prepared in consultation with the poor. 3. Prepare IGA training module and undertake training. 4. Create employment in local employment providing organizations through communicating with and orienting them on poverty reduction issues. 5. Provide assistance to the extreme poor from the 'Zakat' fund by sensitizing the community people to donate in that fund. 6. Identification and implementation of appropriate schemes for poverty reduction.	SDO/responsible officer of PRAP implementation and GICD team.	

Sl. No.	Area of activity	Objective	Activities	Tasks	Responsible person	Remarks
				<ul style="list-style-type: none"> 7. Take initiative to create small entrepreneurs for poverty reduction. 8. Enhance following infrastructural facilities to reduce poverty: footpath, drains, twin pit latrine, pure water supply etc. 9. Create opportunities for small and medium businesses under micro-credit program. 10. Ensure health and education facilities through employing health workers and establishment of satellite schools. 11. Right of the people to access service deliveries and create opportunities for exercising residents' rights. 		
05	Preparation of micro credit fund utilization plan	1. Proper management of credit fund	<ul style="list-style-type: none"> 1. Distribution micro credit to the PG members 2. Prepare operational plan 	<ul style="list-style-type: none"> 1. Prepare the method of loan distribution and collection 2. Weekly meeting 3. Fix up of installment 4. Fix up of rate of interest and distribution mechanism of collected interest. 5. Fix up weekly savings and collection of savings 6. Deposit those to Bank Account 	SDO or officer in charge, Standing Committee, Mayor and GICD team	
06.	Monitoring	1. Monitor CC's poverty using different formats.	<ul style="list-style-type: none"> 1. Collect monthly and quarterly information on poverty reduction. 2. Analyze collected information. 3. Field supervision and 	<ul style="list-style-type: none"> 1. Prepare and utilize appropriate forms 	Standing committee on poverty reduction and slum development, SDO/responsible officer of PRAP implementation, GICD	

Sl. No.	Area of activity	Objective	Activities	Tasks	Responsible person	Remarks
			prepare specific report. 4. Present and discuss various information in standing committee meeting and determine tasks.		team, PCO.	
07.	Evaluation	Assess impact of poverty reduction.	1. Collect information on poverty in specific format and prepare evaluation report in every six-month. 2. Collect information on poverty in specific format and prepare evaluation report in every year.	1. Work out and agree to a methodology and format for assessing poverty reduction impact.	SDO, Standing Committee and PCO.	

Annex II Guidance Note for Poverty Assessment and Strategy Development

The CC will establish a standing committee on poverty reduction and slum development. The committee will assess and strategy development to address poverty. Poverty is defined in terms of socio- economic deprivation and deficiencies in infrastructure and service delivery systems. This guidance note will be used to carry out an exercise to assess and develop poverty reduction strategies.

1. Purpose

The purpose of the exercise is to:

- Obtain baseline information on *socio-economic conditions and basic infrastructure and service delivery levels* in slums/poor community; and
- Plan, prioritize and develop effective strategies to address poverty.

2. Steps

2.1 Listing and mapping of slums/communities.

- 1) As the first step, identify, list and compile basic information on slums/communities with the support of CC functionaries, key informants and relevant agencies, and present them in a structured way shown in following table.
- 2) Next, on a spatial map, plots of the identified slums/poor communities should be color-coded. Thus, slums may be color-coded in black and communities in red. The map does not need to be to the scale.

List of Slums/poor communities

Sl. No	Name of Slum/poor communities	Recognized (Y/N)	Area (in Acre)	Population			No. of households	Major occupation of the residents of the slum/poor community (Examples: casual labor, hawkers/vendor, beggars, migrants, ethnic group etc.)	Land ownership (Private/ CC/ Others)	Remarks
				M	F	TOTAL				
WARD NUMBER: 1										
1										
2										
Total in Ward 1										
WARD NUMBER: 2										
1										
2										
Total in Ward 2:										
(WARD Number 3- same as above)										

2.2 Categorization of slums/poor community based on the socio-economic and basic infrastructure/service delivery parameters.¹

1) Categorization of slums/poor community on socio-economic parameters

This will be carried out for each slum/poor community through discussions with CC officials/functionaries, key informants and related agencies.

The category of socio-economic parameters will be prepared by using the following table. With the help of the guidelines, categorize each parameter (income, health, education, housing, security and social inclusion) as ‘Very Poor’, ‘Poor’ or ‘Average’. The codes are 3 for ‘Very Poor’, 2 for ‘Poor’ and 1 for ‘Average’. After categorization by each socio-economic parameter, provide an overall category by totaling the category points (a+b+c+d+e+f = g).

Categorization on Socio-economic Parameters

No.	Name of Slum/poor community	Categorization on Socio-economic Parameters						Overall Grading
		Income	Health	Education	Housing	Security/Vulnerability	Social Inclusion	
		a	b	c	d	e	f	g
Ward number 1								
1								
2								
3								
Ward number 2								

2) Categorization on basic infrastructure/service delivery parameters

This will be carried out for each slum/poor community through discussions with CC officials/functionaries (*especially municipal engineers, sanitary inspectors*), key informants and related agencies.

The following format will be used for this purpose. With the help of the guidelines categorize each parameter (water, sanitation, drainage, garbage disposal, roads and electricity) as ‘No Service to Very Poor Service’, ‘Poor Service’ and ‘Average Service’. The codes are 3 for ‘No Service to Very Poor Service’, 2 for ‘Poor Service’ and 1 for ‘Average’. After categorization of each basic infrastructure/service delivery parameter, provide an overall category by totaling the categories (a+b+c+d+e+f=g).

Categorization on Basic Infrastructure/Service Delivery

No	Name of Slum/poor community	Water	Sanitation	Drainage	Garbage disposal	Roads	Electricity	Overall grading
		a	b	c	d	e	f	g
Ward number 1								
1								
2								
3								
4								
Ward number 2								

2.3 Validation of categorization through field visits

The results should be validated by undertaking field visits and holding focus group discussions with informal community groups and appropriate changes may be made in consultation with the CC functionaries.

2.4 Prioritization of slums/poor community for effective targeting of interventions

Plot the slums/poor community in the following matrix based on aggregated categorization for socio-economic conditions and basic infrastructure/ service delivery levels. This step will help to prioritize slums/poor community for effective targeting of interventions. Poverty Working Group (PWG), constituted by the Mayor, will provide advisory support in prioritization process. PWG should ratify the prioritization matrix following Table 4.

Table 4: Prioritization Matrix

Sl. No	Slum Name	Socio-economic score	Infrastructure Score	Average Score	Ranking

2.5 Development of strategy to address poverty in slums/poor community

1) The standing committee will develop strategies to address poverty including socio-economic conditions and basic infrastructure and service delivery levels in the prioritized slums/poor community, as per the above table also.

A public consultation should be held to share poverty assessment findings and draft strategy. Recommendations from the public consultations should be incorporated in the final strategy and action plan for addressing poverty in the CC.

Annex III Guidelines to Categorization of Slums/Poor community based on Socio-Economic Parameters

- Slums/ Poor community may be categorized as ‘Very Poor’ (3), ‘Poor’ (2) and ‘Average’ (1) based on the socio-economic parameters of Income, Health, Education, Housing, Security and Social Inclusion (Per capita income of the poor (Cost of Basic Need), Report of the House Hold Income and Expenditure Survey 2005, Bangladesh Bureau of Statistics).
- Indicators for each parameter are provided e.g. for the first parameter, income- the indicator is the average monthly income; for the next parameter, Health, a set of five indicators have been provided and categorization may be carried out on the basis of how many indicators are applicable to each parameter.
- The categorization into Very Poor, Poor and Average may be on the basis of information collected from discussions with CC functionaries, key informants, related agencies, observations and visits.
- Use above tables to categorize slums/poor community on each parameter and provide an overall categorization on socio-economic parameters followed by giving them overall categories of 1, 2 or 3.

Parameter	Indicators		
	Very poor 3	Poor 2	Average 1
Average Income	Up to TK 5,000 per month	TK 5,001- 6,000 per month	TK 6,001-8,000 per month
Health	(If 4 of 4 indicators apply) Frequent occurrence/ impact of water borne diseases High incidence of Infant mortality High incidence of maternal mortality Prevalence of home births	(If 3 of 4 indicators apply) Frequent occurrence/ impact of water borne diseases High incidence of Infant mortality High incidence of maternal mortality Prevalence of home births	(If 2 of 4 indicators apply) Frequent occurrence/ impact of water borne diseases High incidence of Infant mortality High incidence of maternal mortality Prevalence of home births
Education	(If 3 of 4 indicators apply) More than half adults are illiterates (who cannot sign) 20% or more of children of school going age are not attending school School dropout rates are high High rate of absenteeism/ dropout/ non attendance of girl children	(If 2 of 4 indicators apply) More than half adults are illiterates (who cannot sign) 20% or more of children of school going age are not attending school School dropout rates are high High rate of absenteeism/ dropout/ non attendance of girl children	(If 1 of 4 indicators apply) More than half adults are illiterates (who cannot sign) 20% or more of children of school going age are not attending school School dropout rates are high High rate of absenteeism/ dropout/ non attendance of girl children

Parameter	Indicators		
	Very poor 3	Poor 2	Average 1
Housing	Most are thatched houses	Most are tin-shed houses	Most are pucca/semi-pucca houses
Security	(If 4 of 5 indicators apply) Prone to eviction High incidence of disaster (e.g. floods etc.) High incidence of crime / drug addiction/ alcoholism etc. More than 20% women headed households Prevalence of violence against women	(If 3 of 5 indicators apply) Prone to eviction High incidence of disaster (e.g. floods etc.) High incidence of crime / drug addiction/ alcoholism etc. More than 20% women headed households Prevalence of violence against women	(If 2 of 5 indicators apply) Prone to eviction High incidence of disaster (e.g. floods etc.) High incidence of crime / drug addiction/ alcoholism etc. More than 20% women headed households Prevalence of violence against women
Social Inclusion	(If 5 or more of 6 indicators apply) Not Consulted in decision making at CC level Limited Reach of NGOs / civil society/ faith based organizations Limited Access to Health services Limited Access to Education services Limited Access to government jobs Significant numbers of Ethnic/ indigenous/ migrants	(If 4 of 6 indicators apply) Not Consulted in decision making at CC level Limited Reach of NGOs / civil society/ faith based organizations Limited Access to Health services Limited Access to Education services Limited Access to government jobs Significant numbers of Ethnic/ indigenous/ migrants	(If 3 of 6 indicators apply) Not Consulted in decision making at CC level Limited Reach of NGOs / civil society/ faith based organizations Limited Access to Health services Limited Access to Education services Limited Access to government jobs Significant numbers of Ethnic/ indigenous/ migrants

Source: SAPI Team produced based on guidelines for PRAP prepared by UGIIP

Annex IV Guidelines to Categorize Slums/ Poor community based on Basic Infrastructure and Service Delivery Parameters

- Slums/ Poor community may be categorized as ‘Very Poor Service ’ (3), ‘Poor Service ’ (2) and ‘Average Service’ (3) based on the basic infrastructure/ service delivery parameters of Water, Sanitation, Drainage, Garbage disposal, Electricity and Roads.
- Indicators for each parameter are provided. e.g for the first parameter, water- the indicators are no piped water supply, no tube well, source far away, poor quality of water (arsenic contamination, salinity), insufficient quantity.
- The categorization into No Service to Poor Service, Poor and Average may be on the basis of information collected from discussions with CC functionaries, key informants, related agencies, observations and visits.
- Use following table to categorize slums/poor community on each parameter and provide an overall categorization on socio-economic parameters followed by giving them overall into 1, 2 or 3.

Basic Infra-structure	No Service to Very poor Service 3	Poor Service 2	Average Service 1
Water	(If 4 of 5 indicators apply) No pipe-water supply No Tube well Sources far away Poor quality of water (e.g. arsenic contamination, salinity) Insufficient quantity	(If 3 of 5 indicators apply) No piped water supply No Tube well Source far away Poor quality of water (e.g. arsenic contamination, salinity) Insufficient quantity	(If 2 of 5 indicators applies) No piped water supply No Tube well Source far away Poor quality of water (e.g. arsenic contamination, salinity) Insufficient quantity
Sanitation	(if 4 of 5 indicators apply) Limited access to household sanitary latrine Open/ hanging/ pit latrines Open defecation Lack of functional community/ public toilets No separate facilities for women	(if 3 of 5 indicators apply) Limited access to household sanitary latrine Open/ hanging/ pit latrines Open defecation Lack of functional community/ public toilets No separate facilities for women	(if 2 of 5 indicators applies) Limited access to household sanitary latrine Open/ hanging/ pit latrines Open defecation Lack of functional community/ public toilets No separate facilities for women

Basic Infrastructure	No Service to Very poor Service 3	Poor Service 2	Average Service 1
Drainage	(If 4 of 4 indicators apply) Absence of pucca drains Frequent water logging/ stagnation of water Drains not cleaned frequently Inadequate drainage network	(If 3 of 4 indicators apply) Absence of pucca drains Frequent water logging/ stagnation of water Drains not cleaned frequently Inadequate drainage network	(If 2 of 4 indicators applies) Absence of pucca drains Frequent water logging/ stagnation of water Drains not cleaned frequently Inadequate drainage network
Garbage Disposal	(If 4 of 4 indicators apply) Absence of door to door collection Lack of fixed bins Open dumping of garbage Lack of road sweeping	(If 3 of 4 indicators apply) Absence of door to door collection Lack of fixed bins Open dumping of garbage Lack of road sweeping	(If 2 of 4 indicators applies) Absence of door to door collection Lack of fixed bins Open dumping of garbage Lack of road sweeping
Roads	(If 3 of 3 indicators apply) Mostly Katcha/semi pucca roads Poor Network of roads Poor condition of roads	(If 2 of 3 indicators apply) Mostly Katcha/semi pucca roads Poor Network of roads Poor condition of roads	(If 1 of 3 indicators apply) Mostly Katcha/semi pucca roads Poor Network of roads Poor condition of roads
Electricity	(If 2 of 2 indicators apply) Limited household electric connections Lack of street lights	(If 1 of 2 indicators apply) Limited household electric connections Lack of street lights	If none apply Limited household electric connections Lack of street lights

Source: SAPI Team produced based on guidelines for PRAP prepared by UGIIP

Annex V Sample of Household Survey Form

City Governance Project (CGP)

Household Survey Form

Sl. No.: _____ Name of Surveyor: _____
 Ward No.: _____ Date of Survey: _____
 Name of Slum/Community/Mohalla: _____ Name of Respondent: _____
 Road Name: _____ Name of Supervisor: _____
 Holding No.: _____

1. Household head name: _____		2. Age _____ (years)		Ownership pattern					
Male/Female _____	Religion _____	3. Occupation _____		Own house	Tenant				
Other member of the family									
Sl. No.	Name	Male	Female	Relation with HH head	Age	Occupation	Educational Qualification	Marital Status	Remarks
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
Family Income related Information									
Monthly family income including household head. Put tick mark on correct answer.		Less than Tk. 5,000		Very poor*					
		Tk. 5,001- 6,000		Poor*					
		Tk. 6001-8000		Lower middle class					
		Tk. 8001-15000		Middle class					
		Tk. Above 15000		Higher class					

* Per capita income of the poor (Cost of Basic Need), Report of the House Hold Income and Expenditure Survey 2005, Bangladesh Bureau of Statistics.

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Signature of the surveyor

Annex VI Sample of Questionnaire for PRAP

City Governance Project (CGP)

Information of Poverty Reduction Action Plan (PRAP)

No. of Primary Group	Total Member	Poor	Very Poor

Slum/poor community under project for development	Total Member	No. of SIC/CDC

1. Does the Primary Group submit their report regularly? : Yes/ No
2. Does the Community Development Committee (CDC) submit their report regularly? : Yes/ No
3. Does the Chairperson/Secretary of CDC attended meeting regularly? : Yes/ No
3. Challenges and recommendations for implementation of activities as per Poverty Reduction Action Plan (PRAP) (Brief)

Signature of Secretary

Signature of Chairperson

Copy:

1. Mayor _____ City Corporation, District: _____

2. _____ City Corporation

3. Office Copy

Annex VII Sample of Monthly Report Format
City Governance Project (CGP)
Monthly Activity Report of Primary Group

1. General Information
 - a. Number of Primary Group (PG):
 - b. Ward No.:
 - c. Name of City Corporation:
 - d. No. of member in Primary Group (PG):
 - e. Regular meeting held: Yes/No.

2. Occupational information
 - A. Occupational information of PG member

Sl. No.	Name of Occupation	Numbers	Remarks
1			
2			
3			

3. Financial Information
 - a. Date of PG accounts opening:
 - b. PG accounts no. and bank Name:
 - c. Saving amount on reporting date:

4. Micro credit related information

Sl. No.	No. of Loan Receiver	Amount	% of loan recovery	Remarks
1				
2				

5. Describe briefly the challenges and recommendations of primary group activities/operations:

Signature of Secretary
 Primary Group

Signature of Chairman
 Primary Group

Copy:

1. Chairperson _____ CDC, Ward No. _____
2. SDO, ----- City Corporation

Annex VIII Sample Format

..... সিটি কর্পোরেশন
সিটি গভারন্যান্স প্রজেক্ট

ওয়ার্ড নং

মহল্লার নামঃ

কমিউনিটি উন্নয়ন পরিকল্পনা

ভূমিকা :

সিটি গভারন্যান্স প্রজেক্টের আওতায় নং ওয়ার্ডে মহল্লায় বসবাসকারী পরিবার নিয়ে এসআইসি/সিডিসি/সিবিও/কমিউনিটি দল গঠন করা হয়েছে। কমিউনিটিতে বসবাসকারী জনগণের বিভিন্ন সমস্যা চিহ্নিত করে সমাধানের জন্য প্রতিটি এসআইসি/সিডিসি/সিবিও/কমিউনিটি দল এ সদস্য বিশিষ্ট নির্বাহী কমিটি রয়েছে। কমিউনিটিতে বসবাসকারী পরিবার প্রধানদের উপস্থিতিতে আলোচনার মাধ্যমে নির্বাহী কমিটি গঠন করা হয়েছে। কমিউনিটিতে বিদ্যমান বিভিন্ন ধরনের সমস্যা চিহ্নিত করে অগ্রাধিকার প্রদানপূর্বক সিটি কর্পোরেশন অথবা সরকারের সংশ্লিষ্ট বিভাগকে অবহিতকরণের মাধ্যমে সমস্যা সমাধানের উদ্যোগ গ্রহণ করা হবে। নিম্নলিখিত চারটি উপাংশ চিহ্নিত করে সমস্যা নিরূপণ ও সমাধানের উদ্যোগ গ্রহণ করা হবে।

- ১। বর্জ্য ব্যবস্থাপনা
- ২। সামাজিক অবকাঠামো
- ৩। সামাজিক সমস্যা
- ৪। দরিদ্রতা হ্রাসকরণ

১। বর্জ্য ব্যবস্থাপনা :

(ক) কমিউনিটি পর্যায়ে বর্তমান ব্যবস্থাপনা :

(খ) বর্তমান ব্যবস্থাপনায় কমিউনিটিতে নিয়োজিত জনবল :

(গ) বর্জ্য ব্যবস্থাপনা উন্নয়নে কমিউনিটির সম্পৃক্ততা ও করণীয় :

২। সামাজিক অবকাঠামো :

(ক) কমিউনিটিতে বর্তমানে বিদ্যমান সামাজিক অবকাঠামোর সংখ্যা :

ক্রমিক নং	সেক্টর	অবকাঠামোর নাম	পরিমাণ	অনুমানিক মূল্য	মন্তব্য
১	ধর্মীয় প্রতিষ্ঠান	মসজিদ			
		মন্দির			
		গির্জা			
		মাদ্রাসা			
		কবরস্থান			
		শ্মশান			
		ঈদগাহ			
		কোনো সাধু-সুফির আস্তানা			
		অন্যান্য			
২	পার্থন কেন্দ্র	প্রাকৃতিকভাবে আকর্ষণীয় কোনো পার্থন কেন্দ্র			
		লেক			
		ঈহাড়			

		বাগান			
		জলাশয়			
		কোনো প্রত্নতাত্ত্বিক স্থান			
		অন্যান্য			
৩	ক্রীড়া / বিনোদন কেন্দ্র	খেলার মাঠ			
		পার্ক			
		স্টেডিয়াম			
		বাগান			
		ব্যায়ামাগার			
		অন্যান্য			
৪	সামাজিক প্রতিষ্ঠান	দাতব্য চিকিৎসালয়			
		এতিমখানা			
		বয়স্ক শিক্ষাকেন্দ্র			
		আশ্রম			
		অন্যান্য			
৫	শিক্ষা প্রতিষ্ঠান	স্কুল			
		কলেজ			
		মাদ্রাসা			
		বিশ্ব বিদ্যালয়			
		কিন্টারগার্টেন			
		অন্যান্য			
৬	সাংস্কৃতিক প্রতিষ্ঠান	লাইব্রেরি			
		যাদুঘর			
		নাট্যমঞ্চ			
		সিনেমা হল			
		ক্লাব			
		অডিটোরিয়াম			
		দর্শনীয় ঐতিহাসিক			
		পর্যটনমূলক স্থান বা স্থাপনা			
		অন্যান্য			
৭	অবকাঠামো	পাকা রাস্তা			
		সেমি পাকা রাস্তা			
		কাঁচা রাস্তা			
		পাকা ড্রেন			
		সেমি পাকা ড্রেন			
		কাঁচা ড্রেন			
		পুল			
		কালভার্ট			
		সড়কবাতি			
		বর্জ্য ব্যবস্থাপনার যাবতীয়			
		অবকাঠামো			
		ফুটপাথ			
		স্যানিটেশন			
		পানি সরবরাহ			
		হাসপাতাল			
		ক্লিনিক			
		অন্যান্য			

(খ) বিদ্যমান সামাজিক অবকাঠামো মেরামত ও পুনর্বাসনের বিষয়ে সিটি কর্পোরেশন থেকে গৃহীত পদক্ষেপসমূহ :

(১)

(২)

(গ) কমিউনিটিতে সামাজিক অবকাঠামোর চাহিদা :

ক্রমিক নং	অবকাঠামোর ধরন	পরিমাণ	মন্তব্য
১.			

৩। কমিউনিটিতে বিদ্যমান সামাজিক সমস্যাসমূহ :

ক্রমিক নং	সামাজিক সমস্যার ধরন	মন্তব্য
০১	বর্জ্য না দেয়া	
০২	বেকারত্ব	
০৩	নিরক্ষরতা	
০৪	দারিদ্র	
০৫	ছুরি, ছিনতাই, চাঁদাবাজি	
০৬	বাল্যবিবাহ, যৌতুক	
০৭	মাদক ব্যবসা ও মাদক সেবন	
০৮	অন্যান্য	

৪। দরিদ্রতা হ্রাসকরণ :

কমিউনিটিতে বসবাসরত পরিবারের মাসিক আয় ৫,০০০/- (পাঁচ হাজার-) টাকার নিচে হলে দারিদ্র সীমার নিচে বলে বিবেচিত হবে।
কমিউনিটির আওতাধীন এলাকায় বসবাসরত পরিবারসমূহের মধ্যে জরীপ পূর্বক দরিদ্র পরিবার চিহ্নিতকরণ।

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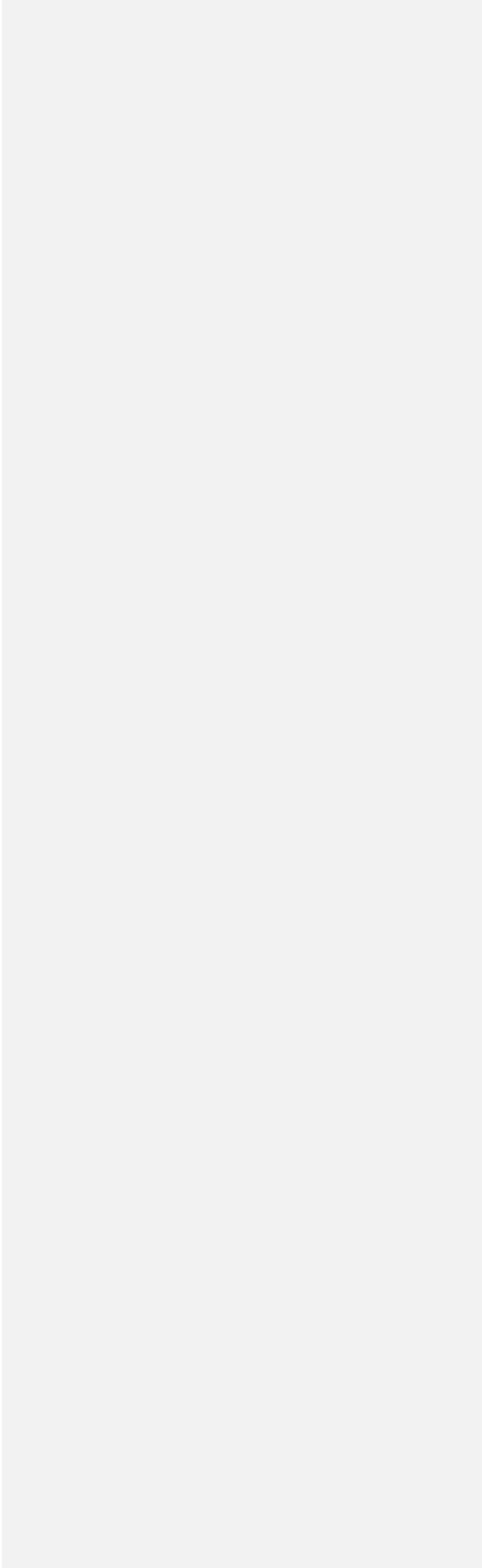
(ক) দারিদ্র সংক্রান্ত কমিউনিটির তথ্য :

১। মাসিক আয় ৫,০০০/- টাকার নীচে	=	টি পরিবার
২। মাসিক আয় ৫,০০১-৬,০০০/- টাকার মধ্যে	=	টি পরিবার
৩। মাসিক আয় ৬,০০১/-৮,০০০/- টাকার মধ্যে	=	টি পরিবার
৪। মাসিক আয় ৮,০০১/-১৫,০০০/- টাকার মধ্যে	=	টি পরিবার
৫। ১৫,০০০/- টাকার উর্ধ্বে	=	টি পরিবার

টি পরিবার

I

Final_February 2018





**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.6 Guidelines for Revision of Citizens Charter

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
2.1 What is Citizen's Charter	1
3. Relevant issues of ICGIAP	2
Tasks for Revision of Citizen's Charter.....	2
3.1 Tasks:.....	2
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicators	2
4. Objectives.....	3
5. Legal basis regarding publication and display of Citizen's Charter	3
6. Relevant Organizations, Stakeholders and their role	4
6.1 Role and Responsibilities of the CC Officials.....	4
6.2 Civil Society Coordination Committee (CSCC)	4
7. Necessary Tasks and Procedures.....	4
7.1 Assign Officer in Charge.....	4
7.2 Collect information that is supposed to be included in Citizen's Charter	4
7.3 Citizen's Charter revised with contents below	4
7.4 Revision of commitments on public services written in existing Citizen's Charter	5
7.5 Revision of vision and mission	5
7.6 Discuss the contents of Citizen's Charter in CSCC meeting and approve with modification / improvement	5
7.7 Publication, Display, Campaign and Distribution	5
7.8 Effective implementation of Citizen's Charter	6
7.9 Complaint handling and Grievance Redress	6
8. Implementation Schedule	6
9. Cost of Implementation (if necessary).....	6
Annex I Sample Form for Citizen Charter	7
Annex II Implementation Schedule	11
Annex III Budget for Citizen Charter	12

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

The Citizen's Charter is one of the tools of public service management to ensure provision of quality service within a certain timeframe. It is also the expression of an understanding between CC as a service provider and citizens. On the one hand, CC commits to provide quality services; on the other hand, citizens pay appropriate fees and taxes. It has been introduced in local government system with the view of enhancing the performance of public services to increase the level of satisfaction. In addition, the Citizen's Charter is to help change the mindset of CC officials from someone with power over the public to someone with the right sense of duty in spending the public money. It also helps to change culture and attitude at work place by focusing efforts to citizen satisfaction. In other words, it is for enhancing standards of service delivery and fostering greater public interests.

2.1 What is Citizen's Charter

Citizen's Charter is a properly authorized, written, voluntary declaration by service providers about the quality, nature and standards of their services, their availability and delivery timeframes, service cost, contact person and contact information etc. Citizen's Charter helps the service receivers to know about the entire procedure for obtaining services. The Charter also ensures accountability and transparency amongst the service providers. Thus, it is an effective tool to establish good governance. Besides, Citizen's Charters initiate a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with the organizations providing public services through transparency and accountability. In other words, Citizen's Charter is a premeditated commitment of the authority to the citizen to provide proper and quality services.

3. Relevant issues of ICGIAP

Tasks for Revision of Citizen's Charter

Citizen's Charter is useful to inform the citizen about the service and function of CC at a glance. The following are the initial steps and tasks to prepare the Citizen Charter.

3.1 Tasks:

Task 1: Working Group/Officer in Charge assigned for preparation / revision of Citizen's Charter.

Task 2: Collect information that is supposed to be included in Citizen's Charter.

Task 3: Citizen's Charter revised with contents below;

- a) CC Vision and Mission statement
- b) Details of organizational flow chart
- c) Details of citizens or clients at the receiving end of CC services.
- d) Statement describing CC's services in the correct and transparent manner including standard, quality, timeframe, value of services, etc. provided to each citizen / citizen group / client group with name of CC sections / officer / staff responsible for the services
- e) Details of grievance redress mechanism and expectations of the citizens.

Task 4: Discuss the contents of Citizen's Charter in CSCC meeting and approve with modification / improvement, if any.

Task 5: Display the Citizen's Charter in a suitable place at CC premises, distribute in the form of booklet and also publish in the local newspaper for wide circulation.

3.2 Action by

Mayor, Councilors and CSCC

3.3 Time Schedule

Task 1, 2: by mid of 1st year

Task 3: by end of 1st year

Task 4: by mid of 1st year

Task 5: by end of 2nd year

3.4 Indicators

(1) 1st Performance Review: Revised Citizen's Charter displayed

- Officer in charge / special Working Group assigned for revision of Citizen's Charter
- Existing Citizen's Charter is revised through discussion with relevant departments/sections
- Revised Citizen's Charter is reviewed by CSCC
- After revision of reflect CSCC's comments, CSCC approves citizen charter
- Citizen's Charter displayed through different types of Media by MCC

(2) 2nd Performance Review: Citizen's Chartered reviewed annually

- Public comments on Citizen's Charter are collected anytime through GRC, Ward Councilors, e-mail, etc.
- Major public comments are discussed in CSCC, and comments for revision are included.
- Officer in Charge revises Citizen's Charter, if it is necessary.

4. Objectives

The prime purpose of the Citizen's Charter is strengthening the process of citizen empowerment in the area of rendering services. The specific purposes of Citizen's Charter are related with implementation of the following:

- To enhance the quality of public services;
- To sensitize towards receiver's needs and preferences;
- To give clear information about all available services;
- To give the citizens access to the City Corporation's activities;
- To ensure transparency and accountability in regard to rules, procedures and citizens' complaints or feedback about services;
- To set standards of services;
- To improve quality of services;
- To provide information and be open;
- To ensure transparency and the right to information;
- To make administration accountable and citizen friendly;
- To create strong understanding amongst the internal departments of service providers;
- To reduce the level of corruption.

5. Legal basis regarding publication and display of Citizen's Charter

Following instruction about displaying Citizen's Charter has been clearly mentioned in Article 44 of the Local Government (City Corporation) Act 2009.

44. Publication of Citizen's Charter- (1) The Corporation shall publish descriptions, conditions and specific timeline of provided services that ensured for citizens through an evidence entitled "Citizen's Charter". (2) The Citizen's Charter shall be updated at least once in every year. (3) The Government may implement a guideline/manual on ideal Citizen's Charter for the City corporation. (4) Every City Corporation may amplify and amend the respective Citizen's Charter. (5) The Citizen's Charter shall include the issues mentioned below or any other issues, namely:

- (a) Accurate and transparent description of each services;*
- (b) Price of service that may be provided;*
- (c) Quality and process to get or demand for the services;*
- (d) Specific timeline of service provided;*
- (e) Service related responsibilities of the citizen;*
- (f) Guarantee of service provision;*
- (g) Disposal process of complaints related at service provision*
- (h) Consequences of violating the commitments are mentioned in the charter.*

6. Relevant Organizations, Stakeholders and their role

An effective Citizen's Charter incorporates citizens' expectation, needs and priorities. Consequently, it is important to obtain input from relevant organizations and stakeholders. A working committee shall devise a rough draft of Citizen's Charter in advance of the workshops/Seminar.

6.1 Role and Responsibilities of the CC Officials

Each department provides descriptions on their services, service standards and fixes the fees to be paid. According to the quality and quantity of services and its nature, the department sets the time schedule and the name of responsible officers, necessary telephone/mobile numbers, e-mail addresses, building floor/room No., addresses etc. The officials of the departments shall set their vision and mission (Activity 2.3), and include it in the Citizen's Charter.

6.2 Civil Society Coordination Committee (CSCC)

The citizens are responsible to furnish their demands, which are essential for delivery of public services. The citizens express their opinion on revised Citizen's Charter at the Civil Society Coordination Committee (CSCC) meeting. Citizens shall receive the services by paying the fixed fees. The citizens shall maintain the procedures and instruction to get the desired services. If there are any dilemmas the citizens encounter in terms of receiving services, they may submit complaints to the Grievance Redress Cell (GRC).

7. Necessary Tasks and Procedures

7.1 Assign Officer in Charge

The Mayor shall assign the Officer in Charge in MCC or form a Working Group to prepare/revise the Citizen's Charter. The Working Committee will consist of 3 to 5 members. Responsibilities of assigned officer or W/G are as follows;

- (a) To request relevant departments to review commitments on their service given in the existing Citizen's Charter
- (b) To compile revised commitments collected from each department
- (c) To request CPU to revise/make vision, mission and commitment of CC
- (d) To collect public comments on vision, mission and commitment

7.2 Collect information that is supposed to be included in Citizen's Charter

The MCC shall devise a format on the provided services by the relevant departments and sections of City Corporation. The format incorporates the name of departments/sections, services, fees, deliverable timeframes, responsible officials, building name, room numbers, telephone and e-mail etc. The MCC will distribute the format to each department and section through organizing a workshop. The departments will insert the information to be provided to the citizens and forward to be compiled by the MCC. (Sample Format is attached: (Please see as Annex no-1)

7.3 Citizen's Charter revised with contents below

The Citizen's Charter includes the following items-

- (a) Incorporate the Vision and Mission of City Corporation in the Citizen's Charter;
 - (b) Display the Organizational flow chart of City Corporation;
 - (c) Details of citizens or clients at the receiving end of CC services;
 - (d) Statement describing CCs services in the correct and transparent manner including standard, quality, timeframe, value of services, etc. provided to each citizen / citizen group / client group with name of CC sections / officers / staff responsible for the services, etc.
1. Precise and clear particulars of each service provided by the City Corporation;
 2. Reasonable fees for each service (where applicable or free of cost);
 3. Eligibility and process for getting and claiming services;
 4. Timeframe for each service;
 5. Contact person with telephone number for each service;
 6. Responsibility of the citizen to obtain the services;
 7. Assurance to render services;
 8. Person/department/section responsible to extend services;
- e. Details of Grievance Redress Mechanism and expectations of the citizens;
 - f. Process to give effective advice, complaints and feedback by the citizens;
 - g. Details of Grievance Redress Mechanism and expectation of the citizens;
 - h. Provision of punishment for not responding to the commitment as mentioned in the Citizen's Charter.

7.4 Revision of commitments on public services written in existing Citizen's Charter

Officer in Charge requests each department to review the services written in the existing Citizen's Charter. Head of department holds internal meeting and gives feedback to the Officer in Charge. Officer in Charge compiles commitments of every department and sections, and reviews the relevant part of Citizen's Charter.

7.5 Revision of vision and mission

Visions of every target CC had been formulated during Preparatory CGP project. The vision should be declared in the Citizen's Charter. If Mayor thinks it is necessary, then Mayor can collect public comments on the current vision of CC through mass public meeting, website, or any other mass media.

Mission should be formulated based on the vision set by CC. Mission describes approaches to achieve the Vision. Mayor can hold special meeting with CSCC to collect ideas for mission. It can also be displayed for public comments, if Mayor desires so.

Vision and mission are discussed in CSCC for further revision, as necessary.

7.6 Discuss the contents of Citizen's Charter in CSCC meeting and approve with modification / improvement

After preparation of the Citizen's Charter, endorsement has to be taken from CSCC (*Workshop with civil society*) meeting through necessary discussion and amendments, if any. The final approval will be given by the City Council for onward publication, display, campaign and distribution.

7.7 Publication, Display, Campaign and Distribution

- After publication of Citizen's Charter, some copies are required to be distributed to the key stakeholder's i.e. Ministry of LGRD&C, LGD, LGED, and National Agencies etc.
- The Citizen's Charter must also be circulated and distributed in the Zonal offices of LGED/project as well.
- The Citizen's Charter may also be publicized in Local Newspapers, Cable Television and the Media to ensure its wider publicity
- The Citizen's Charter must be displayed in the premises or other prominent places of City Corporation with a uniform design.
- MCC is responsible to develop websites on Citizen's Charter.

7.8 Effective implementation of Citizen's Charter

The City Corporation will have to establish a citizen friendly atmosphere for effective implementation of Citizen's Charter. The effective implementation of Citizen's Charter depends entirely on the City Corporation officials including the elected council members. Thus, the City Corporation should accomplish the responsibility taking the following issues into consideration.

- To be attentive on the service receivers' needs;
- Use of local and easy language in communication;
- Maintaining the quality of services;
- Imparting training to City Corporation officials on Citizen's Charter;
- Giving the citizens opportunity to give effective advice, complaints and feedback;
- Rendering services effectively and timely and redress grievances, if any;
- Expecting/inviting the citizen to serve again;
- Regular monitoring and evaluation;
- Taking necessary corrective measures on the basis of the recommendation of M&E.

7.9 Complaint handling and Grievance Redress

It is important to take into account that Grievance Redress Mechanism (GRM) helps to reduce the causes of complaints in the future. Grievance Redress Mechanism (GRM) will also help the service provider to understand clearly when and where it is failing. Grievance Redress Mechanism (GRM) is established through the ICGIAP activity 5.8 (see the Guideline).

8. Implementation Schedule

- Citizen's Charter will continue until a change in the Local Governance (City Corporation) Act 2009
- An Action Plan for preparation/revision of Citizen's Charter will be prepared by the City Corporation (Format is attached as Annex no-2)

9. Cost of Implementation (if necessary)

- The cost of display of Citizen's Charter will be estimated and included in CC budget for implementation. (Sample budget is attached as Annex no-3)

Annex I Sample Form for Citizen Charter

নমুনা ফরমেট

সিটি করপোরেশনের
মনোগ্রাম

নাগরিক সনদ

.....সিটি করপোরেশন

সিটি করপোরেশনের সেবা প্রাপ্তির কৌশল ও প্রক্রিয়া

প্রশাসনিক বিভাগ

ক. মেয়র/সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর কার্যালয়

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	জাতীয়তা সনদ	২০/-	সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর/প্যানেল মেয়র	ওয়ার্ড কাউন্সিলর অফিস/করপোরেশন কার্যালয়	২ দিন
২	চারিত্রিক সনদ	২০/-	সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর/প্যানেল মেয়র	ওয়ার্ড কাউন্সিলর অফিস/করপোরেশন কার্যালয়	২ দিন
৩	অবিবাহিত সনদ	২০/-	সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর/প্যানেল মেয়র	ওয়ার্ড কাউন্সিলর অফিস/করপোরেশন কার্যালয়	২ দিন
৪	বেকারত্ব সনদ	২০/-	সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর/প্যানেল মেয়র	ওয়ার্ড কাউন্সিলর অফিস/করপোরেশন কার্যালয়	২ দিন
৫	আয়ের সনদ	২০/-	সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর/প্যানেল মেয়র	ওয়ার্ড কাউন্সিলর অফিস/করপোরেশন কার্যালয়	২ দিন

খ. পারিবারিক আদালত শাখা/সংশ্লিষ্ট ওয়ার্ড কাউন্সিলর

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	কোর্ট হতে আগত বিবিধ মামলা, খারিজ হওয়া মামলা পুনরায় চালু করা				
২	বিবাহ ও তালাক সংক্রান্ত এবং অন্যান্য সামাজিক				

	অপরাধ				
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গ. অভিযোগ নিষ্পত্তি /অসন্তোষ নিরসন সেল

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	যে কোন অভিযোগ অসন্তোষ নিরসন সেল কর্তৃক বাছাই, শুনানির দিন ধার্য্য, অভিযোগকারীকে লিখিত নোটিশ প্রদান ও শুনানি অনুষ্ঠানের মাধ্যমে অভিযোগ নিষ্পত্তি করে অভিযোগকারীকে অবহিত করা হয়	বিনা মূল্যে	সচিব ও সংশ্লিষ্ট বিভাগ/অন্যান্য সংশ্লিষ্ট ব্যক্তি		

ঘ. ট্রেড লাইসেন্স শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	ট্রেড লাইসেন্স				
২	যানবাহন লাইসেন্স রিফ্রা, ভ্যান, ঠেলাগাড়ী, গরুর গাড়ী ও নবায়ন (মালিক ও চালক)				

ঙ. এসেসমেন্ট শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	হোল্ডিং নম্বর প্রদান				
২	হোল্ডিং নাম পরিবর্তন				
৩	হোল্ডিং কর পৃথকীকরণ				
৪	হোল্ডিং কর নির্ধারণ				
৫	ট্যাক্স কমানো, হোল্ডিং এর নাম খারিজ, আবেদন ফরম				

চ. করপোরেশন বাজার শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	দোকান বরাদ্দ সংক্রান্ত কার্যক্রম				
২	হাট-বাজার ইজারা				
৩	দোকানের নাম পরিবর্তন				

ছ. শিক্ষা, সংস্কৃতি ও পাঠাগার শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা

১	জাতীয় দিবস	-			-
২	বার্ষিক অনুদান (সিবিও, দরিদ্র ছাত্র ক্লাব, শিক্ষা ও ধর্মীয় প্রতিষ্ঠান)	-			-
৩	দরিদ্রদের অনুদান				

সমাজ কল্যাণ ও বস্তি উন্নয়ন শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	বস্তিবাসীদের স্যানিটেশন সেবা প্রদান				
২	বস্তির শিশুদের শিক্ষা উন্নয়ন কার্যক্রম				
৩	মাইক্রো ক্রেডিট কার্যক্রম				
৪	নর্দমা, ডাষ্টবিন ইত্যাদি নির্মাণ				

প্রকৌশলী বিভাগ

ক. নগর পরিকল্পনা/পূর্ত শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	ইমারতের নকশা অনুমোদন				
২	ঠিকাদার তালিকাভুক্তি ও নবায়ন				
৩	ভূমির সীমানা নির্ধারণ সনদ				
৪	অনাপত্তির সনদ/পরিবেশগত ছাড়পত্র				
৫	রাস্তা কর্তনের অনুমিত (গ্যাস, পানির লাইন ইত্যাদি)				
৬	ভূমি উন্নয়ন ছাড়পত্র সাটফিকেট				
৭	ঠিকাদারী তালিকাভুক্তি আবেদন ফরম				
৮	রোড রোলার ভাড়া প্রদান				

খ. বিদ্যুত / যান্ত্রিক শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	সড়কবাতি রক্ষণাবেক্ষন				

গ. পানি সরবরাহ শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	আবাসিক/বানিজ্যিক পানি				

	সরবরাহের সংযোগ				
২	হস্তচালিত নলকূপ				

স্বাস্থ্য পরিবার পরিকল্পনা ও পরিচ্ছন্নতা বিভাগ

ক. স্বাস্থ্য, পরিবার পরিকল্পনা শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	জন্ম/মৃত্যু সনদ				
২	বয়স সনদ				
৩	ইপিআই কার্যক্রমের আওতায় মা ও শিশুদের টাকা দান				
৪	হোটেল/রেস্টোরাই পচা/বাসি খাবার পরিবেশন রোধ কার্যক্রম				
৫	পরিবেশ প্রত্যয়ন পত্র প্রদান				
৬	অসুস্থ রোগীদের জন্য পরিবহন/এ্যাম্বুলেন্স সরবরাহ				

খ. পরিচ্ছন্নতা শাখা

ক্রমিক নং	সেবাসমূহের নাম	ফি	দায়িত্বপ্রাপ্ত কর্মকর্তার নাম ও মোবাইল নং	তলা, কক্ষ নং	সেবা প্রদানের সময়সীমা
১	করপোরেশন এলাকার রাস্তা, হাট-বাজার, মাঠ ঝাড়ু দেওয়া				
২	নর্দমা পরিষ্কার				
৩	কঠিন আবর্জনা অপসারণ				
৪	বেওয়ারিশ কুকুর নিধন				
৫	মশক নিধন				
৬	পুকুর, জলাশয় পরিষ্কার				

কতিপয় গুরুত্বপূর্ণ টেলিফোন ও সিটি করপোরেশনের ওয়েবসাইট

পদবী	টেলিফোন নম্বর ও ওয়েবসাইট	পদবী	টেলিফোন নম্বর ও ওয়েবসাইট
মেয়র		হিসাব রক্ষন কর্মকর্তা	
প্রধান নির্বাহী কর্মকর্তা		মেডিক্যাল অফিসার	

**সেবা প্রাপ্তির বিস্তারিত তথ্য এবং সেবার মূল্য জানতে
অনুগ্রহ পূর্বক
সিটি করপোরেশন অফিসে যোগাযোগ করুন**

Annex II Implementation Schedule

Implementation Schedule (Gantt Chart) for Implementation of Revision of Citizens Charter

Implementation Schedule (2015-2016)

SL	Activity	Person in charge	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Preparatory workshop of Working Committee to prepare draft Citizens Charter display	Mayor, Councilors and Officials												
2	Workshop with CSCC to finalize the contents of Citizens Charter	Mayor, Councilors, CSCC and Officials												
3	Training on Citizens Charter to the City Corporation officials for one day	Mayor, Councilors and Officials												
4	Printing, Display, Campaign and Distribution of Citizens Charter	Mayor, Councilors and Officials												End of 2nd Year
5	Publicity of Citizens Charter in Local Newspaper, Cable network and others Media	Mayor, Councilors and Officials												End of 2nd Year

Annex III Budget for Citizen Charter

City Governance Project Citizens Charter

Budget for Preparation of Citizens Charter Implementation (2015-2016)

SI	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	1. Preparatory workshop of Working Committee to prepare draft Citizens Charter (Non Residential)										
	Two days Workshop at CC level	3-5 Staffs from Working Committee, 1/2 invited Officials from each Dept; Total 30-35 Staffs; Other CGP Staffs-5; Total 40 person				CC					
	Food	Two times snacks for 40 Person for 2 Days	80	30	2400	CC					
		Lunch-300/Person@80	80	300	24000	CC					
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 100@Person	60	100	6000	CC					
	Conveyance for Participants/ Honorarium	200tk/ person for 30 person for 2 Days	60	200	12000	CC					
					Sub Total=	44400					

2	Workshop with CSCC to finalize the contents of Citizens Charter										
	CSCC committee members and CC Officials	Elected Representatives and CC Officials 50, from different stakeholders-40, CGP Staffs-5 and Office staff-5, Total -100 person				CC					
	Snacks and Tea	100 person,	100	40	4000						
	Lunch	100 packets;200 tk/ per pack	100	200	20000						
	Materials	Banner-01, (5000 tk)Pad+Pen (25 tk each set) for 100 person	90		7,000						
	Conveyance for Stakeholder members	40 person, only stakeholders members of CSCC	40	500	20,000						
	Documentation printing and photocopy	Printings, Photocopy etc			5000						
	Sub total=				56000						
3	Training on Citizens Charter to the City Corporation officials for one day										
3	Training on Citizens Charter to the City Corporation officials for one day										

	2 participants from each depts. and section- 40 person, WC members-5, Trainers-2, CGP staff-5 and CC support staff-3, Total -55	One day training; Total person-55											
	Snacks and Tea two times	30 tk/55 person	55	60	3300								
	Lunch	200 tk/55 person	55	200	11000								
	Materials (Banner, Brown paper, Marker pen, pen, pad, etc)	50 Pcs			10,000								
	Honorarium for two Trainers	Per Trainers- 7500; 15000 tk for two Trainers	2	7500	15000								
	Conveyance for Participants	300 tk. for each participants	45	300	13500								
	Documentation printing and photocopy	Documentation (Handout) printing and photocopy			3000								
Sub Total=					55800								
4	Printing, Display, Campaign and Distribution of Citizens Charter												
	Printing, Display, Campaign and Distribution of Citizens Charter	Printing of Citizens Charter- 500 copy, Display board making 5 sets for each CC, Campaign activity, 5 campaign in each CC;				CC							

		Distribution cost includes											
	Printing of Citizens Charter	Minimum 500 sets of Citizens Charter in each CC			20000	CC							
	Display Board of Citizens Charter making cost	5 sets in each CC (including regional office), 10000 tk. each set	5	10000	50000								
	Campaign activity of Citizens Charter	5 Campaign in each CC; 200 participants in each Campaign, Total 1000 participants											
		Snacks 1000 packet, each 30 tk.	1000	30	30000								
		Banner-05, (5000 tk)	5	5000	25000								
		Placard, Festoon etc.			15000								
	Distribution of Citizens Charter	Citizens Charter distribution to key stakeholder, national agencies, NGOs, others dept. etc.			5000								
	Sub Total=				145000								

5 8. Publicity of Citizens Charter in Local Newspaper, Cable network and others Media										
	Publicity of Citizens Charter in Local Newspaper, Cable network and others Media	Citizens Charter Publishes at least 5 Local Newspaper, Cable network and others Media				CC				
	Citizens Charter publish in Local Newspaper	at least 5 Local Newspaper in each CC			25000	CC				
	Telecast/broadcast on local Cable network	Telecast/broadcast on local Cable network			20000					
	Publicity of Citizens Charter in others Media	Others Media			5000					
	Sub Total=				50000					
	Total Approximate Budget for CCs =				351200					

Final_February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.7 Guidelines for Preparation of Citizen Report Cards (CRC)

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justification.....	1
3. Relevant Issues as Included in ICGIAP	2
3.1 Task	2
3.2 Action by	2
3.3 Time Schedule.....	2
3.4 Indicators.....	2
4. Objectives of CRC.....	2
5. Relevant Organizations, Stakeholders and their role	3
5.1 Role of CC Mayor	3
5.2 Role of CC Officials.....	3
6. Necessary Tasks and Procedures.....	3
6.1 What is Citizen Report Card (CRC).....	3
6.2 Why Citizen Report Card?	3
6.3 Stages of CRC	3
6.3.1 Preparatory Stage	3
6.3.2 Implementation Stage.....	4
6.3.3 Reporting and Advocacy Stage	4
6.4 Outcomes of CRC	4
6.5 Methodology of Citizen Report Card Survey.....	4
6.5.1 Parameter Selection.....	4
6.5.2 Sampling.....	5
6.5.3 Data Collection.....	5
6.5.4 Data Processing.....	5
6.6 Preparation of Report	5
6.7 Discloser of Report.....	5
7. Implementation Schedule	6
8. Cost of Implementation	6
Annex I Sample Questionnaire	7

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Citizen Report Card (CRC) that will be used for measuring level of public satisfaction on services provided by the CC under the project.

2. Justification

City Corporation provides services to its citizen on the basis of tax collections, fees and government subsidy. A citizen of City Corporation (CC) has the basic right to get public services which are the prime needs of urban facilities and have the right to be involved in decision making process as they contribute to running the CC activities. But in most of the cases the citizens in our county are not aware about their rights on services and quality of service and even about the role of service providers. The result is that negligence of the service providers and poor quality of service may go unnoticed because there is no scope of participation that has been well introduced to the citizens.

At present it is realized that in the absence of transparency on overall services provided by the CC, efficiency on service delivery system and citizen participation on policy making are essential to establish good governance. From this point of view it is very rational to evaluate the existing quality of services, problems associated with these services and overall activities of CC from citizens' perspective in terms of the major components of governance i.e. efficiency, transparency, accountability, and participation. Citizens' recommendations and thinking for improving the existing service delivery system of CC should also be evaluated.

The Citizen Report Card (CRC) survey will act as symbol of transparency for the CC which will help further overcome the limitations and support participatory policy making. At the same time it is also expected that the CC will benefit from the survey and take initiative towards positive motivation by exploring citizens' views for decision makers to ensure delivery of quality services.

3. Relevant Issues as Included in ICGIAP

3.1 Task

Citizen Report Card is essential to obtain feedback from citizens about the quality of service delivery as well as overall performance of city management. It is a monitoring tool to set policy to improve the services provided by CC. The following are the initial steps and tasks to conduct the Citizen Report Card survey;

Task 1: Set Working Group (WG) with 3 members to prepare the CRC as per guideline.

Task 2: Distribute citizen report cards (minimum 500 cards) and conduct survey separately to receive feedback from households and citizens as well as commercial/social institutions or organizations etc. by conducting the CRC survey once in every year.

Task 3: W/G compiles CRC data and prepares a report with recommendations for further improvement of services and presents the report in CSCC meeting.

Task 4: Discussion on draft CRC report and recommendation to take decision for further improvement of services.

Task 5: Use feedback in the citizen's report card to identify/assess gap in the existing services and facilities and to project the demand of services and facilities. Also use the result for enhancing accountability of the CC.

Task 6: Compile the result and disclose at least twice within phase-2 implementation period.

3.2 Action by

Mayor/CEO

WG/Person in charge

3.3 Time Schedule

System of Citizen Report Cards

Task 1-3: by mid of 1st year

Task 4: by end of 1st year

Task 5-6: by end of 2nd year

3.4 Indicators

1st PR

Citizen report cards prepared/revised and approved by CSCC

2nd PR

i) Citizen report cards /prepared/revised and approved by CSCC.

ii) The card distributed and the results compiled and disclosed at least once

4. Objectives of CRC

The broad objective of citizen report card survey is to explore the service delivery efficiency of CC from citizens' perspective. The specific objectives are as follows:

- To represent the existing service delivery status of CC.
- To measure citizens' awareness level about different services provided by CC.
- To learn the existing services consumption pattern of citizens and their needs and demands on this issue.

- To measure the level of satisfaction and evaluate the quality of different services from citizens' point of view.
- To identify the problems associated with existing service delivery system and the management mechanism of the citizen.
- To accumulate the citizens' recommendations for better service delivery system and to solve the existing problems.

5. Relevant Organizations, Stakeholders and their role

5.1 Role of CC Mayor

The Mayor will set a Task Team (TT) involving 3 officials for organizing to conduct the citizen report card survey as per guideline.

5.2 Role of CC Officials

The Task Team of CRC survey will take initiative to conduct the survey with necessary arrangements of printing questionnaire, other logistics and recruitment of enumerators for data collection from door to door. After completion of data collection, the Task Team will take initiative to compile the data and prepare the report. The report will be disclosed through CSCC meeting by the TT.

6. Necessary Tasks and Procedures

6.1 What is Citizen Report Card (CRC)

The potential public feedback is very important for policy makers to ensure better services provided by the CC. A report card is the reflection of collective summary of the public opinion of service provider. It is a unique tool for measuring public view about the quality of services provided by the CC within its geographical location. It also can measure the efficiency and effectiveness of CC through assessing the level of citizen's satisfaction. This survey is an excellent tool to gather public opinion. The **World Bank defined Report Card Survey as "A means by which citizens can provide credible and collective feedback on public agencies about their performance"**.

6.2 Why Citizen Report Card?

Report Card Survey accumulates information about the service delivery efficiency system and identifies the gaps and flaws of different service providing agencies. The result of the report card survey provides an opportunity to the CC to increase their effectiveness and efficiency through continuous monitoring and evaluation. The feedback of the citizens can also act as an important consideration for the policy makers responsible for designing service delivery at CC level. Implementation of the public feedback accumulated from the report card can also ensure public participation and citizen partnership in service delivery system of CC.

6.3 Stages of CRC

6.3.1 Preparatory Stage

CC will demarcate the geographical area for report card survey. The survey will be conducted among minimum 500 citizens. Conduct survey separately to receive feedback from households and citizens as well as commercial/social institutions or organizations etc. by engaging enumerator twice in every year. Respondents will be selected from those demarcated areas in a non biased way. So, determination of sample size will be performed

analyzing areas and respondents to be surveyed with a convenient and appropriate sampling technique. A questionnaire will be prepared for pre-testing controversial issues, such as, nature and type of corruption, non-transparency, lack of accountability, types of irregularities and mismanagement of services provided by the CC. The pre-tested questionnaire will then be finalized on the basis of field observations conducted with a substantial number of respondents.

6.3.2 Implementation Stage

The field survey will be conducted in this stage with a preferred and suitable data collection technique. The surveyor will play a vital role for the accumulation of a representative dataset. The field data will be verified and edited through cross checking. Missing information will be recollected from the field. The edited information will be tabulated using proper computer software to make it fit for the analysis.

6.3.3 Reporting and Advocacy Stage

The report card will be finalized in this stage through compiling the data of all relevant issues. The compiled report will be presented in CSCC for approval. The final findings of the survey may be broadcast through CBO, WLCC etc. for advocacy to the CC authorities to take appropriate actions to follow up undertaking the public services.

6.4 Outcomes of CRC

- The survey will explore the actual situation of the public services delivered by the CC from citizens' views.
- The result of CRC will act as a baseline database for the service delivery system and be an option for monitoring and evaluation of service delivery efficiency and delivery pattern by considering the satisfaction level of citizens.
- The result will also be an option for ranking of different services on the basis of citizen's satisfaction and service delivery efficiency.
- The report card survey will provide an opportunity to the decision makers to explore the tone of citizens' views so that policy and decisions can be made on participatory approach.

6.5 Methodology of Citizen Report Card Survey

The Mayor will assign a 3 member task team for organizing the report card survey. The task team will deploy the surveyor for conducting the survey. The surveyor will be trained for collecting data by covering respondents of commercial and residential areas selected by cluster sampling method. A number of parameters will be selected for analyzing the data through using SPSS software.

6.5.1 Parameter Selection

The following parameters may be selected as common facilities and services provided by the CC:

- Water Supply
- Waste Management
- Footpath Maintenance
- Street light
- Health facilities
- Community Center
- Bazar /Market facilities
- Drainage Facilities
- Road Maintenance
- Mosquito control
- Education facilities
- Public Toilet facilities
- Park Development
- Bus/truck stand facilities

- Holding Tax
- Grave yard facilities
- Other tax and fees

The question will be how efficient is the service provisioning status of the CC and the respondents will be asked to respond about their level of satisfaction which will be the basic parameter of the study. The level of satisfaction will be categorized into three groups; whether 'satisfied', whether 'moderately satisfied' or whether 'dissatisfied'. To evaluate relationship of level of satisfaction with associated problems, type of problems, and means of solving problems, several parameters will be included for identifying why respondents are satisfied, moderately satisfied, or dissatisfied. Critical parameters are cost, distance, adequacy and quality of services. Additionally the aspects associated with the authority: responsiveness, efficiency, bureaucracy and favoritism will be also included. The socioeconomic profile of the respondents will be included for identifying who respondents are and what their level of satisfaction is. Respondents will also be asked to describe their experiential recommendations, how satisfied are they that they received the services provided by the authority and with the authority's follow up, the end result of the report card. Consequently, the study presents people's recommendations which would assist toward motivation, advocating CC authority to follow up people's needs, problems, and potentials.

6.5.2 Sampling

Cluster sampling method will be followed for conducting the study. The area of each ward will be divided into different clusters. The residential area will be surveyed randomly for data from residential respondents and commercial area will be surveyed for data from commercial respondents.

6.5.3 Data Collection

A required number of survey team members will be organized for data collection both in residential and commercial areas. A two day training session will be conducted for the surveyor to make clear the Report Card Survey and the techniques of data collection through pre-selected questionnaire.

6.5.4 Data Processing

Data processing will be accomplished in three phases; 1) error checking with the help of cross checking, 2) interview sheets having missing information are re-surveyed, and finally, 3) checked and completed data will be stored on the computer supporting SPSS spreadsheet.

6.6 Preparation of Report

Data will be analyzed, findings accumulated and conclusion will be drawn. Findings will be accumulated in terms of objectives set for this study and finally concluded through assessing the satisfaction level of the respondents.

6.7 Discloser of Report

The report will be disclosed through CSCC, WLCC, CG/CBO and web portal of each CC.

7. Implementation Schedule

Sl	Actions	Action by	Time schedule
1.	Setting Task Team (TT) with 3 members	TT	Initially
2.	Conduct minimum 500 questionnaire survey	TT	Each after 6 months
3.	Compile questionnaire prepared report	TT	Each after 6 months
4.	Discuss draft CRC report and recommendation taken from CSCC	TT	Each after 6 months
5.	Identify/assess gaps by feedback of survey	TT	Each after 6 months
6.	Compile the result and disclose at least twice a year	TT	Each after 6 months

Note: After project support CC will continue the activities by their own initiative.

8. Cost of Implementation

Indicative cost breakdown of the activities at each CC for one year

Sl	Name of Activity	Cost in Tk.	Remarks
01	Meeting of Task Team (TT) with 3 members	1000.00	
	Printing of 500 questionnaire at least twice a year	10000.00	
	Conduct minimum 500 questionnaire survey by recruiting enumerators twice a year	100000.00	
	Compile questionnaire and prepare report	50000.00	
	Discuss draft CRC report and recommendation taken from CSCC	10000.00	
	Identify/assess gaps by feedback of survey	10000.00	
	Compile the result and disclose at least twice a year	10000.00	
	Total	191000.00	

Annex I Sample Questionnaire

Local Government Engineering Department (LGED)
City Governance Project (CGP)
Citizen Report Card (CRC)
(CRC Survey Questionnaire)

A. General information

1. Name of City Corporation	:		Serial No.	:					
2. Ward Number	:		3. Name of Area/Mahalla	:					
4. Type of Area (use code)	:		5. Holding No.	:					
6. Date of Interview	:	D	D	M	M	Y	Y	Y	Y
7. Name of Interviewer	:								

B. Citizens perception and satisfaction level on City Corporation (CC) services

1. Basic information on household (use code based on reply)

1.1 Name of Respondent	:							
1.2 Mobile Number of Respondent	:							
1.3 Relationship of respondent with household head	:							
1.4 Name of father/husband of the respondent	:							
1.5 Name of mother of the respondent	:							
1.6 Age of respondent	:		1.6 Sex	:		1.7 Religion	:	
1.8 Educational qualification	:		1.9 Type of resident	:				
1.10 Type of house ownership	:		1.11 Type of main room of house	:				

2. Citizens' views regarding receipt and provision of City Corporation services

2.1 City Corporation provides following services to the citizens; what services are you getting currently and how much are you satisfied with the services? (use code based on the satisfaction level on receiving services)

01	Road		08	Bus/truck stand		15	Graveyard	
02	Street light		09	Kitchen market		16	Certificates (citizenship /birth /death /marriage)	
03	Footpath		10	Reserved space for women in the market		17	17 Vehicle license	
04	Drainage		11	Slaughter house		18	Trade license	
05	Water supply		12	Facility for recreation/park		19	Approval of building construction	
06	Sanitation		13	Facility of town beautification		20	Grievance redress/resolution	
07	Waste management		14	Community center		21	Fixation of holding tax & collection	

Code: 1 Highly satisfactory

2 Moderately satisfactory

3 Not satisfactory

2.2 Did you contact City Corporation in last one year to resolve any problem/get any services? (use √)

1 Yes.		If yes, for what kind of problems/services you contacted?	
01	Road	12	Facility for recreation/park
02	Street light	13	Facility of town beautification
03	Footpath	14	Cleanliness of drainage system
04	Drainage	15	Cleanliness of town/ neighborhood
05	Water supply	16	Community center
06	Sanitation	17	Graveyard
07	Waste management	18	Certificates (citizenship /birth /death /marriage)
08	Bus/truck stand	19	Vehicle license
09	Kitchen market	20	Trade license
10	Reserved space for women in the market	21	Approval of building construction
11	Slaughter house	22	Grievance redress/resolution

2 No.		If no, what is the reason?	
01	Lack of awareness		
02	Lack of trust and confidence		
03	Lack of time		
04	Complexities		
05	Not needed		
06	Other, specify		

2.3 How did you contact? (use √)			
1	In person	2	In writing
3	Over telephone	4	Other, specify

2.4 What is the result of the contact? (use √)			
--	--	--	--

1 Was the problem resolved?			
1	Yes. If yes, Did CC resolves the problem within stipulated time?	2	no
1	Yes	2	No

2 In the waiting	
Waiting for how many days?	
1	7-15 days
2	15-30 days
3	Above 30 days

3 Was not resolved	
What is the reason?	
1	Lack of required skilled staff
2	Non-cooperation of designated officer
3	Non-payment of additional money

2.5 How far you are satisfied with the methods/rules of services? (use √)			
1	Highly satisfactory	2	Moderately satisfactory
3	Not satisfactory		

3. Behavior/attitude of the City Corporation officer/staff involved in CC services

3.1 What were the behavior/attitudes of the officers/staffs with whom you contacted to get services?(use √)			
1	Decent	2	Moderate
3	Indecent		

3.2 How far you are satisfied with the dealings of officers/staffs? (use √)			
1	Highly satisfactory	2	Moderately satisfactory
3	Not satisfactory		

3.3 How was the officer/staff interested to provide services? (use √)	
1	Cooperative
2	Non-cooperative

3.4 How efficient was the above officers/staffs to provide services? (use √)	
--	--

1	Skilled	2	Moderately skilled	3	Not skilled
---	---------	---	--------------------	---	-------------

4. Complaints of the citizens regarding receipt and provision of CC services

4.1 Did you ever complain about receipt and provision of any CC services? (use √)

1	Yes	3	No
---	-----	---	----

4.2 Mode of complaint (use √)

1	In person	2	In writing	3	By telephone
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4.3 To whom you have made your complaint? (use √)

1	Mayor	2	Councilor	3	Concerned officer	4	Complaint cell
---	-------	---	-----------	---	-------------------	---	----------------

4.4 Was the complaint resolved in reasonable timeframe? (use √)

1	Yes	3	No
---	-----	---	----

5. Mode of grievance redress/preservation of CC

5.1 Are you aware of the mode of grievance redress/preservation of CC? (use √)

1	Yes	3	No (if no ask question 5.2)
---	-----	---	-----------------------------

5.2 What is your main suggestion for preservation and resolution of grievance? (use √)

1	Create opportunity for submission of grievance to responsible officer.	2	Keep scope to put grievance locally.	3	Circulate information on grievance redress/preservation mode.
---	--	---	--------------------------------------	---	---

6. Suggestions to improve quality of services

6.1 What are your suggestions to improve quality of services of CC?

1		4	
2		5	
3		6	



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

5.8 Guidelines for Grievance- Redress Cell (GRC) Implementation

**Project Coordination Office (PCO)
City Governance Project (CGP)**

February 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justification.....	1
3. Relevant Issues of ICGIAP.....	2
3.1 Areas/Area: Grievance Redress Cell (GRC) established with revised terms of reference and functional	2
3.2 Tasks of ICGIAP	2
A. Composition of Grievance Redress Cell (GRC):	2
B. Terms of Reference (TOR) of GRC	2
3.3 Action by.....	3
● Mayor/CEO (i)	3
● WG/Person in charge (ii, iii)	3
● GRC section (iv).....	3
3.4 Indicators.....	3
● The Criteria of 1 st Performance Review (PR 1): Conceptual understanding about formation of GRC is established.	3
● The Criteria of 2 nd Performance Review (PR 2): GRC is established with personnel and budget assignment Guideline of GRC (Work and reporting flow) available.....	3
3.5 Time Schedule: Better Communication between CC and Citizens.	3
Task 1-3: by mid of 1 st year.....	3
Task 4-11: by beginning of 2 nd year.....	3
4. Objectives.....	3
5. Relevant Organizations, Stakeholders and their role and responsibility	3
5.1 Task of City Corporation (Mayor).....	3
5.2 Tasks of Citizens/Stakeholders.....	3
5.3 Role/Tasks of Convener	3
6. Necessary task and procedures	4
6.1 Specific Tasks of GRC	4
6.2 Complaints to be considered under Grievance Cell (GRC)	4
6.3 Procedure to examine Grievance:.....	4
6.4 Procedure of hearing/holding meeting	5
6.5 How to keep record of hearing/meeting	5
6.6 Procedure to appeal to CC GRC:	5
6.7 Format for report presentation on Grievance to CC meeting	5
6.8 Procedure of publication on Grievances:	5
6.9 Decision-making and implementation.....	5
7. Implementation Schedule (Gantt Chart)	5
8. Cost of Implementation	6

Annex I	Work procedure conduction chart of Grievance redress Cell.....	7
Annex II	Sample format for applying on Grievance	8
Annex III	Sample record keeping form of hearing/ meeting	9
Annex IV	Format for report presentation on Grievance to CC meeting	10
Annex V	Sample of Grievance Appeal form	11
Annex VI	Sample Budget format for GRC	12

Final_February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

As a democratic organization of any country in the world services are provided to the fulfillment of the citizen's needs as they expected for their satisfaction. Any dissatisfaction related to its products, services or the process of service provision may cause a grievance initially that may be expressed as a complaint and require response. One of the basic indicators to measure the efficiency and accountability of any organization is that Grievance Redress Cell (GRC) is formed and functions properly. A grievance Redress system or mechanism is much more effective to provide quality of services to the Citizens reducing any conflicts in a timely and efficient manner.

In the context of Bangladesh, Grievance Redress Cell (GRC) is a significant platform of City Corporation which is recognized by the City Corporation Law and Bangladesh Government. A large part of CC activities involves legal functions, such as, issuance of multi types of license, certificates, collection of taxes, transport services, land acquisition for development purpose and so on, that are grievance prone areas by nature as they have a very large public interface. Therefore, CC has to handle multifarious and multi-level grievance related data, as well as to collect it for improved service delivery in the handling of grievances.

2. Justification

One of the biggest concerns facing the Government of Bangladesh is how to make the public service delivery system more citizens centered. An essential prerequisite for this is to have a strong public grievance redress and monitoring mechanism, particularly in City Corporations that have a large public interface.

Grievance handling is a very sensitive area of the works of City Corporation. Hence, it can play the significant role to monitor about the level of efficiency, accountability and good governance system of any institution. It also helps the CC or relevant organizations to collect direct and logical feedback periodically for the management of systematic reform. GRC mechanism bridges the communication gap between the City Corporation and the citizens. Through the mechanism of GRC, citizens also are aware of their rights and social responsibilities as well. At

the same time, the GRC also can play an important role to make the CC more responsible and accountable to the citizens.

The basic principle of a Grievance Redress System is that if the promised level of service delivery is not achieved or if a right of citizen is not honored then citizen should be able to take recourse to a mechanism to have the grievance redressed. This mechanism should be publicized, easy to use, and prompt and above all, citizens must have faith that they will get the system will treat them fairly.

3. Relevant Issues of ICGIAP

3.1 Areas/Area: Grievance Redress Cell (GRC) established with revised terms of reference and functional

3.2 Tasks of ICGIAP

GRC provides opportunity to resolve complaints made by citizens. Citizens can make complaints through Complaint Desk, Complaint Box or the Web. The complaints made by citizens will be examined by the member of GRC, and resolutions given. GRC improves accountability of CC and fosters citizen's awareness of public service. The composition and TOR of the Cell at CC level are as follows:

A. Composition of Grievance Redress Cell (GRC):

- a) Senior most Panel Mayor- Convener
- b) Female and male ward councilors of respective ward - Members
- c) One Representative of PIU of CC (Nominated by Mayor)-Member
- d) Official concerned with the issue-Member
- e) Representative from the NGO (If related with the Grievance)- Member
- f) Affected Person/Complainant- Special Invitee

B. Terms of Reference (TOR) of GRC

- a) Open a complaint Desk/fix a complaint box at convenient place of CC office for receiving grievance/complaints of the citizens or any visitors.
- b) Constitute GRC at each Ward headed by Ward Councilor and represented by Female ward councilor, one PIU Staff, Implementing NGO, and affected person (APs) to resolve the grievances related to the land acquisition under the project with following TOR.

Task 1: Assign official to set the GRC as per guidance of PCO

Task 2: GRC is launched and publicized

Task 3: Establish Grievance Redress Cell at CC office.

Task 4: Hold one or more GRC meeting every month along with APs

Task 5: Determine the merit of each grievance

Task 6: Resolve grievance within 15 days of receiving complaint

Task 7: If AP is not satisfied with GRC decision advise him/her to lodge an appeal to the CC grievance redress cell

Task 8: Scrutinize the complaints /grievances and select those with potential for discussion and resolution on a monthly basis

Task 9: Invite the potential complainants in the GRC and hold meeting on a monthly basis.

Resolve the grievance with Aps/Complainants or include the same as an agenda of CC monthly meeting

Task 10: Keep record of all Grievances received with receiving date, contact details of complainants, nature of Grievances, agreed corrective actions with dates these were effected and final outcome.

Task 11: CC will include ‘Grievance Redress ‘in the agenda of City Corporation meeting for taking appropriate action

3.3 Action by

- Mayor/CEO (i)
- WG/Person in charge (ii, iii)
- GRC section (iv)

3.4 Indicators

- The Criteria of 1st Performance Review (PR 1): Conceptual understanding about formation of GRC is established.
- The Criteria of 2nd Performance Review (PR 2): GRC is established with personnel and budget assignment Guideline of GRC (Work and reporting flow) available.

3.5 Time Schedule: Better Communication between CC and Citizens.

Task 1-3: by mid of 1st year

Task 4-11: by beginning of 2nd year.

4. Objectives

GRC provides an opportunity to resolve complaints made by citizens. Citizens can make complaints through Complaint Desk or Complaint Box. The complaints will be examined by the member of GRC, and resolutions given. GRC improves accountability of CC and fosters citizen’s awareness of public service. The main objective of GRC is to:

- Provide quality service for Citizens by the satisfactory resolution of grievances;
- Improve the skill of staffs on Grievance handling;
- Reduce the Grievances between service recipients and service providers;
- Improve the accountability and efficiency of City Corporation.

5. Relevant Organizations, Stakeholders and their role and responsibility

5.1 Task of City Corporation (Mayor)

- Assign one official to set the GRC as per guideline;
- Establish GRC cell at CC by the assigned official.
- To efficiently monitor pending Grievances under the appeal (CC GRC) cell.

5.2 Tasks of Citizens/Stakeholders

- To put legal or honest complaint in Complain Box timely
- Be present at the hearing meeting arranged by GRC
- Cooperate with the GRC to handle the hearing effectively

5.3 Role/Tasks of Convener

- Check the complaint box/desk once in a week
- Maintain the register on received complaints following steps like:

S L	Date of receipt of grievance	Name of complainant and address	Type of grievance	Name of accused person	Date of occurrence/ Grievance	Description of Occurrence

- Arrange monthly hearing/ meeting (or more, if necessary)
- GRC is launched and publicized
- Keep record of decisions and discussions of hearings/meetings

6. Necessary task and procedures

6.1 Specific Tasks of GRC

- Receive complaints.
- Determine the merit of each grievance.
- Scrutinize the complaints/grievance and discuss.
- Hold one or more GRC meetings every month along with APs.
- Procedure to hold the meeting.
- Arrange hearing of complaints; Issue notice to complainant and accused.
- Resolve grievance within 15 days of receiving complaint.
- If AP is not satisfied with GRC decision, advise him/her to lodge an appeal to the CC grievance redress cell.
- Implement the decisions.
- Keep records and develop format for report preparing on Grievances to CC meeting.

6.2 Complaints to be considered under Grievance Cell (GRC)

- Complaint related to City Corporation services and functions defined in the Local Government (City Corporation) Act 2009.
- Complaint related to inefficiency, misbehavior, corruption, delay and loss of time etc. by City Corporation officials regarding CC services.
- Complaint of affected person affected personally or totally within the law by other citizen's crime.
- Any thematic complaint selected by the City Corporation.

6.3 Procedure to examine Grievance:

- Open complaint box/desk at a convenient place.
- Review received grievances once a week at least.
- Open the file for grievance related activities without names and addresses separately.
- Return irrelevant grievances to the complainants with the indication of the reasons for those not being considered.
- Display steps of grievance redress process or flow diagram in posters in suitable places near the complaint desk/box (see the flow chart).
- Display in posters the necessary conditions for consideration of grievances.
- Ensure the environment to submit the grievances without any threat and to provide support to the illiterate persons to engage a staff at grievance desk/reception center.
- Provide the prescribed form to help with submitting the grievance easily and without scrutiny (see sample grievance form).

After selecting acceptable grievances, discuss them at the concerned ward levels followed by selecting them for hearing.

6.4 Procedure of hearing/holding meeting

- Usually fix the hearing date on monthly basis.
- Considering importance of the grievances, hearing date can be fixed on weekly basis.
- By fixing ward-wise timetable, convene separate GRC meetings for hearing and invite accused and complainants and members of the cell.
- Prepare working papers according to the grievance serials and distribute them with the meeting notices, and arrange hearings based on the working papers as per the serials.

6.5 How to keep record of hearing/meeting

Every meeting minute should be recorded and preserved by GRC for documentation as well as implementation of decisions. The record keeping form of hearing/meeting will be done as per Annex III.

6.6 Procedure to appeal to CC GRC:

If the complainant is not satisfied with the decision of hearing arranged by GRC, he/she can submit appeal to CC GRC. In that case, the complainant may submit Grievance appeal form as per Annex V.

6.7 Format for report presentation on Grievance to CC meeting

GRC cell will present the status about Grievance activity: number of cases received by GRC, number of cases resolved in satisfactory manner and number of cases waiting for appeal or pending for solution etc. The format for report presentation on Grievance to CC meeting is given in Annex IV.

6.8 Procedure of publication on Grievances:

Some steps that may be followed for publication on Grievances are below:

- Nominate one official who has excellent writing skills in Bangla and English both.
- Decide the nature of publication, such as quarterly or by annually.
- Collect the best or important stories on Grievances from ward timely.
- Review of the stories of Grievances by GRC.
- Select the stories for final approval from CC authority/ management.
- Review the stories before printing.
- Lastly, take initiative for final printing.

6.9 Decision-making and implementation

- Take actions to implement the unanimous decision on redressing the grievance, and communicate that to the accused and complainant.
- Take step to include the findings of grievances in the agenda of the monthly council meeting.

7. Implementation Schedule (Gantt Chart)

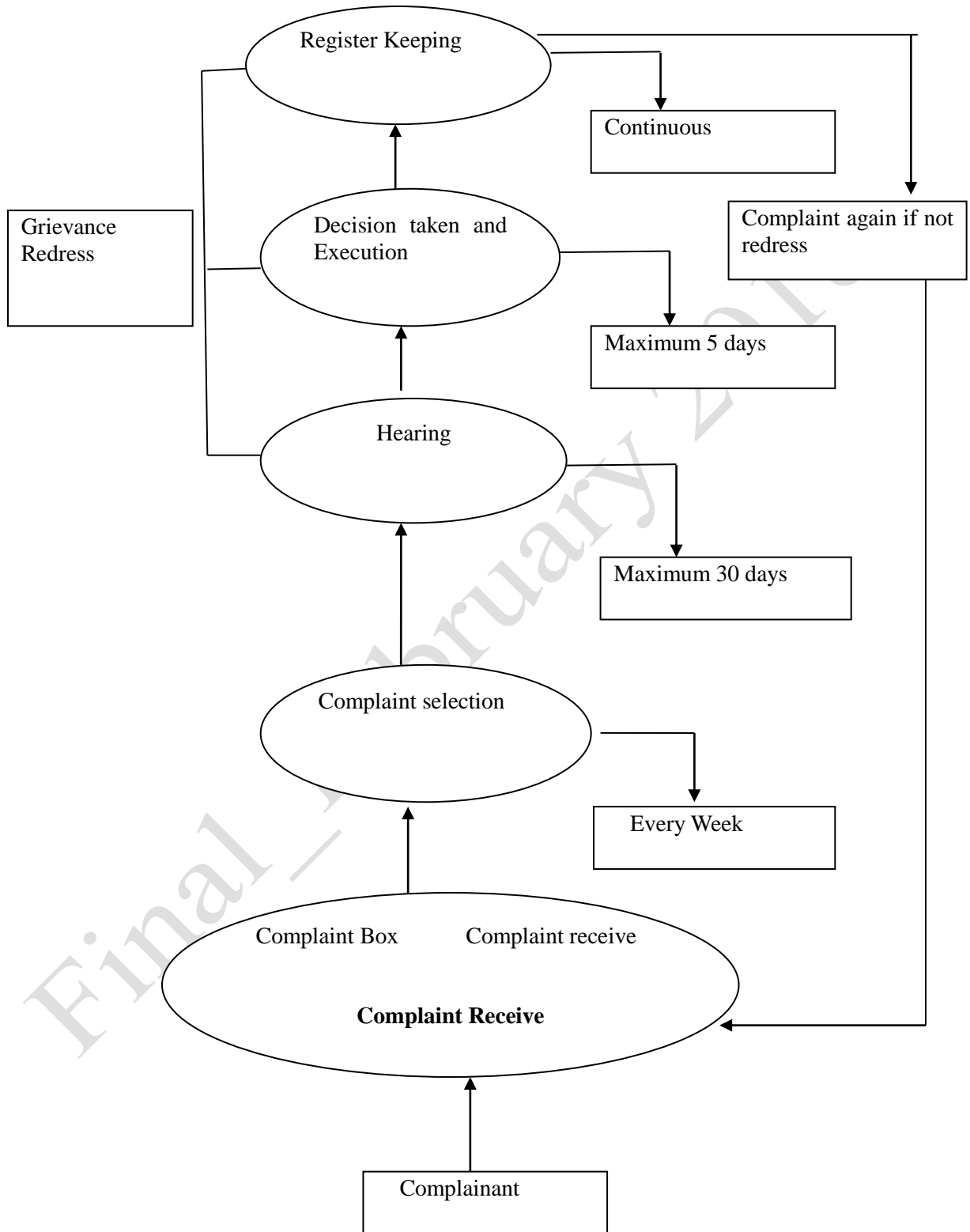
A sample work implementation chart is given below that can be followed:

S L	Actions	Responsible person/ Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.	Assign official to set the GRC as per guidance of PCO	CC Mgt.												
2.	GRC is launched and publicized	CC Mgt.												
3.	Establish Grievance Redress Cell at CC office.	Assigned Official												
4.	Hold one or more GRC meeting every month along with APs	GRC												
5.	Determine the merit of each grievance	Assigned Member												
6.	Resolve grievance within 15 days of receiving complaint	GRC												
7.	Scrutinize the complaints/grievances and select those with potential for discussion and resolution on a monthly basis	Assigned Member												
8.	Invite the potential complainants in the GRC and hold meeting on a monthly basis.	Member Secretary/ Convenor												
9.	Keep record of all Grievances received with date received and other details	Assigned Member												
10.	CC will include 'Grievance Redress' in the agenda of City Corporation meeting	Assigned Member												

8. Cost of Implementation

Grievance Redress Cell will prepare annual budget based on the planned activities. The GRC would be continued after ending of the project period also. The sample budget format is attached as Annex VI.

Annex I Work procedure conduction chart of Grievance redress Cell



Annex II Sample format for applying on Grievance

Subject of Grievance:-----

Name of Complainant:-----

Father's Name:-----

Address (Holding No./ Ward No./ Road):-----

Name of Accused (In Clear letters):-----

Address (Holding No./ Ward No./ Road:-----

Description of grievance:-----

Description of expected remedy/ resolution:-----

Signature of Complainant:

Name of Complainant:

Date:

Annex III Sample record keeping form of hearing/ meeting

Date of hearing:-----Grievance receiving date:-----

Grievance/ issue no:-----Types of grievance/ issue:-----

Ward no:----- Complainant Name:-----Accused person Name:-----

Expected solution/ remedy:-----

Important opinions during hearing:

- a) -----
- b) -----
- c) -----
- d) -----
- e) -----

Decision of hearing:-----

Level of satisfaction about decision by Complainant: Highly Moderate No

Status of appealed Grievances:-----

Signature of Complainant

Name:

Date:

Signature of Accused person

Name:

Date:

Annex IV Format for report presentation on Grievance to CC meeting

Date of CC meeting:-----/-----/-----

Grievances received by GRC for the Month of----- Total # of Grievances:-----

Number of Grievances:

Misbehavior:-----Inefficiency:-----Corruption:-----Delay:-----

Loss of time:-----Others:-----

Status of implementation of decision: ----- (Numbers)

of decision unimplemented :----- (Numbers)

How many cases have been send for appeal:-----

Report presented by:

Name:

Designation:

Date:

Final_February 2018

Annex V Sample of Grievance Appeal form

Reference number or Code:-----

Nature of Grievance:-----

Name of Complainant:-----

Father's Name:-----

Address (Holding No./ Ward No./ Road):-----

Name of Accused person (In Clear letters):-----

Address (Holding No./ Ward No./ Road):-----

Description of grievance:-----

Description of expected remedy/ resolution: -----

Decision of Hearing:-----

Reasons of dissatisfaction:-----

Signature of Complainant:

Date

Annex VI Sample Budget format for GRC

**City Governance Project
Activities by GRC
Budget for GRC activities implementation (2015-2016)**

sl	Name Of Activity	Activity Details	Unit/Batch/ Days	Unit Cost (tk)	Total Amou nt	Respons ible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Hold one or more GRC meeting every month along with APs										
	Hold one or more GRC meeting every month along with APs at CC level;	20 Participants / meeting (Approx)	12 meeting			CC					Monthly Meeting
	Snacks	Snacks for 20 Participants. 30tk/20, Total # of meeting=12 and Total # of Participants= 240	240	30	7200	CC					
	Logistics	Register Khata, Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 500/ Meeting	12	500	6000	CC					
	Conveyance for Participants/ Honorium	200tk/ person for 10 person/ meeting	120	200	24000	CC					
	Report Bindings and Visualization	Annual Report			5000						
Total=					42200						

Final_February 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

6.1 Guidelines for Initiate / Update Master Plan

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

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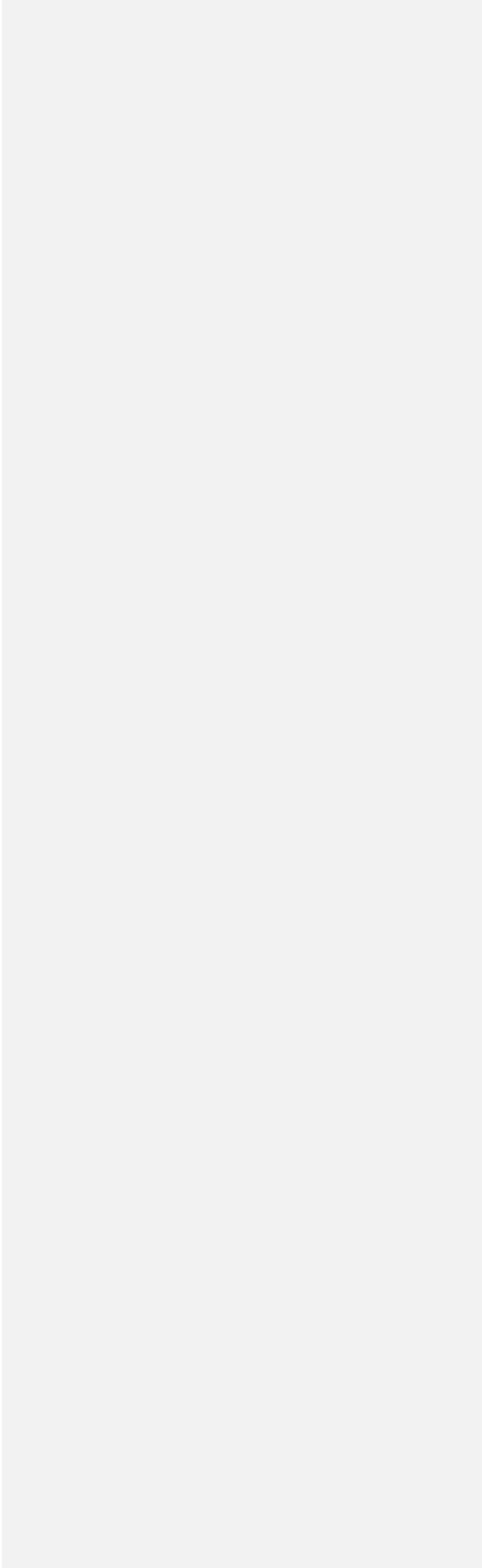


Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Task	1
3.2 Action By	2
3.3 Time Schedule	2
3.4 Indicator	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 CPU	2
5.2 RAJUK and CDA	2
5.3 City Development Coordination Committee (CDCC)	3
6. Necessary Tasks and Procedures	3
6.1 Committees for Necessary Planning Action are Set Up and Managed	3
6.2 Officer in Charge of Each Plan is Assigned	3
6.3 Master plan including drainage plan, traffic & transportation plan, land use plan as well as Action Area Plan are being prepared/updated	3
6.4 Public Communication	4
7. Implementation Schedule	4
8. Cost of Implementation (if necessary)	4
1. Introduction	1

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3-1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

4-2. Justifications

Master Plan of Urban Development is essential tool for managing urban growth of the target CCs. However, elaboration stage of master plan differs from one CC to another.

- NCC RAJUK is preparing a new MP (2015-2035) which will succeed the Existing MP (1995-2015).
- CoCC A new MP (2014-2034) has just been completed with LGED support.
- RpCC A new MP (2014-2034) has just been completed with LGED support.
- GCC RAJUK is preparing a new MP (2015-2035) which will succeed the existing (1995-2015) one.
- ChCC New Master Plan is yet to be initiated in CDA in spite of expiry of the previous one.

What is important is that CC takes initiative with MP not only in implementation but also in elaboration. Otherwise, MP remains just a document and will be never put into practice. This guideline shows how CC should take initiative in preparing and up-dating MP.

5-3. Relevant Issues of ICGIAP

5.13.1 Task

Master plan is essential material for any kind of development plan. Other sector-wise plans should be developed based on the master plan. New CCs which are supposed to have their own master plans in the near future have an opportunity to develop their city according to the master plan, thus this activity makes sure to follow the master plan in formulation of other sector-wise plans.

Task 1: Master plan including drainage plan, traffic & transportation plan, land use plan, solid waste management plan are prepared/updated

Task 2: Detailed Area Plan is prepared

Task 3: Action plans for infrastructure and public facilities are prepared

Task 4: Officer in Charge of each plan is assigned

Task 5: Committee for each plan is set up

5.23.2 Action By

Mayor, CEO, Responsible engineer, Urban Planner

5.33.3 Time Schedule

Effort to get funding for plan making is also appreciated

i-v: by end of 1st batch

vi-viii: by mid of 1st year

5.43.4 Indicator

(1) 1st Stage

Any plan is under preparation or updating

(2) 2nd Stage

Prepared plans are accessible to public

6.4. Objectives

- To raise the sense of ownership of MP among the CC stakeholders
- To effectively implement priority projects

7.5. Relevant Organizations, Stakeholders and their role

Most important action for CC with master plan preparation/revision is coordination with relevant organizations.

7.15.1 CPU

Comprehensive Planning Unit (CPU) will take initiative in planning and revising Master Plan at CC level.

- Comilla and Rangpur
Master plans of these two CCs have just been formulated with the LGED support. CC shall customize MP for their demands and implement it. CPU should examine the 1st Detailed Area Plan carefully, and if there are any problems, they should be improved in the occasion of 2nd DAP preparation, which takes place in 2018.
- Narayanganj, Gazipur and Chittagong
Development authorities, such as RAJUK and CDA, are in the position to prepare master plan of these CCs. However, CCs should be fully involved in this elaboration activity. Preparation has just started in 2014, and there are many real necessities that are possibilities for CCs' to include in the MPs. CCs are expected to implement most of the infrastructure proposed in the DAP. Therefore, DAP should be financially feasible considering CC's revenue, fund raising ability and handling capacity. Thus these CCs should make detailed negotiation with Development Authorities.

7.25.2 RAJUK and CDA

According to the law, RAJUK and CDA are main players in preparation of MP for Narayanganj, Gazipur and Chittagong. The Officers in Charge may do their best to coordinate with CCs. However, CC side should take initiative for the best coordination so that necessary infrastructure and facilities are mentioned in MP in a feasible manner. For

the better coordination, CC side should request periodic meetings and authority to make comments on the draft plans.

7.35.3 City Development Coordination Committee (CDCC)

CDCC is another important meeting for well-coordinated infrastructure development. CPU should always be well aware of development plans of public service agencies. For detail, refer to Guideline 2.1 "CDCC". CC is expected to hold CDCC meeting every three months.

8.6. Necessary Tasks and Procedures

8.16.1 Committees for Necessary Planning Action are Set Up and Managed

CC should set up CPU, CSCC, and CDCC for planning purpose, make orientation and manage these. In addition to this, NCC, GCC and ChCC should set up a coordination meeting with RAJUK/ CDA to make the MP more feasible for CC.

8.26.2 Officer in Charge of Each Plan is Assigned

CPU is the main engine of planning and relevant coordination. Since CPU should handle so much information for effective coordination, Officer in Charge of each plan/task should be clearly assigned.

Assign Officer in Charge for ~~of~~ Land use Plan, Traffic and Transport Plan, Drainage Plan and Solid Waste Management (SWM) Plan.

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8.36.3 Master plan including drainage plan, traffic & transportation plan, land use plan as well as Action Area Plan are being prepared/updated

Preparation stages of MP and relevant plans are different among the five CCs. Each CC should take active initiative in cooperation with planning authority, and keep record of what was discussed and agreed. This record shall be importance evidence for the performance review.

1) COCC and RpCC

- Draft master plan of CoCC and RpCC has been prepared and proposed by consultant team, therefore, CPU should make effort to finalize the draft MP and have it approved by relevant authorities.
- MP includes DAP for implementation in the first 5 years (2014/15-2019/20). CPU should carefully examine these and prepared Infrastructure Development Plan (IDPCC) for implementation. If CPU finds any problem of the DAP, CPU should make amended plan on the occasion of the second DAP which will be prepared in 2019/20.

2) NCC and GCC

Detailed Area Plan (DAP) of greater Dhaka Master Plan, including NCC and GCC in its planning area, is under preparation in 2014/15. NCC and GCC should make effective cooperation with RAJUK and its assigned consultants to formulate realistic DAP.

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Also Action Area Plan is prepared with support of LGED in 2014/15. CCs should actively participate in this elaboration.

3) ChCC

~~ChCC should prepare ChCCMP and ChCCMP should be the final MP, ChCC should identify New MP for ChCC and ChCCMP should be prepared.~~

8-46.4 Public Communication

Urban planning is very important to determine the future of citizen life. Thus consensus of the stakeholders is inevitable for effective improvement of public services. The Master Plan and other development plans should be accessible to the people. CPU should open planning information to the public in at least one of the following ways;

- Put planning document and maps in one place of the CC building for the people's reference
- Make summary of MP and other plans and deliver them for free or with some charge
- Explain outline of these plans on the CC's web page

9-7. Implementation Schedule

Planning and complementary activities shall be carried out according to the schedule of the MP elaboration.

10-8. Cost of Implementation (if necessary)

Visiting and meeting for coordination with planning authority and public service agencies shall be implemented at the CC's cost.



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

6.2 Guidelines for Development Control Implemented

Project Coordination Office (PCO)
City Governance Project (CGP)

January 2018



Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Task	1
3.2 Action by	1
3.3 Time Schedule	1
3.4 Indicators	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 Development Authorities	2
5.2 PMO and PIU	2
5.3 Office of Town Planner / Town Planning Section	2
5.4 Standing Committee for Urban Planning and Development	3
5.5 Fire Department in the CC Area	3
5.6 Agencies for utilities	3
5.7 Taxation Department of the CC	3
5.8 WLCC and CSCC	3
6. Necessary Tasks and Procedures	3
6.1 Confirmation of Institutional Structure	3
6.2 Rule Preparation for Building Permission Procedure	4
6.3 Coordination with Property Tax Department	4
6.4 Action against Illegal Land Developments and Buildings	4
7. Implementation Schedule	4
8. Cost of Implementation (if necessary)	5
8.1 Employment	5
8.2 Training	5
1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
 3.1 Task	1
 3.2 Action by	1
 3.3 Time Schedule	1
 3.4 Indicators	2

|

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[4. Objectives 2](#)

Final_January 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Building a planned urban area [requires investment](#) for infrastructure as well as control of private sector development. Without appropriate development control, any CC cannot construct a well organized urban area. Each of the targeted five (5) CCs has some kind of land use plans. All the buildings should observe national building codes. However, there are many instances of illegal land use and buildings not in compliance with code as well as squatters on public land. This guideline describes how to set up an appropriate institutional structure to control development and how to commence law enforcement against illegal actors.

3. Relevant Issues of ICGIAP

3.1 Task

There is framework for building control in CC Act, but it is not properly conducted due to lack of manpower, regulation, awareness and appropriate procedure. This activity is to initiate appropriate building control. Tasks are given to achieve control as follows;

- Task 1: At least one qualified Officer in Charge of building permission is assigned
- Task 2: Officers with authority to sign applications are defined
- Task 3: Application is examined without delay
- Task 4: Use of permitted buildings is consistent with land use plan
- Task 5: Illegal buildings are identified
- Task 6: All actions are taken to correct illegal buildings

3.2 Action by

Town Planner, CEO, Mayor

3.3 Time Schedule

Task 1, 2: by mid of 1st year

Task 3, 4: by end of 2nd year
Task 5, 6: by end of 4th year

3.4 Indicators

(1) 1st Stage

Procedure of building permission is prepared, and qualified Officers in Charge are assigned

(2) 2nd Stage

Major areas of illegal land use and squatting are identified and plotted on map.

4. Objectives

- To build safe and sound city by controlling private land development and building construction.
- To realize ~~planned~~ **planned** land use for controlled urbanization
- To register building properties appropriately so that CC can increase revenue from holding tax

5. Relevant Organizations, Stakeholders and their role

5.1 Development Authorities

Building permission administration is handled by RAJUK (in GCC and part of NCC), CDA (in ChCC) and CC itself (CoCC and RpCC). The building permission authorities of RAJUK and CDA request applicants to obtain CCs agreement with their building construction plans. Thus all -five CCs have occasion to examine the building construction plans.

In case the building plan is not consistent with building code, land use plan, and other regulations, CC and Development authorities should prevent the construction and give the applicant necessary instructions.

On the other hand, there are many illegal buildings observed in every CC. Many of them illegally occupy public land or even canal. Even though it might be difficult for CC to evacuate them in a short period, at least CC should recognize the reality and notify the illegal building owners and users.

5.2 PMO and PIU

PMO and PIU shall consider the necessary knowledge and skill of the building control officer of the CC and make adequate coordination.

ICGP includes feasibility study. Especially the illegal buildings in the proposed sites of the prospective projects shall be identified and notified accordingly.

5.3 Office of Town Planner / Town Planning Section

The office of town planner receives, examines and makes judgment if the building application clears all the necessary conditions. Also it coordinates building permission certificates.

5.4 Standing Committee for Urban Planning and Development

This standing committee shall discuss how CC should take action against the illegal land use and buildings.

5.5 Fire Department in the CC Area

Planning authority, CC and fire department should make close coordination to prevent illegal building and to promote safe urban area.

5.6 Agencies for utilities

It is not appropriate to supply utility services to illegal buildings. Thus the CC building control unit should promote law observance in cooperation with utility agencies such as Electric Board, Gas Company and Water Supply Department (WASA).

5.7 Taxation Department of the CC

Once the building plan is approved, the property should be registered in the holding tax inventory. Thus CC can increase its revenue systematically.

5.8 WLCC and CSCC

WLCC and CSCC shall monitor the situation of land development and building construction, and work together with CC to identify illegal development and resolve the situation.

6. Necessary Tasks and Procedures

6.1 Confirmation of Institutional Structure

(1) Role of CC

Role of CC in building permit and land use control shall be consistent with the following laws and rules.

- a. The Building Construction Act, 1952
- b. The Town Improvement (TI) Act 1953
- c. Building Construction Rules 2008
- d. Bangladesh National Building Code (BNBC) 2006
- e. Land Development Rules for Private Housing 2004
- f. Relevant master plan and its land use plan

In particular, the building plan should be consistent with the land use plan of the valid master plan.

1) Inside Rajuk and CDA jurisdiction (NCC, GCC, and ChCC)

CC examines the building plan and if there is no problem, CC shall issue No Objection Certificate. The officers in charge of this procedure shall be clearly defined and assigned. A signer of No Objection Letter shall be assigned.

2) Own jurisdiction (CoCC & RpCC)

CoCC and RpCC have authority to issue building permission. These CCs shall examine the building application documents. If the application documents and drawings have all the necessary conditions, CC shall issue building permission within least possible time. In case the application lacks some necessary information or it does not meet the rules or code, CC shall promptly inform the applicant. The Officers in Charge of this procedure shall be clearly defined and assigned. Officers with authority to sign building permissions shall be assigned.

6.2 Rule Preparation for Building Permission Procedure

The building application should be examined within least possible time. Thus rules of application procedure shall be set and open to the public. Citizen charter can include this. Items shall include but not be limited to:

- Necessary documents, drawings, and information of application
- Name of the CC department to which application is submitted
- Name of the position in charge of examination
- Number of days necessary for judgment
- Information to be communicated if the application has any fault

6.3 Coordination with Property Tax Department

Once the building plan is approved, the CC taxation department should register the property to the holding tax inventory. Thus CC can increase its revenue systematically.

6.4 Action against Illegal Land Developments and Buildings

(1) Identification of illegal land development and buildings

CC identifies illegal land development, buildings and public land squatting with the organizations and individuals responsible for the violations. WLCC and CSCC may report these to the CC officer. This information shall be listed and mapped.

(2) Taking action against Illegal Land Developments and Buildings

CC takes necessary action to settle the illegal situation. The first step is to send notice to the illegal actors and reveal the information to the public. Execution of legal action shall be carried out in consultation with magistrate/officer of CC or Deputy Commissioner's Office.

7. Implementation Schedule

Figure 1.1 Implementation Schedule of Development Control

Sl No.	Activities	2014/5			2015/6			2016/7			
		1-	4-	7-	10-	1-	4-	7-	10-	1-	4-
1	Confirmation of Institutional Structure		■								
2	Preparation of Rules for Building Permission Procedure		■	■							
3	Coordination with Property Tax Department			■	■	■	■	■	■	■	■
4	Action against Illegal Land Developments and Buildings										
4.1	Identification of illegal land development and buildings				■	■	■	■	■		
4.2	Taking action against Illegal Land Developments and Buildings									■	■

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8. Cost of Implementation (if necessary)

8.1 Employment

- Appropriate number of development control officers, surveyors of illegal land development and Buildings.

8.2 Training

- Needs Assessment of Building control officer and preparation of training plan
- Implementation of training

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**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

6.3 Guidelines for Preparation and Review of Infrastructure Development Plan

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by:
Japan International Cooperation Agency**

and

Urban Management Unit, LGED

Table of Contents

Chapter 1	Introduction of the Guideline	1
1.1	Background and Demarcation with Master Plan	1
(1)	Background.....	1
1.2	Objectives of IDPCC and this Guideline	2
(1)	Execution of Master Plan and other Relevant Plans	2
(2)	Improvement of Planning Capacity of CC	3
(3)	Facilitation of Consensus Making for Important Sub-projects	3
(4)	Facilitation of Funding from Outside	3
1.3	Remarkable Aspects of the IDPCC.....	3
(1)	Consistency with Master Plan and other Superior Plan.....	3
(2)	Inclusive Plan	3
(3)	Vision of all the Infrastructure Sub-Categories	4
(4)	Rolling Plan for Infrastructure Development	4
(5)	Most Important Infrastructure are Defined in IDPCC	4
(6)	Demarcation with O&M Actions.....	4
(7)	Analysis and Visioning of Urban Activities and Services	5
1.4	Composition of the IDPCC.....	5
Chapter 2	Elaboration and Revising Procedure of the IDPCC	6
2.1	Préparation.....	6
(1)	Institutional Set Upfor IDPCC Preparation and Management	6
(2)	Work flow of IDPCC Preparation.....	6
(3)	Indicative Time Table of IDPCC Preparation.....	8
(4)	Inception Workshop.....	9
Chapter 3	Procédure of IDPCC Elaboration	10
3.1	“Part 1 Introduction”	10
3.2	“Part 2 Review of Present Condition”	10
(1)	General Condition of CC	10
(2)	Review of Relevant Plans and Activities	10
(3)	On-going Projects.....	10
(4)	Existing Infrastructure and Facilities	10
3.3	“Part 3 Analysis and Vision Setting”.....	10
(1)	Diagnosis of Urban Services and Infrastructure by WLCC.....	10
(2)	Analysis of Urban Activities and Relevant Facilities.....	10
(3)	SWOT Analysis of CC	11
(4)	Prospective Improvement of Each Urban Activities	12
(5)	Five Year Target of Infrastructure Development.....	13
3.4	“Part 4 Sub-Projects and Their Priority Setting”	15

(1)	Confirmation of Existing and Planned Infrastructure	15
(2)	Nomination of Necessary Infrastructure in Five Years (Long List).....	15
(3)	Priority Setting among the Proposed Sub-Projects.....	15
Chapter 4	Investment Plan.....	16
4.1	Development Funding Achievement in Last Three Years.....	16
(1)	CC's Own Fund (crore).....	16
(2)	Annual Development Project (ADP).....	16
(3)	Development Project Proposal (DPP).....	16
(4)	Donors	17
(5)	Total Development Budget in Last Three Years.....	19
4.2	Budget Allocation Simulation to Priority Sub-Projects	20
4.3	Fund Raising Promotion	22
(1)	Fund Raising Effort.....	22
(2)	Funding Activity Records.....	22
Chapter 5	Preparation of Plan Implementation Other than Funding	24
5.1	Consensus making among Stakeholders	24
5.2	Preparation of Sub-Project Implémentation.....	24
(1)	Feasibility Study of Priority Sub-Projects.....	24
5.3	Amendment of IDPCC as a Rolling Plan	24
APPENDIX 1	27
APPENDIX-2	29
APPENDIX-3	32
APPENDIX-4	33

Chapter 1 Introduction of the Guideline

1.1 Background and Demarcation with Master Plan

(1) Background

History of City Corporation is generally very young. And they have not established planning system for public services as inclusive city governments. Infrastructure Development Plan of CC (IDPCC) is a system for CCs to manage or coordinate entire infrastructure development in the territory of the City Corporation.

The objective of this guideline is to facilitate the elaboration and revision of Infrastructure Development Plan of CC (IDPCC). Actually, ICGP experts and its local counterparts are working together with four city corporations (Narayanganj, Comilla, Rongpur, Gazipur and Chittagong) for preparation of IDPCC. Needs of infrastructure and priority among proposed sub-projects are changing rapidly with quick socioeconomic situation.

Demarcation with Master Plan

Urban Development Master Plan (MP) consists of three components. 1) Strategic and Structure Plan defines the policy of urban planning. And 2) Urban Area Plan describes sector plans for road, drainage and etc., land use plan as well as instructional plan. While 3) detailed Area Plan shows specific and precise land use and infrastructure plan with particular priority sub-projects.

Then why do we need Infrastructure Development Plan (IDPCC)? The most important output of the IDPCC is a sub-project list with specific priority and methodology of financing them. There are two key words “consensus” and “institution”. Consensus is most important thing when CC decides priorities among infrastructure sub-projects. Thus IDPCC show specific procedure of consensus making. On the other hand, CC needs a well defined mechanism for planning and consensus making. And this mechanism consists of various inner institutes such as;

Comprehensive Planning Unit (CPU),

Ward Level Coordination Committee (WLCC),

City Development Coordination Committee (CDCC) and

Civil Society Coordinating Committee (CSCC),

Objectives, roles, composition and activities of these institutes are explained guidelines of ICGIAP.

Thus Master Plan, IDPCC and ICGIAP, as a trinity, compose a strong system for infrastructure development. Thus IDPCC has a character of infrastructure investment plan.

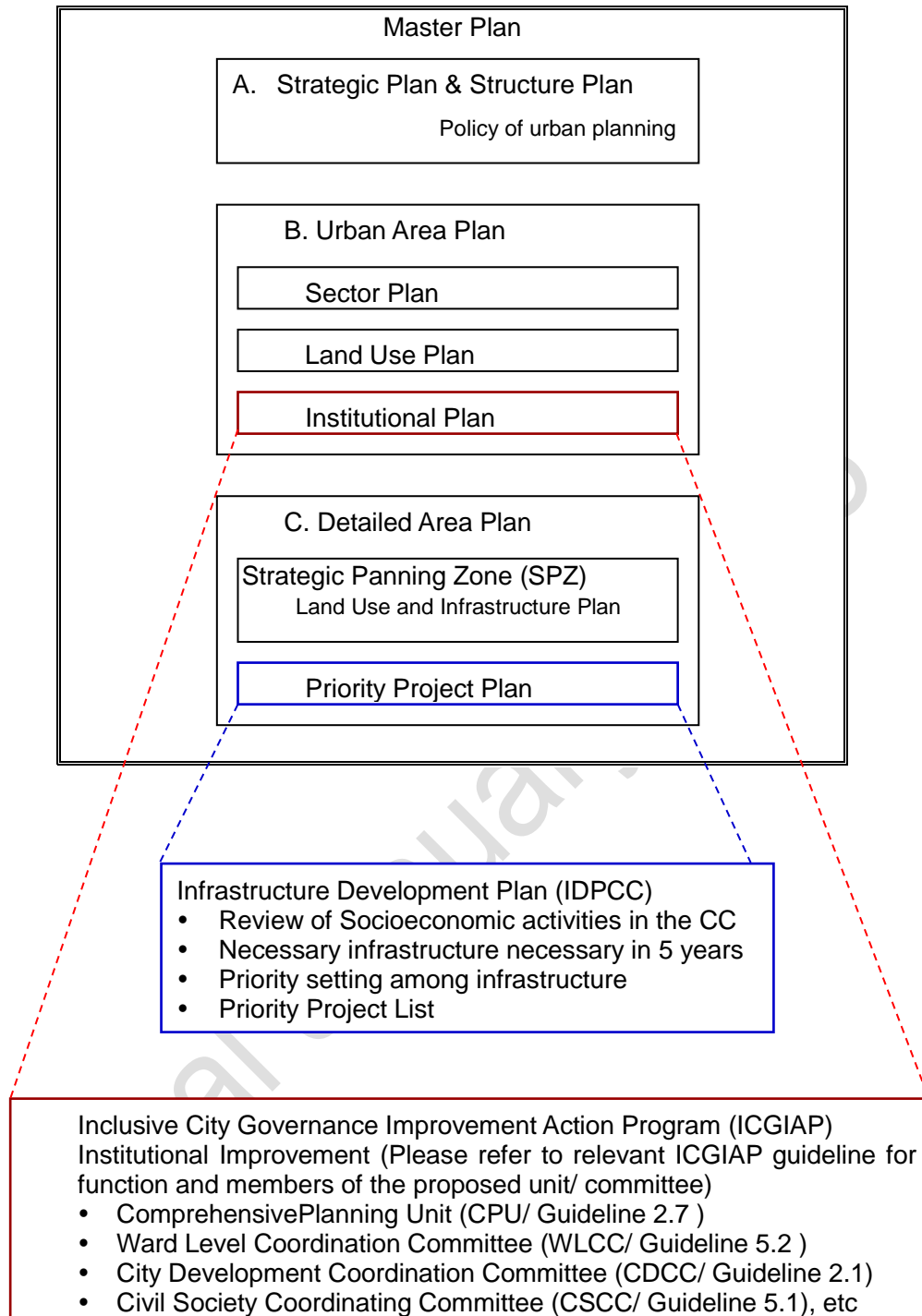


Figure 1.1 Demarcation among MP, IDPCC and ICGIAP

1.2 Objectives of IDPCC and this Guideline

ICGP project expects the entire target CCs to revise their IPDCC based on this guideline. Objectives of this guideline are as follows;

(1) Execution of Master Plan and other Relevant Plans

Master plan is a big framework of urban and infrastructure development of each CC. On the

other side, IDPCC is an action plan of infrastructure investment that shows how to execute the items planned in the Master Plan and other development plans. However, priority of infrastructure may change time to time. Therefore, this guideline shows how to improve and revise the previous IDPCC periodically.

(2) Improvement of Planning Capacity of CC

This guideline of IDPCC (together with ICGIAP) proposes various organizations and committees to participate in the CC's infrastructure planning process. Through the elaboration and amendment of IDPCC, citizen, counselors, CC officers, and Mayor would improve their capacity in planning infrastructure.

(3) Facilitation of Consensus Making for Important Sub-projects

Important infrastructures are shown in the Master Plan as a part of Detailed Area Plan. And local population appeals many more needs of infrastructure construction. However, for budgeting and execution, consensus among stakeholders is inevitable. Meetings and discussions for the IDPCC preparation facilitate consensus on infrastructure priority among stakeholders.

(4) Facilitation of Funding from Outside

CC has very limited development budget and it is not even affordable for maintenance of existing infrastructure. Right or wrong, this is a reality. Consequently, CC has to rely on outer financial resource for the implementation of infrastructure development. IDPCC with its sub-project list is a clear statement of the infrastructure priority of the CC with peoples' consensus. IDPCC can be an important basis of outer support. For central government and various donors, results of the need assessment survey have already prepared in the IDPCC.

1.3 Remarkable Aspects of the IDPCC

(1) Consistency with Master Plan and other Superior Plan

There can be various superior plans of infrastructure. National Five Years Development Plan, Master Plans prepared by RAJUK, Chittagong Development Authority and CC itself, Sector plan of water supply, drainage and other sub-category of infrastructure development. These valid and superior plans should be studied before IDPCC preparation so that any conflicts and inconsistency do not happen.

(2) Inclusive Plan

In its conventional work style, a City Corporation (Including previous Pourashava) has several project lists of infrastructure by funding resources such as JICA, ADB, WB, Annual Development Plan (LGRD) and CC itself. And other agencies of National Government have their own project plan. These lists have never combined as "inclusive list". This means no agency take care or coordinates inclusive public services in the territory of City Corporation. IDPCC include an inclusive infrastructure list that include the entire necessary infrastructure

regardless the sub-project ownership. This is the first stage for City Corporation to develop inclusive city governance.

(3) Vision of all the Infrastructure Sub-Categories

ICGP defined six sub-categories on infrastructure work. CC can add any necessary components of infrastructure.

- a) Transportation
- b) Drainage
- c) Solid Waste Management
- d) Water Supply System
- e) Sanitation
- f) Public Facilities, Street Lights and Beautification

IDPCC shall include Vision of the infrastructure of the CC, specifically, that of each infrastructure sub-category. Visions shall be defined by indicators. "Households that have access to piped water increase from 40% to 50%" is an example of indicator.

(4) Rolling Plan for Infrastructure Development

The IDPCC shall be a rolling plan, since the requirement and priority of infrastructure are always changing, and completed projects should be removed from the list. Therefore, the development plan shall be renewed every three years and minor changes shall be made every year.

(5) Most Important Infrastructure are Defined in IDPCC

Priority sub-projects shall be listed up in the inclusive Infrastructure list of IDPCC. In the previous IDPCC prepared in 2013, the inclusive list items count more than 1,000 items. As a matter of fact, it is impossible to discuss the priority among the 1,000 items in meeting such as CPU, CSCC, CDCC, Standing committee, and Town Meeting. The new IDPCC will include maximum 30 construction works really necessary to the CC infrastructure development in next five years.

- a) No more than 10 sub-projects of 1st Priority
- b) No more than 10 sub-projects of 2nd Priority
- c) No more than 10 sub-projects of 3rd Priority

In order to enhance the effectiveness of the IDPCC, only the sub-projects listed in the inclusive infrastructure list can get budgeting. This is also important to show the CC's transparency and predictability. Selected sub-projects shall be shown in a map.

(6) Demarcation with O&M Actions

There should be a clear demarcation between construction and maintenance of infrastructure. For example, re-paving an existing road is a maintenance work and shall not be categorized

as construction; consequently, maintenance works shall be excluded from the inclusive infrastructure list. For the definition of construction work and maintenance work, refer to APPENDIX-1“List of Infrastructure Category handled by IDPCC”. If the sub-category of the items changes after the work, it is construction. If the item stays in the same sub-category, it is maintenance work. If a Tertiary road (20 to 60 feet) is expanded to Secondary road (60 to 100 feet width), then it is construction work, and can be included in the inclusive infrastructure list.

(7) Analysis and Visioning of Urban Activities and Services

Infrastructure is supporting various urban activities and public services. In other words, infrastructure should contribute to the urban activities. Therefore, in the course of preparing IDPCC, CPU shall conduct analysis and visioning of urban activities and services. Urban activities and services may include;

- Industry (agriculture, Processing, trading, service industry),
- Social service (education, health, social welfare, poverty deduction) and
- Other (environment, disaster management, culture and sports, environment)

1.4 Composition of the IDPCC

The Development plan may include the following items

Table 1-1: Composition of IDPCC

<p>“Part 1 Introduction”</p> <p>“Part 2 Review of Present Condition”</p> <ul style="list-style-type: none"> (1) General Condition of CC (2) Review of Relevant Plans and Activities (3) On-going Projects (4) Existing Infrastructure and Facilities <p>“Part 3 Analysis and Vision Setting”</p> <ul style="list-style-type: none"> (1) Diagnosis of Urban Services and Infrastructure by WLCC (2) Analysis of Urban Activities and Relevant Facilities (3) SWOT Analysis of CC (4) Prospective Improvement of Each Urban Activities (5) Five Year Target of Infrastructure Development <p>“Part 4 Sub-Projects and Their Priority Setting”</p> <ul style="list-style-type: none"> (1) Confirmation of Existing and Planned Infrastructure (2) Nomination of Necessary Infrastructure in Five Years (Long List) (3) Priority Setting among the Proposed Sub-Projects
--

Chapter 2 Elaboration and Revising Procedure of the IDPCC

2.1 Préparation

(1) Institutional Set Up for IDPCC Preparation and Management

Elaboration, implementation and revision of IDPCC need appropriate institutional structure inside of the City Corporation. A figure below shows suggested structure to achieve the expected function.

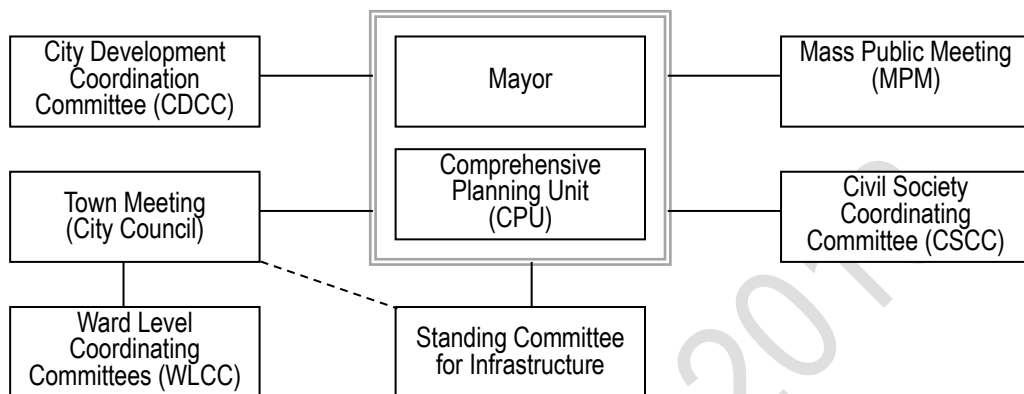


Figure 2-1: Institutional Structure for IDPCC Management

(2) Work flow of IDPCC Preparation

Figure 2-2 below shows the workflow of IDPCC Preparation. The CPU team, as a main task force, leads the CC planning and prepares draft IDPCC, taking all the information available into consideration. The draft IDPCC elaborated by CPU will be examined by CSCC, City meeting and CDCC, as a result finally approved by Mayor.

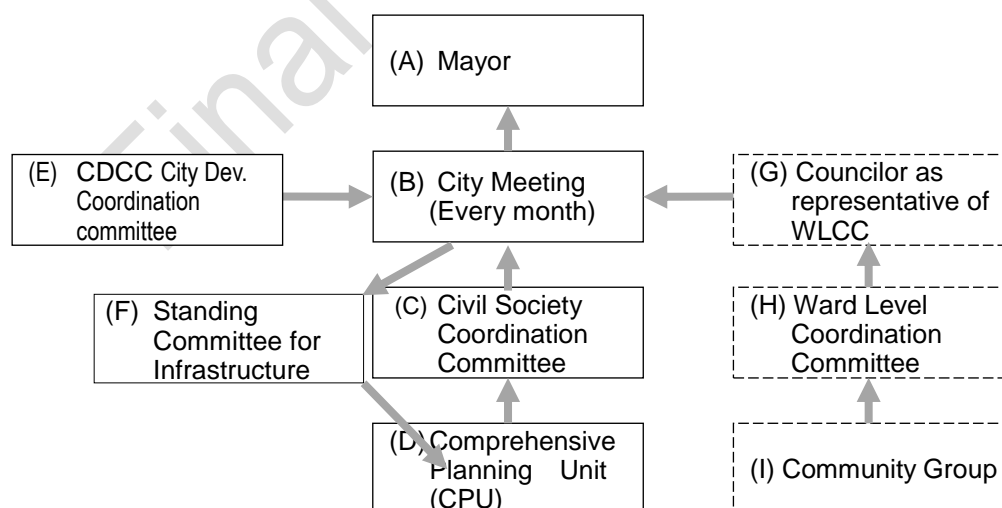


Figure 2-2: Workflow of IDPCC Preparation

Table 2-1 shows the function of each stakeholder mentioned in Figure 2-2 above.

Table 2-1: Components of the Institutional Structure

Institutional Component	Function
A Mayor	The CC mayor chairs Civil Society Coordination Committee (CSCC) and City Meeting. He/she takes overall responsibility of elaboration, implementation and revision of IDPCC.
B City Meeting	City Meeting is a regular monthly meeting which consists of a mayor, CC's executive officers, councilors and others. This meeting shall endorse the result of CSCC. City Meeting is held every month.
C Civil Society Coordination Committee (CSCC)	Stakeholder Committee Meeting of ICGP (Prep) consists of representatives from various community organizations, standing committees, national government agencies and relevant officers of CC. For the IDPCC related purpose, this meeting examines draft ideas of IDPCC elaboration, execution and revision prepared by Comprehensive Planning Unit (CPU). ICGP (Prep) has an idea to rename this and keep it as Civil Society Coordination Committee (CSCC). It would be a permanent committee as a part of GCC's planning system.
D Comprehensive Planning Unit (CPU)	For the IDPCC related purpose, Comprehensive Planning Unit (CPU) is a taskforce to lead elaboration, implementation and revision of IDPCC. CPU drafts the IDPCC and proposes revision of IDPCC to the CSCC. CPU consists of planner, engineer, health doctor, and relevant CC officers.
E City Development Coordination Committee (CDCC)	CDCC consists of member of City Meeting and representative of each relevant national government agency. This is a good occasion to exchange information on IDPCC and relevant projects of the national government agencies. GCC has never held this CDCC meeting so far.
F Standing Committee of City Council	Standing committee shall examine specific issues of infrastructure development and send opinions to CPU. Other than ordinal members (Councilors, Mayor Member Secretary from CC officer) it may include relevant experts and professionals as special guest members .
G Councilor as representative of WLCC	As a chairperson and representatives of Ward Level Coordination Committee (WLCC), the councilor of each ward shall well comprehend the issues of his/her wards and urge necessary arrangement of the CC administration. In general, capacity of councilors is a very important human resource of GCC, their capacity should be developed more so that they can take care of the wards properly and, at the same time, take necessary actions for the entire CC community. As an ICGP activity, GCC has agreed to build two Community Resource Centers (CRC)" in its territory. CDCs at the ward level may facilitate community activities led by the councilor.
H Ward Level Coordination Committee (WLCC)	Ward Level Coordination Committee is organized in every ward and meets regularly to discuss important issues of the ward including infrastructure and public services. The councilor chairs the meeting and coordinates collaboration between CC administration and community groups. Important task of WLCC may include diagnosis of public services and infrastructure as well as monitoring of sub-project execution site so that any trouble with construction works can be solved as smooth as possible. Some Master Plans (such as Camilla) set up a Strategic Planning Zones by merging several wards together for Detailed Area Planning. Therefore, WLCC meetings in the same Strategic Planning Zone also can be merged when it is necessary for discussion of the Detailed Area Plan.
I Community Groups	Bigger ward level community groups such as CBO, CDC, Youth Association, Women's Association, etc. work for the common benefit of the community and dispatch representatives to the Ward Level Coordination Committee. Community groups whose activities cover the entire CC may send representatives to CSCC.

The actual IDPCC elaboration with ICGP (Prep) has been done through the (D)→(C)→(B)→(A) procedure in Figure 2-2, since (I)→(H)→(G) organizational structure has not been fully established. However, the linkage between community groups and City Corporation is very important, therefore, (I)→(H)→(G) organizational structure should be set up as soon as possible. NCC and GCC has a successful example of Community Development Committee in UPPR program, and this experience may be applied to establishing general linkage between various community groups and City Corporation.

Potential of Zone (previous Pourashava-PS) Level Committee also should be examined by the GCC. Since GCC has been established merging two PSs (Now they are called “zone”) and other UP, citizens of each zone had a sense of belonging to their previous PS.

(3) Indicative Time Table of IDPCC Preparation

Revision of IDPCC shall be carried out with the schedule suggested in the following figure.

	1 st Month	2 nd Month	3 rd Month	4 th Month	5 th Month	6 th Month
1						
2						
3						
4						
5						

Figure 2-3 Indicative Time Table of IDPCC Preparation (to be completed)

Table 2-2 Work Demarcation in IDPCC Preparation

Tasks	Prepared by	Approved by
Chp.1 Planning Structure and Relevant Organizations		
3.1 Whole Planning Structure	LGED	City Meeting
3.2 CPU	Mayor	Mayor
3.3 Standing Committee for Urban Planning and Development	Mayor	City Meeting
3.4 CSCC	Mayor	City Meeting
3.5 WLCC	Councilor /Women councilor/	Mayor
Chp.2 Elaboration and Revising Procedure of IDPCC		
4.1 Key Steps of IDPCC Preparation or Revise		
4.2 Indicative Time Table of IDPCC Preparation	CPU	Mayor
4.3 Inception Workshop	CEO	
4.4 Review of Existing Plans of the CC	CPU	
4.5 Plan of Infrastructure Development Agencies of the Central Government	CPU	
4.6 Gathering General Information on the CC	CPU	
4.7 SWOT Analysis of the CC	CPU	

4.8	Visioning the City Corporation (of all the sectors?) in 25 years	CPU	
4.9	Prospective Achievement of Infrastructure in 5 years	CPU	
	-List of Existing and Proposed Infrastructure	CPU	
	-Inclusive List of Sub-Projects	CPU	
4.10	Priority Setting among Sub-projects		
	-Procedure	CPU	
	-Criteria	CPU	
4.11	Financial Analysis of CC and Budget Allocation to Infrastructure	CPU	
	-Potential Funding Resource in Five Years	CPU	
	-Sub-Sector wise Fund Allocation in Five Years	CPU	

(4) Inception Workshop

Inception workshop shall be held soon after all the members of the institutional structure mentioned in the Table 2-1 have been assigned.

1) Objective of the inception workshop

- For stakeholders to understand the IDPCC and roles and task schedule of stakeholders to elaborate it.
- For stakeholders to get motivation to work on IDPCC
- For citizens to understand the IDPCC is prepared in a participatory way
- To appeal that infrastructure planning is executed in a transparent way

2) Participants

- Mayor and panel mayors
- CPU members (CEO, secretary, planner, relevant director of CC)
- Councilors (as representatives of Standing Committee and WLCC)
- Representatives of CSCC
- Representatives of CDCC

Chapter 3 Procédure of IDPCC Elaboration

Contents of this Chapter 3 correspond to IDPCC Table of Contents; each section below describes how the each part of IDPCC should be prepared.

3.1 “Part 1 Introduction”

This part shall be drafted by CPU at the end of elaboration procedure; draft text should be approved by Mayor.

3.2 “Part 2 Review of Present Condition”

(1) General Condition of CC

Information on CC geographical location, climate, history, demography, wards, topography, disaster, etc shall be collected and shown by CPU.

(2) Review of Relevant Plans and Activities

Plans that are valid or under preparation shall be reviewed. Plans include Master Plan, Sector Plan, and development plans of government agencies, etc. Especially, nominated priority sub-projects in the Detailed Area Plan is very important information. CPU gets cooperation of CDCC to get information from government agencies and drafts this part.

(3) On-going Projects

On-going projects, regardless of their owners, shall be reviewed. These include projects of government agencies such as DRH, etc.

(4) Existing Infrastructure and Facilities

CPU prepares inventory of existing infrastructure and public service facilities. It is preferable that all the infrastructure and facilities are plot in maps. Infrastructure and facilities of government agencies should be included in the inventory, while private facilities such as private clinics and schools shall be excluded.

3.3 “Part 3 Analysis and Vision Setting”

(1) Diagnosis of Urban Services and Infrastructure by WLCC

WLCC shall diagnose the existing urban services and infrastructure. If there are some problems identified, some remedy shall be proposed and conveyed to CPU by the ward councilors. CPU compiles the WLCC diagnosis results and analyzes it from entire CC point of view. This analysis shall be implemented in the way mentioned in (2) below.

(2) Analysis of Urban Activities and Relevant Facilities

1) Analysis of Urban Activities

Urban activities and issues include the items mentioned in the table 2.4 below. Each activity is analyzed using this table. Location of the issued shall be plot on maps.

Table 2.3 Urban Activities and Their Issue Analysis

		Issues (example)	Location (example)
A	Habitation	Some area has no power supply and water supply Solid waste are not collected regularly	Ward 14, 15, 16
B	Agriculture,	Farming area has few road to collect products	Ward 17,18,19
C	Processing Industry	Factories use too much underground water Street lights are not enough for commuting at night	Ward 5& 6 Along XX road
D	Trading Industry	Heavy tracks disturb city traffic Public markets are not big enough	Ward 1, 3, 6
E	Service Industry	City center has big traffic congestion	Ward 1, 3, 6
F	Medical Care	No public transportation to the national hospital	Ward 12
G	Education	Primary schools are not enough at urban fringe area	Ward 13-21
H	Culture and Sports	Athletic fields are not enough	Entire CC
I	Poverty Reduction	Slums are suffered from poor sanitary and hygiene	UPPR Area
J	Disaster Prevention	Cyclone shelters are not enough	Ward 7-12, 14
K	Community activities	NGOs has problem with office and meeting places	Ward 1-9
L	Emission	Dumping site causes waster pollution Waste water from factories are not processed properly	Ward 6, 21 Along XX road

2) Matrix of Urban Activities and Facilities& Infrastructure

In order to analyze the relation between urban activities and facilities, CPU checks a matrix and identifies critical issues. This matrix may show which facility and infrastructure is more commonly important to urban function.

Table 2.4 Correlation between Urban Activities and Infrastructure

		1	2	3	4	5	6	7	8	9
		Trans- portation	Drainage	Solid waste collection	Water Supply	Power Supply	Waste water Disposal	Municipal Facilities	CentralGov. facilities	
A	Habitation	✓	✓	✓	✓	✓	✓	✓	✓	
B	Agriculture,	✓	✓		✓	✓	✓			
C	Processing Industry	✓	✓	✓	✓	✓	✓			
D	Trading Industry	✓	✓	✓	✓	✓	✓	✓		
E	Service Industry	✓	✓	✓	✓	✓		✓		
F	Medical Care	✓	✓	✓	✓	✓		✓	✓	
G	Education	✓	✓	✓	✓	✓			✓	
H	Culture and Sports	✓	✓	✓	✓	✓		✓	✓	
I	Poverty Reduction	✓	✓					✓		
J	Disaster Prevention	✓	✓					✓	✓	
K	Community activities							✓		
L	Emission	✓	✓	✓			✓			

(3) **SWOT Analysis of CC**

SWOT is a methodology to analysis present situation with four perspectives, namely, Strength,

Weakness, Opportunity and Threat. Objects or analyzing items are Governance, Finance and Infrastructure. A sample analysis of NCC is attached as APPENDIX 3.

As a part of this analysis, Strength, Weakness, Opportunity and Threat of CC infrastructure are identified. The result shall be applied in the following way;

- 1) Make maximum use of strengths,
- 2) Minimize the weakness,
- 3) Take advantage of the opportunity, which is preferable external situation and
- 4) Be careful and aware of risk with threat, which is external disadvantage our situation.

Situation of Governance and Finance are very critical conditions for infrastructure development. Therefore, use the analyzed data of Governance and Finance for a better infrastructure development.

(4) Prospective Improvement of Each Urban Activities

Since IDPCC is an infrastructure investment plan for short target years, the overall CC development vision is not discussed here. Long term CC vision shall be defined in Master plan in the part of Strategic and structure plan, these target 20 years of CC development. Instead, IDPCC set goal or prospective situation of each category of infrastructure facility in five years.

Table 2.5 Prospective Situation of Urban Activities in Five Years

		Prospective situation and relevant infrastructure	Priority
A	Habitation	<ul style="list-style-type: none"> • More and more houses are connected to <u>water and power supply</u> • Water supply and power supply 	* *
B	Agriculture,	<ul style="list-style-type: none"> • More and more farm land become accessible by light truck (Transportation) 	*
C	Processing Industry	<ul style="list-style-type: none"> • Water table is protected by using <u>water supply</u> from surface water • Night commuting become safe by <u>street lighting</u> 	* *
D	Trading Industry	<ul style="list-style-type: none"> • Heavy trucks of wholesale goods have <u>terminal</u> • Better <u>kitchen markets</u> become available 	* *
E	Service Industry	<ul style="list-style-type: none"> • City center become less congested making bypass, car parking, effective traffic control (<u>transportation</u>) 	* *
F	Medical Care	<ul style="list-style-type: none"> • Public bus service becomes available to big hospitals 	* *
G	Education	<ul style="list-style-type: none"> • More primary schools become available within walking distance (<u>transportation</u>) 	* *
H	Culture and Sports	<ul style="list-style-type: none"> • Two <u>cricket fields</u>, one <u>athletic field</u> and one <u>performance theatre</u> are developed 	*
I	Poverty Reduction	<ul style="list-style-type: none"> • More and more toilet facilities are equipped (<u>sanitation</u>) 	* *
J	Disaster Prevention	<ul style="list-style-type: none"> • Inundation mitigation is improved (<u>drainage</u>) 	* *
K	Community activities	<ul style="list-style-type: none"> • Large NGOs have offices in CC <u>ward office</u> as activity base at cheaper cost 	*
L	Emission	<ul style="list-style-type: none"> • <u>Garbage collection</u> is operated more regularly • Pollution of garbage dumping site is improved. • Industrial liquid waste is treated appropriately 	* * *

(5) Five Year Target of Infrastructure Development

Based on the above analysis, CPU defines five year target of infrastructure development. An example is attached below; A CC may need the situations mentioned in the following table in five years;

Final January 2018

Table 2.6 Five Year Goal of Infrastructure Development (to be improved)

No.	Topics	Output	Numerical Indicator	Remarks
1	Water Supply	<ul style="list-style-type: none"> Ensured water supply. Revenue Generated. 	<ul style="list-style-type: none"> 100% Water Supply 	<ul style="list-style-type: none"> Water supply for Shiddhirganj zone.
2	Solid waste	<ul style="list-style-type: none"> Waste Collection for CO₂ emission reduction. City will be neat and clean. Water bodies will free from wastes. 3R (Reuse, Reduce, Recycle). Revenue Collection. 	<ul style="list-style-type: none"> 100% waste collection. Three Compost plan. (Bio gas, Fertilizer and Electricity) Decrease 50% water borne diseases. 100% Separation at source. 	<ul style="list-style-type: none"> Financial cost to be calculated. 17% tax is collected from every household. 3 % is for lighting, 7% is for cleaning and 7% is holding tax.
3	Drainage	<ul style="list-style-type: none"> No water logging. 	<ul style="list-style-type: none"> 80% Settlements will be free from water logging. 	<ul style="list-style-type: none"> As Siddhirganj is a low land area it is a high priority zone for drainage.
4	Street lighting	<ul style="list-style-type: none"> Street light will remove darkness and walking will be made safe for pedestrians. 	<ul style="list-style-type: none"> 80% area will be covered. 	<ul style="list-style-type: none"> Kadamrasul and Siddhirganj are both priority zones as there is no light post in there.
5	Sanitation	<ul style="list-style-type: none"> Improvement of public health. Stopped open defecation. Reduced waterborne diseases. 	<ul style="list-style-type: none"> 100% area will be covered 	<ul style="list-style-type: none"> Every Household will use sanitary latrine by 2014 as it is Government declaration.
6	Traffic and Transportation	<ul style="list-style-type: none"> Less traffic Congestion is observed Developed City master plan. 	<ul style="list-style-type: none"> 0% waiting railway crossing. 	<ul style="list-style-type: none"> Transports have to halt twice for 5–7 minutes every hour due to rail crossing.

3.4 “Part 4 Sub-Projects and Their Priority Setting”

This section explains how to nominate priority sub-projects and how to set priority order among them.

(1) Confirmation of Existing and Planned Infrastructure

As preparation activity, the following three items should be reviewed and confirmed. These are reviewed in 3.1 “Review of Present Condition” in page XX of this guideline.

1) Nominated priority sub-projects in the Detailed Area Plan of MP

Basically, sub-projects of IDPCC shall be selected from MP so that MP and IDPCC keep consistency. However, there can be some other sub-project comes out through the procedure mentioned in this guideline. These “new projects” need careful consensus among stakeholders of CC.

2) On-going Projects

IDPCC does not repeatedly nominate sub-projects that are under construction

3) Existing Infrastructure and Facilities

Existing infrastructure and facilities are also not nominated in IDPCC. Improvement, renovation and rehabilitation of existing ones are excluded also. Sub-projects of IDPCC inclusive list should be strategic new construction.

(2) Nomination of Necessary Infrastructure in Five Years (Long List)

CPU nominates maximum 30 priority projects that are necessary in five years term. List Formats are shown in APPENDIX 4.

(3) Priority Setting among the Proposed Sub-Projects

CPU nominate 10 sub-projects as 1st Priority, another 10 as 2nd priority and last 10 as 3rd priority. Since these are strategic and new construction, the cost of each sub-project cannot be less than 10 crore. CPU should mention reason of each priority setting. Nomination procedures help to explain priority to stakeholders.

Chapter 4 Investment Plan

Implementation of a plan is more important than the plan itself. Here in this chapter, realistic investment methodology is discussed. Generally speaking, available fund is always less than the cost of necessary infrastructure development. Nevertheless, CC should establish a system to fund projects based on their priorities.

4.1 Development Funding Achievement in Last Three Years

There is variety of funding resources for infrastructure development. CC shall examine the fund resource and make effort to increase them. In this section, only the development budget is discussed.

Prepare the following tables by putting figures of real revenue from each fund in the last three years. Add any fund resource that has allocated development budget to your CC. This is to grasp realistic funding amount for the infrastructure development of your CC. JICA CGP project budget should be excluded for this integration.

(1) CC's Own Fund (crore)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

(2) Annual Development Project (ADP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

(3) Development Project Proposal (DPP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility

2011/2012						
2012/2013						
2013/2014						

(4) Donors

1) Bangladesh Municipal Development Fund (BMDF)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

2) City Region Development Project (CRDP/ WB)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

3) Urban Partnership for Poverty Reduction (UPPR)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

4) Inclusive City Governance Project (ICGP/JICA)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

5) Important Urban Infrastructure Development Project (IUIDP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

6) Urban Primary Health Care Services Delivery Project (UPHCSDP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

7) Urban Governance Infrastructure Project (UGIP/ADP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

8) Municipal Governance Strengthen Project (MGSP/WB)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

9) Water Supply and Drainage Master Plan (WSDM/KOICA)

	a	b	c	d	e	f
	Transport	Drain	Solid	Water	Sanitation	Municipal

			Waste	Supply		Facility
2011/2012						
2012/2013						
2013/2014						

10) Water Supply Project for 37 Districts (GOB/UNICEF/UNDP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

11) ADD any fund from other donors/Program

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

(5) Total Development Budget in Last Three Years

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						
Total 3 years						
Average						

Finally, the figures compiled in the table above show realistic budget available as development fund of your CC.

4.2 Budget Allocation Simulation to Priority Sub-Projects

Once realistic budget is clarified by the compiling work above, its allocation to the priority sub-projects should be planned accordingly. Even though average funding available was calculate out, it can fluctuate year to year. It can reduce because of the fiscal situation of the GOB or can increase because of the huge funding from donors, for example.

The table in the following page is inclusive project list and shows correlation of priority sub-projects and budget. Inclusive project list does not include any-subprojects which budget has been approved. Therefore any sub-project in the list needs to find funding resource.

Final January 2018

Table 4-1 Format of Inclusive Infrastructure List

N o.	Sub -Se ctor	Scheme Name	Work Category	Level of Work	Location		Unit	Qty	Cost*		Description
					Area Name	No. on map			single	accumu lated	
1	2	3	4	5	6	7	8	9	10	11	12
1									2	8	
									2		
									4		
2									6	15	
									1		
3									3	18	
4									3	30	
									2		
									1		
									6		
5									6	45	
									8		
									1		
6									6	57	
									6		
7											
8											

Suppose if the expectation of infrastructure budget is 45 core in three years (refer to table (5) Total Development Budget in Last Three Years). In the list the total cost of 1,2,3,4,5 sub-projects are 45 crore. Thus, CC can expect to fund the first five sub-projects. However, total number of the sub-project is much more than five. Thus CC should make effort to increase funding resources to cover the cost of the 6th project and onward.

IT is important not to change the priority order without appropriate procedure. The inclusive project list is approved by the mayor and consensus is made by stakeholders. Therefore, changing priority without consensus must not allow. Thus, for example, un-official political interferences shall be refused.

However, some donor funded projects are often infrastructure development of specific category. Suppose a donor offers CC a drainage improvement project which priority is not high in the priority list. CC does not have to decline the good chance.

4.3 Fund Raising Promotion

(1) Fund Raising Effort

Some CC is receiving more funding from outside and some is receiving less. This can be partly controlled by CC's effort. The following is to do list of CC's fund rising.

1) ADP

- Visit LGD officer and explain IDPCC
- Propose specific projects to be funded by LGD
-

2) DPP

- Visit LGD officer and explain IDPCC
- Propose specific projects to be funded by LGD
-

3) Donors

- Contact LGED and collect information on active and potential donors in Bangladesh
- Contact officer in charge of on-going donor program that involves the CC, consequently, negotiate program officer who are preparing the up-coming program
-

(2) Funding Activity Records

CC prepares the following records and keeps log of its funding activity. Activities include;

1) LGD

Negotiation for subsidy as ANP and DPP

2) LGED

LGED has good channels to donors which support CC's infrastructure development. Consulting to LGED

3) Public Service Agencies such as WASA, RHD, DPHE, etc.

Negotiation for direct investment by the agencies for the benefit of CC citizen

4) Donors

Many CCs have experience working with foreign donors. CC should make maximum use of this connection and inquire the possibility to funding CC's priority sub-projects. Donors are always looking for a good project to support. Well grounded sub-projects with broad consensus among stakeholders may appeal to the program officers in the donors.

Fund Raising Activity Record

No.	Sub-Sector	Scheme Name	Cost*	Potential Fund	Activity Record	
1			8	JICA		
				ADB		
2			7	DPP		
				ANP		
3			3	WASA		
4			12	GIZ		
				KOICA		
				B MDF		
				Saudi Fund		
5			6	ADB		
				8	KFW	
				1	JICA	
6			6	RHD		
7						
8						

Chapter 5 Preparation of Plan Implementation Other than Funding

5.1 Consensus making among Stakeholders

CPU should explain the Inclusive Project List of the priority sub-projects defined in the IDPCC explained to CSCC and CDCC for discussion and comments. After a general concusses of the standing committee and CC council, IDPCC is authorized by the Mayor. Once it is authorized, the IDPCC is an official agreement of CC Stakeholders
 CPU shall check the progress of the consensus process with the following list.

Action	CDCC	CSCC	Council
1 Draft prepared			
2 Meeting announced			
3 Meeting held for general consensus			
4 Comments replied			
5 Draft amended			
6 Mayor confirmed			

Note: Put the date of the action in the blank cells

5.2 Preparation of Sub-Project Implémentation

- (1) Feasibility Study of Priority Sub-Projects
 - 1) Rough Estimation
 - 2) Basic Design
 - 3) IEE and EIA
 - 4) Explanation to the affected population

5.3 Amendment of IDPCC as a Rolling Plan

1) Concept of Rolling Plan
 There are many development plans made by the public sector. These plans usually have target years such as 5, 10, or 20 years. Within that time frame, subprojects listed in the plan should be implemented. Therefore, the older the plan, the fewer the remaining subprojects for implementation. On the other hand, a rolling plan has no specific target year and the subproject list is always revised and renewed. This is a series of repeating seamless activities of “Plan”, “Do”, “See”, and “Re-plan”

2) Institution and Authority of Revise

Overall responsibility belongs to the Mayor of CC. However, necessary arrangement and action will be taken based on the “1.2 Institutional Structure for IDPCC Management” which is Figure 1-1 of Chapter 1 of this Volume 2. Other than this, activating Infrastructure Standing Committee is one of the ideas. This committee can be established in CC and the members shall be city councilors and the Mayor. They shall handle infrastructure issues in the CC and lead the relevant discussion in City Meeting and input appropriate information for fruitful discussion of Civil Society Coordination Committee Meeting.

3) Revising Subproject List of IDPCC

The idea of subprojects are coming from various sources and stakeholders such as master plan, CC engineers, CC councilors, National Government Agencies, etc. These subproject ideas are examined by PIUCC, CSCC, and CC executives and listed in the IDPCC.

Then some projects are funded by various agencies and implemented. Once funding is secured, the subproject is not a “plan” any more, it is now a reality. Therefore such subproject shall be removed from the list and a new project will be considered.

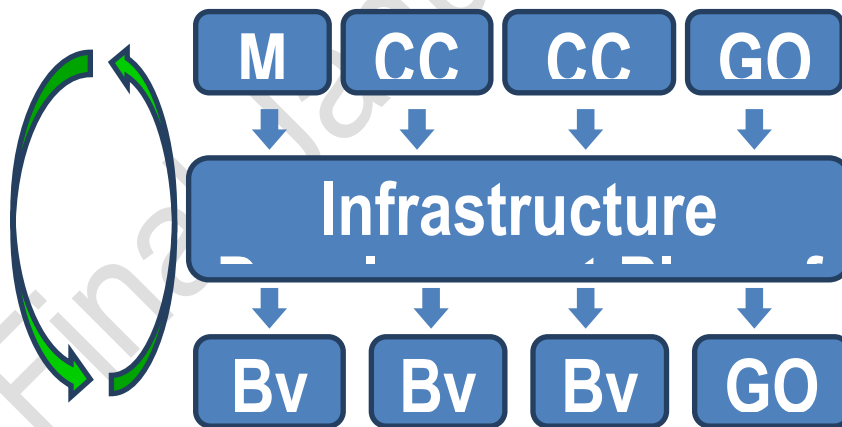


Figure 5-1: Subproject Ideas and Funding

Figure 5-2 shows the changing subprojects in NCC’s IPDPCC. Supposing there are four subprojects in the IDPCC, and three of them (A, B, and C) have been funded by ADB, DPP (National Government Fund) and JICA. Subprojects A, B and C will be replaced by D, E and F, while Subproject D remains because it could not get funding from any source. Small replacement or re-planning shall be conducted every year. Thus, the IDPCC is changing every year and is always renewed. This is why this plan is called a “Rolling Plan”.

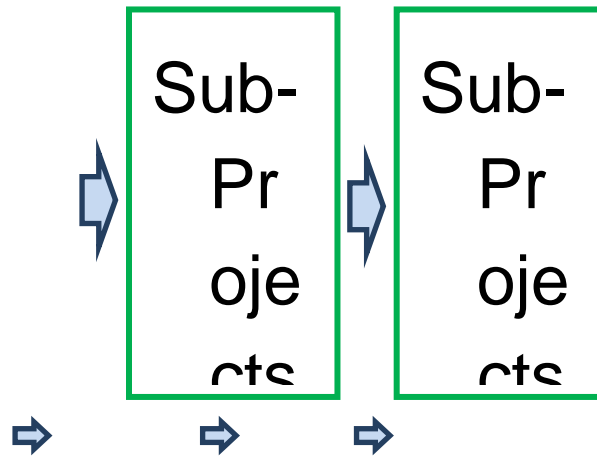


Figure 5-2: Replacement of Subprojects in Inclusive List

4) Renewal of IDPCC in Three Years

Reason and Concept of Renewal

Major change or amendment of the entire IDPCC shall be carried out every three years because all the major items mentioned in the IDPCC would have been changed and outdated in three years. These items may include the current situation, vision, strategies, and short and medium term goals of infrastructure development.

IDPCC, even after the renewal, should keep the following logic and characteristic;

- Vision is consistent with other CC policies and reflect peoples' wish
- Short and medium term goals of infrastructure development is consistent with the vision
- If subprojects are achieved, the short term goal is automatically fulfilled without additional interventions.
- IDPCC should include all the project plan regardless of the availability of fund resources,
- IDPCC should be always renewed with recent information and list of subproject of any fund recourse
- IDPCC should be very simple and easy to understand so that every citizen, especially CSCC members, can grasp the whole picture and make fruitful disputation.

Institutional Procedure of IDPCC Renewal

After three years, PIUCC should review the entire IDPCC and draft an amended version. This draft shall be discussed in the Civil Society Coordination Committee meeting and finally endorsed at the City Meeting. Institutional structure of renewal is the same as the first elaboration of IDPCC.

APPENDIX 1

Classification of Infrastructure Sub-Category

Sub-Sector	Component	Work Category		
Transport	Road improvement	Primary road (100 ft to 150 ft)		
		Second road (60 ft to 100ft)		
		Tertiary road (20 ft to 60 ft)		
		Goli Road (12 ft to 20 ft)		
		Pedestrian (6 ft to 8 ft)		
	Bridge / culvert	Bridge		
		Foot over Bridge		
		Fly over		
		Under pass		
		Culvert		
	Traffic Management	Traffic signal / Signs		
		Divider / island		
		Road Marking		
River Boat Landing	River Boat Landing			
Drain improvement	Drain improvement	Khal /Canal/Outfall drain		
		Primary drainage		
		Second Level drainage		
		Third Level Drainage		
		Cleaning Blockage		
		Re sectioning outfall (earth)		
Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station		
		Dumping ground/ Land fill site		
		Compost plant		
		Road side movable dustbin		
		Solid waste recycle plant (3R)		
		Facility for clean development mechanism activities		
		Medical waste disposal		
		Electronic waste		
		Bio – gas plant		
		Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)
				Surface Water Treatment Plant
Overhead Tank (OHT)				
Distribution network				
Hand tube well				
Public Stand pipe (Street hydrant)				
Metering(domestic and bulk meter				
Iron and arsenic removal plants for water quality				
Rain water harvesting				
Sanitation	Sanitation			Slaughter house
		Twin pit latrine		
		Single pit latrine		
		Public toilets		
		Wash station		
		Transfer station for sludge disposal		
		Common septic tank		
		Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage
Truck terminal	Terminal Building, platform, Internal drainage			
Vehicle parking	For motor vehicle, CNG, rickshaw			
Market	Kitchen market, Super market,			
City corporation office building	CC main office, Community center, Ward office			

Sub-Sector	Component	Work Category
	Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center
	Open Space	Park, Ground
	Street light (light and pole)	Light, pole, solar panel
	Landscaping and beautification,	Planting, Water body improvement, monument,
	Grave yard	Gate and wall, lighting, drainage,
	Sports Facility	Gym, stadium
	Upgrading informal settlement	Re-arrangement of informal shops

Final January 2018

APPENDIX-2

Format of Infrastructure List (Inventory)

This format is filled with sample information. Please understand the format and replace with information of your CC

Table A2-1: Summary of Existing and Proposed Infrastructure (Transportation)

No	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation					
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)		
						New	Improvement / Rehabilitation			
1	Transport	1) Road improvement	Primary road (100 ft to 150 ft)	km	3.50	14.00	7.35	801.43		
			Second road (60 ft to 100ft)	km	4.50	2.80	3.50	23.06		
			Tertiary road (20 ft to 60 ft)	km	41.25	17.42	35.80	158.30		
			Goli Road (12 ft to 20 ft)	km	195.37	65.87	111.96	399.82		
			Pedestrian (6 ft to 8 ft)	km	162.03	55.82	30.00	111.74		
			Total road length	km	406.65	155.9	188.61			
		2) Bridge / culvert	Bridge	Nos	9	10	4	751.21		
			Foot over Bridge	Nos	5	5	5	232.50		
			Fly over	Nos	Nil	Nil	Nil	0.00		
			Under pass	Nos	Nil	Nil	Nil	0.00		
			Culvert	Nos	50	50	0	10.00		
		3) Traffic Management	Traffic signal / Signs	Nos	0/10	0/100	0/0	0.02		
			Divider / island	km	2.80	25.00	2.80	8.00		
			Road Marking	km	0.00	25.00	0.00	0.98		
		4) River Boat Landing	River Boat Landing	Nos	Nil	10	0	2.00		
		Sector wise total cost =								2499.06

Table A2-2: Summary of Existing and Proposed Infrastructure (Drain)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
2	Drain improvement	Drain improvement	Khal /Canal/Outfall drain	km	46.30	0.00	29.39	133.30
			Primary drainage	km	62.45	67.73	16.63	204.51
			Second Level drainage	km	76.40	66.35	14.26	205.12
			Third Level Drainage	km	59.00	28.70	3.31	237.31
			Cleaning Blockage	km	165.00	0.00	165.00	0.25
			Re sectioning outfall (earth)	km	0.00	0.00	0.00	0.00
			Total drain length & Cost	km	244.15	162.78	63.59	780.49

Table A2-3: Summary of Existing and Proposed Infrastructure (Solid Waste)

No	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
3	Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station	Nos	Nil	3	0	3.00
			Dumping ground/ Land fill site	Nos	Nil	3	0	60.00
			Compost plant	Nos	1	3	0	9.00
			Road side movable dustbin	Nos	30 - fixed	350	0	8.75
			Solid waste recycle plant (3R)	Nos	Nil	3	0	2.00
			Facility for clean development mechanism activities	Nos	7 truck	truck-10 exca-2	0	30.00
			Medical waste disposal	Ton	1.5	3 incin	0	4.50
			Electronic waste	Ton	1.5		0	2.00
			Bio – gas plant	Nos	Nil	3	0	0.90
			Total cost of the sector					

Table A2-0: Summary of Existing and Proposed Infrastructure (Water Supply)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabili.	
4	Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)	Nos	26-WAS A	50	0	100.00
			Surface Water Treatment Plant	Nos	2	1	0	31.20
			Overhead Tank (OHT)	Nos	9.0	6.0	0.0	42.20
			Distribution network	km	184	50	0	10.00
			Hand tube well	Nos	887	600	0	5.00
			Public Stand pipe (Street hydrant)	Nos	444	400	0	0.80
			Metering(domestic and bulk meter	Nos	Nil	20000	0	4.00
			Iron and arsenic removal plants for water quality	Nos	0	6	0	120.00
			Rain water harvesting	Nos	Nil	10	0	0.05
			Total cost of the sector					

TableA2-5: Summary of Existing and Proposed Infrastructure (Sanitation)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			Proposed Tentative Cost (Crore)
					Present Quantity	Proposed (Additional) Quantity		
						New	Improvement / Rehabilitation	
5	Sanitation	Sanitation	Slaughter house	Nos	1	10	1	13.50
			Twin pit latrine	Nos	1484	2000	1000	60.00
			Single pit latrine	Nos	98	1000	98	30.00
			Public toilets	Nos	9	20	4	4.80
			Wash station	Nos	Nil	10	0	0.50
			Transfer station for sludge disposal	Nos	Nil	0	0	6.00
			Common septic tank	Nos	Nil	0	0	0.00
			Waste water treatment plant (drain)	Nos	Nil	550	0	550.00
			Total cost of the sector					664.80

TableA2-6: Summary of Existing and Proposed Infrastructure (Facilities)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			Proposed Tentative Cost (Crore)
					Present Quantity	Proposed (Additional) Quantity		
						New	Improvement / Rehabilitation	
6	Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage	Nos	3	1	0	5.00
		Truck terminal	Terminal Building, platform, Internal drainage	Nos	1	0	0	2.00
		Vehicle parking	For motor vehicle, CNG, rickshaw	Nos	0	1	0	10.00
		Market	Kitchen market, Super market	Nos	29 (small, big)	5 super mkt.	0	100.00
		City corporation office building	CC main office, Community center, Ward office	Nos	Nil / Nil / Nil	1, 4 & 27	0	120.00
		Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center	Nos	1	1	0	3.60
		Open Space	Park, Ground	Nos	2	4	0	40.00
		Street light (light and pole)	Light, pole, solar panel	Nos	Lt-2544 pole-9657	po-1600 Lt-1600	0.00	30.00
		Landscaping and beautification, Grave yard	Planting, Water body improvement, monument, Gate and wall, lighting, drainage,	Nos	Nil	0	0	100.00
		Sports Facility	Gym, stadium	Nos	17	0	17	8.50
		Upgrading informal settlement	Re-arrangement of informal shops	Nos	13	2	13	66.50
					0	0	0	5.00
								490.60
			CC wise grand total cost=				4868.35	

APPENDIX-3

Table A.8 Indicative SWOT Analysis of NCC Regarding IDP

Strength			
1	Governance	Finance	Infrastructure
1	NCC is enhancing its work force	As the most part of holdings are already registered, revenue from holding tax can be increase if tax collection is properly implemented.	NCC has capable and motivated planners and engineers.
2	CC has experience in operating TLCC and WLCC as planning system.	Cash flow in the NCC's budget will generate abundant surplus,	
3	NCC conducts regular City Development Coordination Committee	Prospective surplus can be used for repair/rehabilitation costs (for roads/bridges, drain and others)	
Weakness			
	Governance	Finance	Infrastructure
1	CCs has no experience to make bylaw or regulations to materialize CC Act	Capability of tax collection is still weak, accordingly tax collection efficiency is low (55% in 2011-12)	Water Supply is under WASA and has not been well maintained
2	TLCC and some of WLCC and CBOs are activated, but not well-integrated into planning process.	CC councilors advocate their supporter and try to deduce the tax amount	Operation & Maintenance of infrastructure is not appropriately carried out due to budget and human resource shortage
3	Planning authority belongs to RAJUK and not to NCC	CC has no experience to handle big among of money from CIGP Team,	
Opportunity			
	Governance	Finance	Infrastructure
1	There is a policy of GOB to enhance CC and its infrastructure	There are still opportunities to expand CC operating businesses through effective use of vacant land owned by NCC.	280 crore TK of JICA loan is available to implement some of the priority sub-projects
2	Domestic and international assistance from GoB, JICA, WB, ADB, etc is available for Study and infrastructure development	Number of property and its trading is increasing, which facilitate revenue increase	LGED is going to support Master Plan elaboration for NCC
3	People's participation is advocated by CC act and relevant agencies.		NCC can get technical assistance from NOBIDEP and other projects.
Threat			
	Governance	Finance	Infrastructure
1	GOB ministry might not agree to transfer their jurisdictions to CC	Recurrent expenditure, especially for O&M cost for waste/sewerage, would increase, if proper waste management is introduced. The deficit would be serious and it undermines sustainability of finance in NCC.	Rapid motorization trend cancel the activities for traffic jam mitigation
2	Elected CC officers insufficient capacity and awareness on participatory planning.	Cost of O&M is increasing with infrastructure developed	

APPENDIX-4

Format of Inclusive Project List (same as previous IDP)

Final January 2018

Final January 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

6.4 Guidelines for Operation and Maintenance

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. General	1
1.1 Introduction	1
1.2 Management System of O&M	1
1.3 Elements of O&M	2
1.3.1 Planning	3
1.3.2 Budgeting	3
1.3.3 Operation	3
1.3.4 Maintenance	3
1.3.5 Monitoring	4
1.4 Objectives	4
1.5 Scope of O&M	4
2. O&M Concept in the CGP	7
2.1 Justification	7
2.2 Inclusive Governance Improvement Action Program (ICGIAP) and O&M	7
2.3 Principles of O&M in the CGP	8
2.4 Framework of O&M in the CGP	8
2.5 Operation and Maintenance Action Plan	9
2.5.1 Format of the O&M Action Plan	10
2.5.2 Process of Preparation of the O&M Action Plan	11
2.5.3 Implementation and Management of the O&M Action Plan	11
3. Relevant issues of ICGIAP	12
3.1 Areas/ Activities:	12
3.2 Tasks of ICGIAP:	12
3.3 Action By:	12
3.4 Time Schedule:	12
3.5 Indicators	12
4. Institutional Arrangement for O&M	13
4.1 Formation of Key Organizations for O&M	13
4.1.1 Group for O&M Activities	13
4.1.2 Standing Committee for O&M	14
4.2 Citizens' Participation in O&M	15
4.3 Technical Capacity for O&M	15
5. Planning of O&M	16
5.1 Planning Framework	16
5.2 Inventories of the CC Infrastructure	16
5.3 Prioritizing CC Infrastructure for Maintenance	17
5.4 Preparation of Annual O&M Plan of CC	18
5.5 Preparation of O&M Plan for Each Subproject under the CGP	18

6. Budget Framework of O&M.....	19
6.1 Budget Source for O&M.....	19
6.1.1 Financially Independent Accounting System	19
6.1.2 Reserve Fund for O&M.....	19
6.2 Formulation of Budget for O&M.....	20
6.2.1 O&M Annual Budget	20
6.2.2 Medium-term Budgeting Framework.....	21
7. Implementation and Monitoring.....	22
7.1 Implementation of the O&M Action Plan	22
7.1.1 General Process of Implementation	22
7.1.2 Mobile Maintenance Team.....	22
7.2 Monitoring Process	22
7.3 Inspection	23
7.4 Management of Inventories.....	23
Appendix-A: List of Forms	25
Appendix-B: Sample O&M Action Plan.....	26
Appendix-C1: Work Process of O&M Group	31
Appendix-C2: Work Process of Standing Committee for O&M.....	33
Appendix-C3: Process of Citizens Participation in O&M	35
Appendix-C4: Technical Capacity for O&M	36
Appendix-D1: Planning O&M (Asset Inventories).....	37
Appendix-D2: Planning O&M (Prioritization)	47
Appendix-D3: Planning O&M (Annual O&M Plan)	48
Appendix-D4: Planning O&M (Subproject O&M Plan).....	51
Appendix-E: Medium-term Budgeting Framework	53
Appendix-F: Sector-wise O&M Activities.....	56
Appendix-G1: Progress Monitoring of Works	60
Appendix-G2: Major Inspection Check Points	62
Appendix-G3: Inspection Recording Sheet.....	64
Appendix-G4: Recording History of Inspection and Maintenance	65

1. General

1.1 Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

Operation and Maintenance (O&M) of assets is one of the main concerns of City Corporations (CCs) in delivering adequate services to its citizens. Proper operation and timely maintenance can only ensure effective return on a huge amount of expenditure to acquire CCs' assets including infrastructures, service facilities and equipments. CCs have confronted deterioration of the physical assets and services due to rapid growth in urban population which exceeds designed capacity of the assets. On the other hand, availability of resources, manpower and their capacity, in most cases, are insufficient to manage the issue. Under the circumstance, assets are not likely to be maintained until damage to structure grows to a serious level, and it results in shortening of service life. CCs, however as principal cities, have to control quality of assets and services in order to secure quality of life of city dwellers. Therefore, it is considered as a big challenge for the CC to ensure proper O&M of its assets by establishing effective & efficient management system.

A guideline has been prepared on Operation and Maintenance that will be used for training and implementation of Operation and Maintenance activities in five City Corporations under the project.

1.2 Management System of O&M

Under the constraint of resources in CCs, it is essential to establish a management system to optimize O&M activities. Current practice of O&M in CCs relies on reports of claim and apparent damage to a certain extent, yet it may not be an effective and predictable approach. More preferably, focus should be put on preventive activities based on prospective planning in order to maximize life of assets and benefit to the society. Life Cycle Cost (LCC), which refers to total cost required until demolishing or disposal, is a fundamental concept for planning of optimal O&M activities. Based on the idea timely maintenance works are more desirable than rehabilitation of deteriorated assets in terms of LCC minimization, as shown in Figure 1-2.

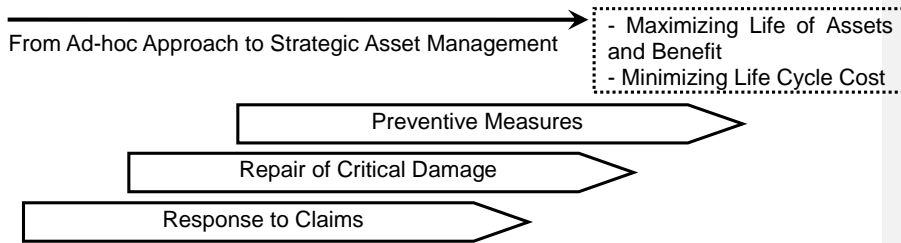


Figure 1-1 Prospective Approach of O&M

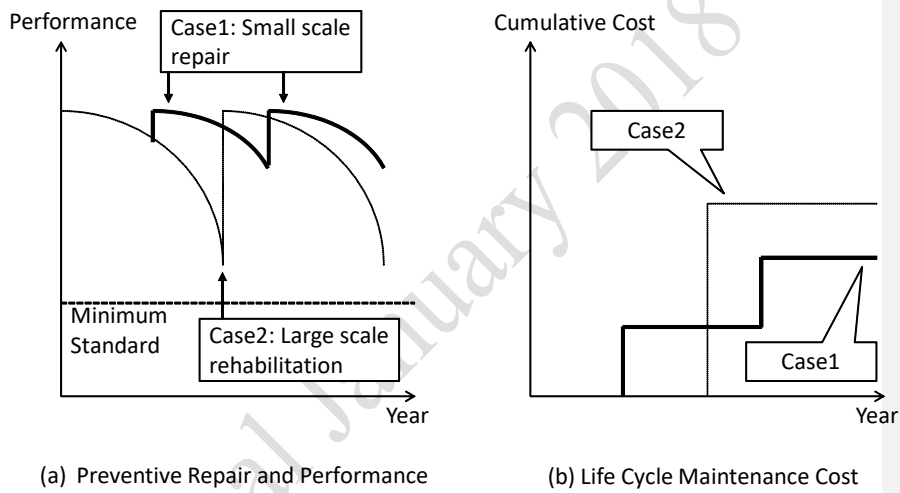


Figure 1-2 Concept of Life Cycle Cost Minimization

1.3 Elements of O&M

Efficient and effective O&M system functions with presence of management cycle which is backed up by asset inventory data.

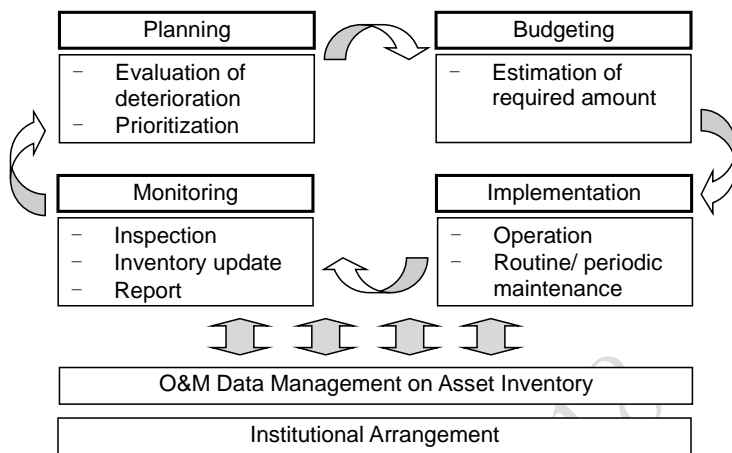


Figure 1-3 Management Cycle of O&M

1.3.1 Planning

Planning of O&M activities is necessary in order to allocate CC's limited resources to prioritized works in the most efficient and effective way. Medium to long term prospect of O&M needs will indicate the required inputs in a single year. For the planning process, asset inventory is an essential tool to keep track of asset conditions, and the data are used to evaluate the level of deterioration. Planning process includes assignment of a responsible body or staff.

1.3.2 Budgeting

O&M plan has to be backed up by a budget for activities after specifying source of budget, which may vary by category of asset or type of activity. One difference is whether an asset is for revenue generating service or not. If so, financially independent accounting system can be applied to realize efficient and accountable budget planning.

1.3.3 Operation

In this document, 'operation' refers to regular manipulation of the components of a system such as plant, machineries, equipment, infrastructure and facilities to deliver the desired service. Operation should be considered as routine work.

1.3.4 Maintenance

'Maintenance' refers to a set of activities to keep the existing system in such a state that it can be operated correctly and with cost effectiveness. Two most commonly accepted maintenance categories are 'routine maintenance' and 'periodic maintenance', whereas more categories could be included under special circumstances, namely; 'emergency (urgent) maintenance'; and 'rehabilitation'. It is necessary to provide due attention to needs for respective types of maintenance while preparing maintenance program of CCs.

(1) Routine Maintenance

Routine maintenance refers to preventive and corrective maintenance activities carried out

continually, largely repetitive basis for any kind of asset. The cost of routine maintenance activities is low compared to periodic maintenance or rehabilitation, and it is usually expended from the revenue budget of CCs. Thus, routine maintenance can be called “recurrent maintenance” from the budgeting perspective. Proper attention will have to be given to allocate funds from maintenance budget for this purpose.

(2) Periodic Maintenance

Periodic maintenance is preventive activities undertaken at intervals, over a period of time. Such intervals of maintenance tasks are often programmed in a pre-determined plan or schedule. Periodic maintenance is distinguished from upgrading of infrastructure to transfer from one stage to the other stage. Examples of periodic maintenance activities are resealing of road surface, painting, etc. carried out once in every two to five years.

Rehabilitation refers to activities carried out to correct major defects in order to restore a facility to its intended operational status and capacity, without significantly expanding it beyond its originally planned and designed function or extent. Rehabilitation activities require higher cost than other categories of maintenance undertaken in a shorter interval of time. As periodic maintenance including rehabilitation work is expended from the development budget of CCs, it can be called “capital maintenance.”

(3) Emergency Maintenance

Urgent maintenance is needed to deal with emergencies and problems calling for immediate actions. Emergency maintenance activities cannot be anticipated beforehand like when a bridge is damaged by flood. This type of maintenance is usually undertaken by the revenue budget.

1.3.5 Monitoring

Monitoring activities include inspection of asset conditions, updating of inventories, and reporting the result of maintenance activities. Purpose of monitoring is to keep the asset data up to date in order to assess level of deterioration and conduct preventive measures in a prospective manner. Inspections are planned on a regular, periodic and emergency basis.

1.4 Objectives

An efficient O&M system aims to maximize service life and quality of CC assets including built infrastructure and equipment by providing the most effective use of resources. The specific objective of this Guideline document is to assist CC to prepare and implement CC O&M Action Plan with a view to establish a proper management system for:

- ensuring maximum benefits from the assets through prolonging the life and avoiding downtime;
- ensuring optimum service level from the assets to meet operational requirement;
- minimizing the life time O&M cost through minimizing degree of deterioration of the assets; and
- enhancing efficiency and independence of budgeting structure for O&M activities for sustainable and accountable service delivery.

1.5 Scope of O&M

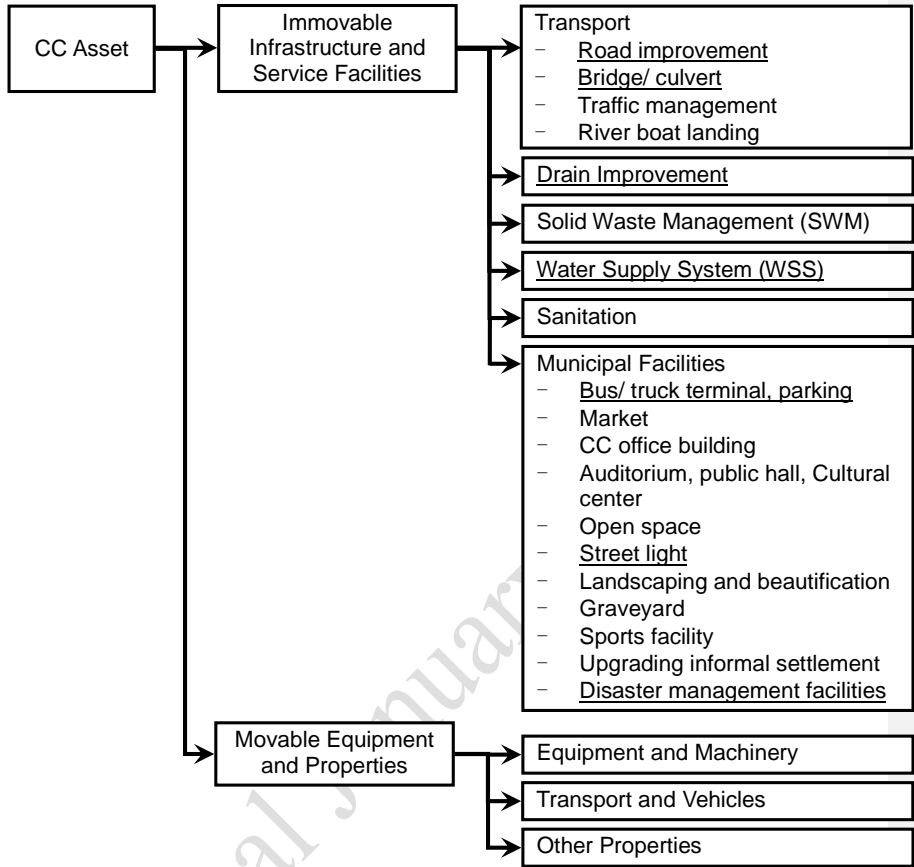
CCs own a variety of assets including immovable infrastructure, service facilities, equipment and other movable properties. Any type of asset is subject to O&M activities. Concept of O&M management system can be applied to all asset categories, though specific work items vary by

type of asset. Based on the concept, each CC is required to prepare its own O&M Action Plan taking into account of the type, nature and volume of respective assets. Management cycle of O&M determined in the action plan has to be implemented by the CC to meet the objective of this Guideline document.

Process explained in this Guideline will be applied to both operation and maintenance works for CC assets. However, scope of this Guideline does not include improvement works of infrastructure or facilities, which intend to expand an asset beyond its originally planned and designed function or extent. Such improvement type of works will be handled in Infrastructure Development Plan (IDP) of CCs. Scope of O&M works is summarized in the figure below.

	Technical Classification	Activity	Financial Classification
Scope under This Guideline	Operation	Operation	Revenue Budget (Recurrent)
		Monitoring	
	Maintenance	Routine Maintenance	
		Emergency Maintenance	
Scope under the IDP Guideline	Development	Periodic Maintenance/ Rehabilitation	Development Budget (Capital)
		Upgrade/Improvement	
	New Construction		

Figure 1-4 Classification of O&M Works



Note: Underlined items are infrastructure and facilities to be constructed under the CGP.

Figure 1-5 Classification of CC Assets

2. O&M Concept in the CGP

2.1 Justification

This Guideline document will cover only O&M of CC assets, both movable and immovable, including infrastructures, service facilities, equipment and so forth. Classification of assets can be easily understood from Figure 1-4. Main focus of this Guideline document is to outline not only the engineering perspective for O&M but the concept of O&M management system and implementation process based on the CC O&M Action Plan.

2.2 Inclusive Governance Improvement Action Program (ICGIAP) and O&M

The CGP has proposed a series of governance improvement activities with defined performance criteria for the target CCs in the form of a tool, named Inclusive City Governance Improvement Action Program (ICGIAP). One of the ICGIAP activities relating to O&M of is to introduce “financially independent accounting system” in water supply and waste management sector. Performance of this activity is a trigger in the 1st and 2nd performance review. Another performance requirement of ICGIAP is to establish O&M Action Plan. Implementation of O&M Action Plan is a mandate requirement for the CCs. This Guideline describes detailed process mainly for the latter ICGIAP activity, while the former is dealt with in another guideline.

Table 2-1 ICGIAP Activities Related to O&M

Activity	Tasks and Performance Criteria	
	1 st Performance Review	2 nd Performance Review
4.1 Introduce “financially independent accounting system” in water supply and waste management sector	<p><Task></p> <ol style="list-style-type: none"> 1) Create financially independent accounting system for two sectors (water supply and waste management) <ul style="list-style-type: none"> - Develop a computerized system for financially independent accounting system - Open one independent bank account for two sectors respectively - Revenues from holding tax (water rate/conservancy rate) and tariff is earmarked for expenditures of O&M and repair/rehabilitation related to those sectors - Financial control/accounting transaction (management of profit and loss) will be carried out under one independent account <p><Performance Criteria> Preparation of financially independent accounting system initiated</p>	<p><Task></p> <ol style="list-style-type: none"> 2) Carry out cost recovery for O&M cost in water supply and waste management by properly adjusted water tariff and conservancy rate respectively <p><Performance Criteria> Proper tariff examined</p>
6.4 Establish O&M Action Plan	<p><Task></p> <ol style="list-style-type: none"> 1) Prepare O&M Action Plan based on framework set by PCO 2) Submit draft O&M Action Plan to PCO for 	<p><Task></p> <ol style="list-style-type: none"> 4) Implement O&M Action Plan

Activity	Tasks and Performance Criteria	
	1 st Performance Review	2 nd Performance Review
	their approval 3) Submit progress reports to PCO to ensure implementation <Performance Criteria> O&M Action Plan prepared	 <Performance Criteria> O&M Action Plan implemented

2.3 Principles of O&M in the CGP

Through the activities specified in the ICGIAP, the CGP aims to establish a proper management system of O&M in order to enhance accountability and predictability of services by CC. The O&M system recommended in this Guideline is founded on the following principles:

- Efficient resource allocation to minimize life cycle cost
- Prospective planning to prevent serious defects and prolong service life
- Establishment of management cycle backed up by asset inventory data
- Financial independency in accounting system for water supply and waste management sectors

2.4 Framework of O&M in the CGP

Framework of O&M in the CGP contains every aspect of management cycle described in the Section 1.3. Under the framework, "Operation and Maintenance Action Plan" for CC assets will be formulated by each CC to specify outputs, tasks, responsibilities and schedule in respective stages. Key outputs required in the framework include:

- **Annual O&M Plan:** Plan of prioritized O&M activities for all types of assets owned by CC with identification of estimated work volume, cost, and budget source required in a single fiscal year;
- **Subproject O&M Plan:** Prospective plan of O&M activities for infrastructure constructed as subprojects of the CGP;
- **Medium-term Budgeting Framework:** 5 year prospect of estimated O&M need and budget allocation;
- **Monitoring Report:** Document to assess and report progress of planned activities in the O&M Action Plan for revision in the next term; and
- **Record of Work History:** List of past inspection and maintenance activities with result.

The framework is illustrated in Figure 2-1 below. In addition, O&M Action Plan will include actions to be taken for establishment of essential elements such as institutional arrangement and asset inventory.

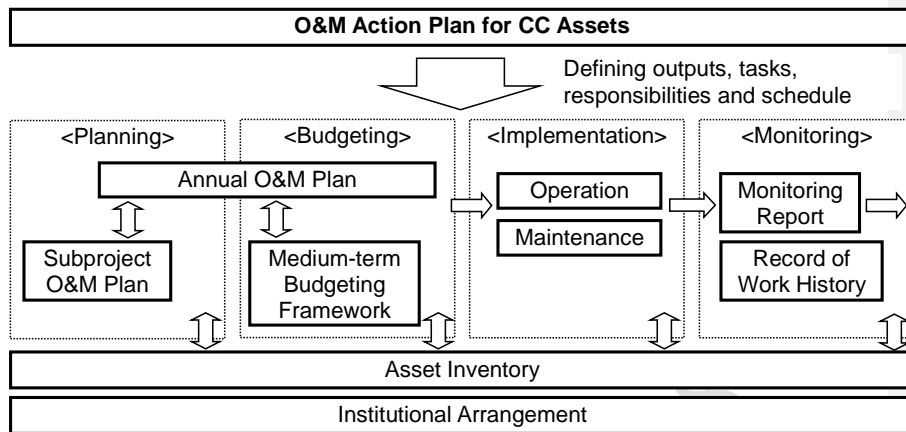


Figure 2-1 Key Outputs under the Framework of O&M in the CGP

2.5 Operation and Maintenance Action Plan

“Operation and Maintenance Action Plan” for CC assets will be a fundamental document for CCs to strengthen their O&M capacity and ensure sustainability of benefits from infrastructure investment, including construction equipment. The O&M Action Plan is supposed to be formulated and implemented by each target CC as one of defined activities under the ICGIAP. Apart from the plan, CCs are required to formulate O&M plans for individual subprojects funded under the CGP.

The following contents are the action areas to be included in the O&M Action Plan.

- a) The institutional arrangements for O&M implementation
- b) Planning of O&M
 - i) Inventories of CC infrastructures
 - ii) Prioritizing infrastructure for O&M
 - iii) Subproject O&M Plan
 - iv) Annual O&M Plan
- c) Budget framework for O&M
 - i) Budget for O&M allocated in annual budget
 - ii) Medium-term Budgeting Framework of O&M
 - iii) Establishment and management of Individual bank accounts for water supply sector and waste management sector
- d) Implementation of O&M
- e) Monitoring
 - i) Reporting of the O&M Action Plan
 - ii) Inspection and inventory update
- f) Citizens’ participation in O&M by involving CSCC and WLCC
- g) Technical capacity for O&M

The O&M Action Plan will consist of the following items per each action area listed above:

- **Output/Indicator:** Product or status attained as an output through a respective action;
- **Specific Task:** Tasks to be undertaken to carry out a respective action;
- **Organization/Person-in-Charge:** Organization or Person-in-Charge to be selected to implement specific tasks; and
- **Time Schedule:** Planned time of completion of the respective tasks.

2.5.1 Format of the O&M Action Plan

The suggested format of the O&M Action Plan containing all of the fundamental items is presented in Table 2-2.

Table 2-2 Suggested Format of the O&M Action Plan

Name of City Corporation: _____

O&M Action Plan for CC Assets

Action	Output/ Indicator	Specific Task	Organization/ Person in Charge	Time Schedule
a) Institutional arrangements				
A standing committee and councilors are assigned to the O&M.				
An O&M Group consisting of CC officials is established				
b) Planning of O&M				
Inventories of infrastructure and equipment under the responsibility of CC are prepared and updated				
Priority list of O&M of infrastructure is prepared				
Subproject O&M Plan is prepared				
Annual O&M Plan is prepared				
c) Budget framework for O&M				
Budget for O&M is allocated in annual budget				
Medium-term Budgeting Framework for O&M is prepared.				
Individual bank accounts are opened for water supply sector and waste management sector.				
d) Implementation				
Annual O&M Plan is implemented.				
Regular meetings are held among related members.				
e) Monitoring				
PIU submits the progress report to PCO on yearly basis.				
Condition of infrastructure and service performance are monitored and recorded on a regular basis.				
f) Citizens' participation				
CSCC and WLCCs are involved in O&M				
g) Technical capacity for O&M				
CC clarifies training needs.				
Technical skills of concerned persons for O&M are improved				

Note: This table is proposed as a format of the O&M Action Plan; the contents of the action plan should be prepared and determined by CC. However, it is proposed that actions indicated in this table above should be included in the O&M Action Plan of each CC.

2.5.2 Process of Preparation of the O&M Action Plan

Each CC will prepare its O&M Action Plan with support from the PCO and consultants (DSM) in the period of 1st batch of the project. CC should hold discussions on the drafted O&M Action Plan at CSCC and consultation with concerned persons. After the process, the final draft of O&M Action Plan will be submitted to the PCO for approval.

2.5.3 Implementation and Management of the O&M Action Plan

Each CC will implement respective actions defined in the O&M Action Plan. First, it will assign a standing committee and councilors in charge of O&M and establish a group for O&M. Then, this O&M Group will take overall working-level responsibility for the implementation of the O&M Action Plan. The O&M Group may support responsible divisions/sections and persons to perform their tasks written in the O&M Action Plan, monitor the progress of the O&M Action Plan, hold regular meetings among the O&M Group at least once in a month, and report on the implementation of the O&M Action Plan to a standing committee and councilors in charge of O&M. Each CC will submit annual reports on the O&M Action Plan implementation status to the PCO.

The PCO will provide support for CC to facilitate the preparation and implementation of the O&M Action Plan. The PCO with support from the DSM and GICD consultants will provide training courses for CC with regard to overall mechanism and procedures for the O&M Action Plan, technical measures for O&M of each type of infrastructure, and so forth. The PCO will also develop training materials and O&M manuals for CC.

3. Relevant issues of ICGIAP

There is no specific O&M plan. Thus, it is not possible to provide service for repair and rehabilitation of infrastructure timely. O&M plan is to guide CC to reserve budget and to meet needs of timely maintenance.

3.1 Areas/ Activities:

Establish O&M action plan

3.2 Tasks of ICGIAP:

Task-1 Prepare O&M action plan based on framework set by PMO
Task-2 Submit draft O&M action plan to PMO for approval
Task-3 Submit progress reports to PMO to ensure implementation
Task-4 Implement O&M action plan

3.3 Action By:

Mayor, CEO, Head of Engineering Department

3.4 Time Schedule:

Task 1-3 : Within 1st batch of project
Task 4 : Within 2nd batch of project

3.5 Indicators

1st Performance Review (PR) : O&M action plan prepared
2nd Performance Review (PR) : O&M action plan implemented

4. Institutional Arrangement for O&M

4.1 Formation of Key Organizations for O&M

Under the overall project formation of the CGP, a group specified to O&M activities will be established in every CC as a part of Task Team for infrastructure. In addition, one standing committee in each CC will be assigned in order to oversee and provide assistance to the O&M Group in regard to O&M activities. Their activities will be supported by the consultants (DSM and GICD). Details of constitution of the Task Team and standing committee are described in the following subsections.

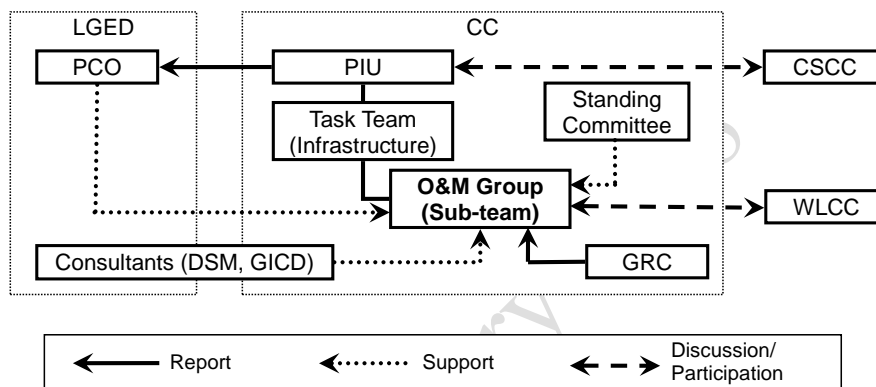


Figure 4-1 Organizational Framework for O&M in the CGP

4.1.1 Group for O&M Activities

CC may establish O&M Group (or sub-team) as a part of Task Team (Infrastructure), which is supposed to manage activities relating to infrastructure component of the CGP. The O&M Group shall consist of Head of Engineering Department and other Task Team members as well as representatives of individual sections to be involved in O&M activities, namely; Electrical Section for street lightning, Water Section for water supply system, Mechanical Section for equipment, and so forth. In addition, it is recommended that CCs involve an officer in charge of collecting opinions of citizens such as public relations officer or member of Grievance-Redress Cell (GRC). The standard formation of the O&M Group will be as shown in the table below.

Table 4-1 Members of O&M Group

Position in CC		Title
Member of Task Team (Infrastructure)		
1	Head of Engineering Department	Chairperson
2	Zonal Head of Engineering Section (All zones)	Member
3	Architect	Member
4	Urban planner	Member
5	Account Officer	Member
6	Head of Conservancy Section	Member
7	Executive Engineer/Superintending Engineer (Nominated by Mayor)	Member Secretary
Additional Members of O&M Group		
8	Head of Electrical Section	Member

Position in CC		Title
9	Head of Mechanical Section	Member
10	Head of Water Section	Member

Note: O&M Group may co-opt any other representative of any agency, as necessary.

The O&M Group will be the core group for planning and implementation of O&M Action Plan at working level as per the following TOR.

- Design infrastructure inventory and database, identifying the physical features (e.g. length, area, material, etc.) and condition of all infrastructure (e.g., buildings, roads, drains, etc.) in order to judge whether it requires maintenance.
- Identify type of O&M tasks (routine, periodical, emergency, rehabilitation type) to be performed on each infrastructure and specific works to be done (e.g. sweeping road, drain cleaning, road patching, pothole repair, painting, etc.).
- Prioritize infrastructure O&M to be undertaken within available budget considering a set of criteria including social and commercial importance of the infrastructure.
- Support establishment of the financial independent accounting system in water supply and solid waste management sectors.
- Prepare annual O&M budget requirement, submit to the standing committee, and pursue full allocation of O&M fund on time.
- Assign divisions/sections and the persons with responsibilities in performing the tasks relevant to them.
- Support preparation and implementation of physical works for O&M of each type of infrastructure.
- Estimate time required to complete each task including developing an annual work schedule.
- Hold regular meetings at least once in a month, monitor progress of implementation and report to standing committee and Mayor.
- Conduct regular update and management of inventory.
- Plan and implement O&M for equipment of CC.
- Examine effectiveness and operational rules of Mobile Maintenance Team.

4.1.2 Standing Committee for O&M

CC may assign standing committee for city infrastructure construction and maintenance, which has already been established in every target CC, to oversee O&M activities for CC assets. The standing committee may constitute of at least 5 members and the structure is as follows:

Table 4-2 Members of Standing Committee for O&M

Position in CC		Title
1	Councilor (General/Reserved)	Chairperson
2	Mayor (Ex officio)	Member
3	Councilor (General/Reserved)	Member
4	Councilor (General/Reserved)	Member
5	Councilor (General/Reserved)	Member

Note: An expert/engineer experienced in O&M of CC infrastructure and assets shall be included/co-opted as a member to facilitate activities of the standing committee and liaise with the O&M Group. The co-opted member, as a technical advisor, shall not have voting power on the committee's decision.

Functions and tasks of the standing committee may include the following.

- Assist the O&M Group in performing their overall function and oversee the O&M activities.
- Assist the O&M Group in the preparation of inventory and database of CC infrastructure in order to judge whether it requires maintenance.
- Organize awareness campaign to create the “sense of ownership” among the citizens.
- Motivate people through the CSCC and WLCC for participation in planning and implementation of O&M activities of CC infrastructure.
- Hold standing committee meetings at least once in every three months to review and monitor the progress of O&M activities and report to the CSCC and Mayor.

4.2 Citizens' Participation in O&M

Each CC will involve the CSCC and WLCCs in the preparation and implementation of O&M activities. The CSCC and WLCCs will hold discussions on the inventories of infrastructures, Subproject O&M Plans, Annual O&M Plan, and medium term O&M budgeting program. The CSCC and WLCCs will discuss the status of O&M and make suggestions and recommendations for CC. The O&M Group should report O&M issues to the CSCC at least once in every three months.

Another channel for citizens to convey O&M demands is submitting complaints to GRC. GRC compiles complaints relating to O&M and transfers to the O&M Group.

The O&M Group may involve the WLCC and citizens, such as executive committee members of CBOs and informal group members (if any) in routine O&M activities of infrastructures and facilities (e.g. garbage collection, drainage cleaning, etc.). Another option may be to outsource O&M works to a private entity or individual workers selected through a transparent process. In that case, responsibilities of public asset owner and private contractor shall be clarified in a contract.

4.3 Technical Capacity for O&M

Each CC will implement activities to improve technical skills of the O&M Group members and concerned persons for O&M. Concerned officials of each CC will participate in training courses on O&M provided by the CGP, and disseminate knowledge gained and skills learned to relevant persons in CC. It may be necessary for each CC to provide training on O&M to its contractual labor as well as to the citizens involved in O&M such as CBO members and informal group members (if any). Each CC will also ensure that O&M manuals provided by the project and other related documents will be properly stored at the CC office so that every concerned person is able to access them any time when needed. To this effect, the PCO or Training Unit of the LGED, with support from the DSM and GICD consultants, will provide training courses for CC officials with regard to overall mechanism and procedures for preparation and implementation of O&M Action Plan including management procedure, technical measures for O&M of each type of infrastructure, and so forth. In the process of annual planning, each CC will identify needs of technical capacity development and plan necessary actions.

5. Planning of O&M

5.1 Planning Framework

Proper planning for O&M including realistic budgeting and efficient management plays a very important role in realization of quality services from CC infrastructure and assets. The four (4) major parts of activities related to O&M plan are as follows:

- Inventory of the CC infrastructure;
- Prioritizing CC infrastructure for maintenance;
- Preparation of O&M plan for each subproject under the CGP; and
- Preparation of Annual O&M Plan of CC.

Timely planning of O&M is the key to starting and finishing implementation on time. Therefore, the O&M plan should be done precisely with a distinct time frame.

5.2 Inventories of the CC Infrastructure

The foremost condition to identify the needs of maintenance is to establish an inventory database of all existing CC infrastructure. The inventory database will be a fundamental tool for strategic O&M system in every stage of management cycle. The inventory will provide information on change of conditions of various types of infrastructure and assist in determining priority of O&M works.

Inventories shall be prepared for the major type of subproject/infrastructure listed in Table 1-5 (but not limited to) and recorded in digital format. The inventory database shall include an informative description of such infrastructure including 1) identification code of asset; 2) location; 3) structural dimension; 4) present condition; 5) history of construction and maintenance; and 6) other related data by sector. In addition, it is recommended to combine the data with spatial data in GIS format, so that CC officials and citizens can easily understand status of the infrastructure network and maintenance priority.

The inventory will be constructed and managed following work process below:

- 1) **Design:** Defining items to be recorded, survey and recording format, management structure, working schedule, etc.;
- 2) **Survey:** Collecting data of the present condition of subject assets;
- 3) **Data Registration:** Inputting survey data to the database format;
- 4) **Utilization:** Referring to the inventory data for analyzing maintenance needs, summarizing annual performance, and so forth; and
- 5) **Management:** Updating the data through continuous recording of maintenance performed and surveys.

The inventories of infrastructure to be maintained by CC will be prepared in the period of 1st batch and updated periodically. Until the end of the period, CCs shall complete recording of available data of all existing and newly built infrastructure in the provided table format. The data will be linked with GIS database in the following period. Each CC will also be responsible for the preparation of inventories of construction equipment owned by the CC.

5.3 Prioritizing CC Infrastructure for Maintenance

Under limitation of regular funding to fulfill real need for normal maintenance of CC infrastructure, prioritization of significant infrastructure shall be done considering its importance and need for the sake of sustainable maintenance. A priority list of maintenance works for CC infrastructure shall be prepared to determine targets to be covered in an annual budget. The prioritization process shall be based on technical criteria to assess the inventory data and demands from CSCC/WLCCs. With this aim, the CC shall consider some indicators, including but not limited to the following:

- a) Maintenance Type
 - Routine maintenance as a preventive measure shall be emphasized more than periodic maintenance.
 - Improvement or upgrade works to change the current physical dimension shall be listed as candidate construction projects in the Infrastructure Development Plan (IDP).
- b) Seriousness of Damage
 - Seriously damaged assets which cannot deliver safe and desirable service shall be prioritized.
- c) Social and Economic Importance
 - Priority shall be given to infrastructure in higher asset hierarchy which may affect subsequent level of infrastructure; e.g. arterial roads, canal, water production point, etc.
 - Priority shall be given to infrastructure constructed under assured design and management standard such as ones developed under development partners' projects including the CGP.
 - Infrastructure benefitting the larger number of citizens and/or economic activities in CC shall be prioritized.
 - Facilities having a socially or economically important function in CC or network connecting with those shall be prioritized.
 - Assets which have not been maintained for a longer time period shall be prioritized.
 - Priority order given by WLCCs will be considered.

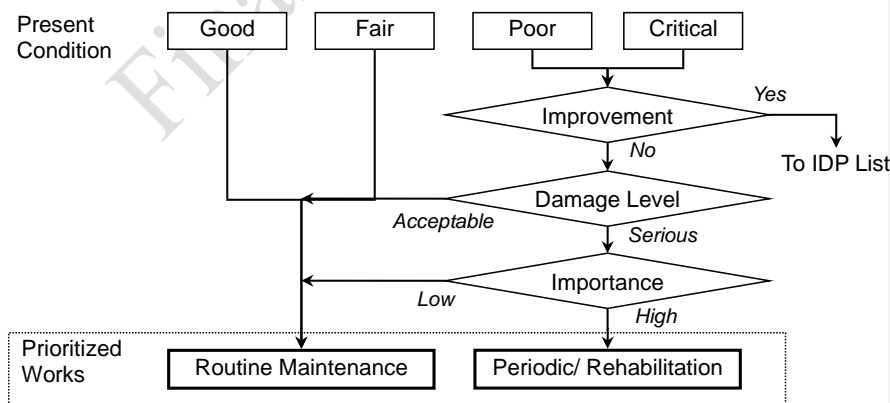


Figure 5-1 Prioritization Process Diagram

This Guideline recommends qualitative prioritization approach described above, as this approach enables priority assessment of every asset type in the basic inventory data. In the primary stage, it is important to collect basic inventory data and utilize it for planning of all sectors. If CC will install a system to analyze future maintenance needs with manpower, the inventory data can be used for advanced forecast in the next stage.

5.4 Preparation of Annual O&M Plan of CC

Each CC will prepare an Annual O&M Plan, which will be the basis for annual budget request. The Annual O&M Plan comprises the following items not only for infrastructure constructed as the CGP subprojects but for every infrastructure registered by a CC: 1) organizations and persons in charge; 2) necessary volume of work; 3) schedule of works; and 4) O&M budget required. The Annual O&M Plan will be discussed at the CSCC and WLCCs. The CC should prepare the Annual O&M Plan by May of each year, since CC's annual budget is prepared and approved by May, and required amount for O&M shall be allocated in annual budget of CC. The Annual O&M Plan will be prepared from that for FY2015/16. Annual O&M Plan of CC shall be prepared following priority list and a suitable format.

Any work items listed in the Annual O&M Plan shall not duplicate with those in the IDP.

5.5 Preparation of O&M Plan for Each Subproject under the CGP

Each CC will prepare an O&M plan for each subproject implemented under Component 2 of the CGP. Purpose of forming this plan is to clarify organizational structure, budget, financial sources, and procedures for O&M of each subproject, so that service life and quality of the subprojects can be maximized. This plan will indicate frequency of O&M activities required in regular and periodic terms, and it enables CCs to predict future O&M programs. CCs will prepare Subproject O&M Plans in the process of subproject planning. The plans will be discussed at the CSCC and WLCCs in the process. If institutional arrangements for O&M implementation involve organizations or persons outside the CC Council, the CC should obtain their commitment to O&M of the subprojects prior to the finalization of the plans.

6. Budget Framework of O&M

6.1 Budget Source for O&M

The budget of each CC consists of two parts; Revenue Account (current budget) financed through CC's own sources; and Development Account (development budget) which is subsidized/funded by the central government/donors. Revenue Account and Development Account separately cover different expenditure items. The costs for regular and small scale O&M activities (cleaning of road and drainage, truck for waste management, etc) are covered by the Revenue Account without earmarking. Daily operation, maintenance and rehabilitation costs for water supply are also paid out from the Revenue Account. Periodic maintenance cost for road and drainage are basically not financed by CCs, and it relies on the funding from the central government and donors.

In order to enhance capability and service of the CCs, the primary goal of reform of O&M budgeting system is set as: "CCs will be financially autonomous in budgeting for O&M including repair and rehabilitation". The following frameworks are proposed and introduced under the Project to achieve the goal.

6.1.1 Financially Independent Accounting System

In order to achieve full cost recovery of at least the O&M activities of the water supply sector and cleaning/waste management, the ICGIAP defines an activity to introduce a "financially independent accounting system" to CCs. Under the system, one bank account will be opened for respective sectors, and the accounting treatment for each sector will be independent from the others. This enables the CC to conduct proper financial management. It is also expected that the introduction of a financially independent accounting system will enhance transparency of financial management for these sectors.

The detailed procedures to establish the system are elaborated in another guideline document.

6.1.2 Reserve Fund for O&M

CCs have no specific revenue sources for O&M of infrastructure except for the water supply and waste management sectors. Funds for periodic maintenance and rehabilitation (i.e. capital maintenance) of non-revenue generating infrastructure are currently allocated by the central government. For CCs to secure funds for capital maintenance by themselves, schemes of "Reserve Fund for O&M" for the non-revenue generating infrastructure should be established in CCs' budget system.

Fund allocation system of "Reserve Fund for O&M" is planned as follows. The surplus from revenue of CCs is allocated in the following order (from ① to ④).

- ① "1/12 of Revenue Account expenses" is carried forward to the following fiscal year: budgeted Revenue Account expenditures * 1/12 (equivalent to 8%) for 20 years.
- ② Reserve Fund for capital maintenance cost: sum of depreciation of newly constructed facilities in a year (investment cost * 5% for 20 years: straight line method).
- ③ Budgeted amount for "Capital maintenance cost" is carried forward to the Development Account of the following fiscal year.
- ④ Carried forward to the next fiscal year: its amount is valued in proportion to each CC's affordability.

Model structure of Reserve Fund for O&M is summarized in the table below. CCs will

determine operational rules and details (e.g. percentage of annual reserve) of the fund based on financial simulation based on the inventory data.

Table 6-1 Model Structure of Reserve Fund for O&M

Revenue (i)	
Expenditure (ii)	
Surplus (iii) = (i) – (ii)	Surplus allocates the below order (from ① to ④)
→ ① Provision of Revenue A/C expenses to the next year	Total expenditure of Revenue A/C for the next fiscal year * 1/12 (8%)
→ ② Reserve Fund for capital maintenance cost	Depreciation (straight line method): new investment amount * 5% for 20 years
→ ③ Carried forward “capital maintenance cost” to Development A/C for the next year	Budgeted expenditure for capital maintenance in the next fiscal year
→ ④ Carried forward	(iii) - (① + ② + ③)

The item ② in the above list is the core of the Reserve Fund which will be spent for cost of scheduled capital maintenance works in the future. The percentage of annual reserve may be subject to change, depending on medium- and long-term projection of required O&M expenditure. The figure below illustrates model of annual income flow which will be reserved in the Fund.

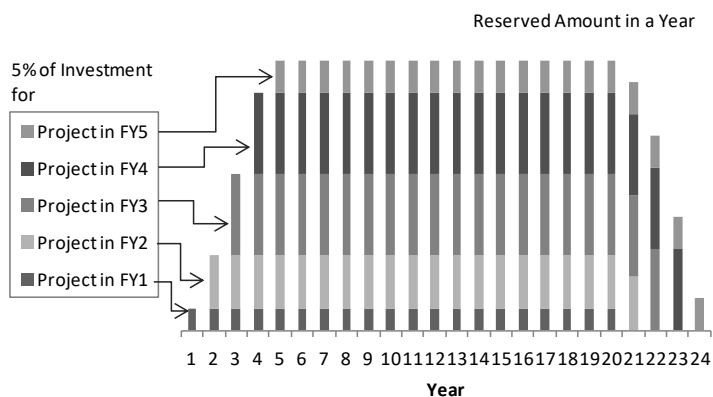


Figure 6-1 Model of Annual Income Flow of Reserve Fund

6.2 Formulation of Budget for O&M

Rough estimation of budget for O&M causes large gaps between the original budget and actual spending or demand of O&M. In order to avoid such circumstances, each CC has to prepare budgeting plans based on projection of O&M demand in yearly and medium term periods.

6.2.1 O&M Annual Budget

Based on an Annual O&M Plan and Subproject O&M Plan, each CC will allocate budget for O&M in the process of annual budgeting that is usually undertaken from May. Implementation of this action will start from the annual budgeting for FY2015/16, with an incremental increase of budget until the financing requirement for sustainable O&M is met. Desirable amount of

financing requirement per annum will be analyzed through formulating Medium-term Budgeting Framework.

6.2.2 Medium-term Budgeting Framework

In order to enhance predictability of budget and sustainability of O&M activities, each CC will prepare a Medium-term Budgeting Framework for O&M activities based on assessment of the inventory data by the end of the second project year. The plan will include estimated cost of O&M by category of asset in each of the next five years from the succeeding year of formulation. This Medium-term Budgeting Framework is aimed to help CCs understand the gaps between estimated cost and available budget, and undertake systematic efforts to increase O&M budget in CC including establishment of the Reserve Fund for O&M. Annual O&M Plan should reflect the result of medium term estimation in order to respond to prospective demand of O&M.

Appendix E explains detailed steps to formulate Medium-term Budgeting Framework with calculation format. The result of estimated O&M budget prospect will be reviewed and discussed in the standing committee and the CSCC meeting.

Final January 2018

7. Implementation and Monitoring

7.1 Implementation of the O&M Action Plan

7.1.1 General Process of Implementation

Each CC will implement respective actions in the O&M Action Plan. It will assign a standing committee and councilors in charge of O&M and establish an O&M Group at the working level. The O&M Group in each CC will monitor and supervise activities of the Annual O&M Plan to ensure implementation. The O&M Group will: 1) examine reports on O&M from department/sections and persons in-charge once in every month; 2) hold a regular meeting at least once in a month to discuss progress of the Annual O&M Plan and results of O&M; and 3) report on O&M to the standing committee and councilors in charge of O&M at least once in every three months. The standing committee and councilors will hold a meeting at least once in every three months.

Each CC shall implement budgeted physical O&M works following task schedule specified in the Annual O&M Plan. Typical works of O&M for major asset types are summarized in Appendix F, while technical detail of specific work items will be described in separate documents.

7.1.2 Mobile Maintenance Team

Scheme of Mobile Maintenance Team (MMT) is utilized for routine maintenance activities of rural roads in order to realize frequent and preventive repair. MMT consisting of skilled/semi-skilled labourers detects deficits of infrastructure through regular monitoring and repairs those by using materials and light equipment supplied by Local Government Institutions (LGIs). LGIs allocate a certain amount of annual revenue budget for materials, equipment and wages for MMT. Records of regular inspection and performed work have to be submitted from MMT to a responsible engineer in LGI.

This practice can be extended to CCs for regular monitoring and routine maintenance works of road and other types of infrastructure. When a CC plans to adopt this system, O&M Group has to stipulate operational rules of MMT including; i) composition of MMT; ii) scope of work (i.e. covered area, target infrastructure and subject work items); iii) management of materials and equipment; procedures for contract and supervision; iv) procedures for budgeting and payment; and v) reporting procedures.

7.2 Monitoring Process

Monitoring process of O&M includes progress monitoring of O&M Action Plan, progress monitoring of physical O&M works, updating of inventories through inspection of asset conditions, and reporting the result. These activities aim to assess maintenance needs correctly and to provide feedback information for improvement of the next term planning.

O&M Action Plan in CCs will be subject to periodic monitoring and revision. Executive Engineer in PIU will finalize necessary documents on O&M activities and report achievement of planned outputs to PCO on a yearly basis by using the format of the action plan. Progress monitoring report of physical O&M works shall be also submitted at the same time. These documents shall be also reported to the standing committee periodically as specified in the above section 6.1. O&M Action Plan will be updated annually by each CC to reflect feedbacks from PCO and loan consultants, the latest infrastructure conditions and availability of financial/institutional resources.

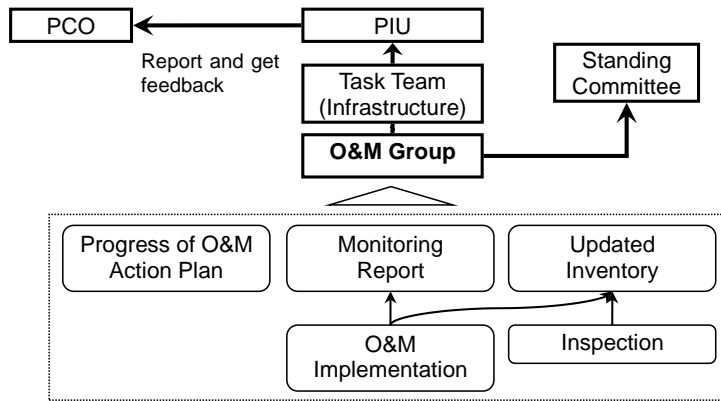


Figure 7-1 Monitoring Process of O&M Activities

7.3 Inspection

Conditions of every CC asset shall be inspected in regular and periodic terms, so that CCs can assess necessity of maintenance properly by tracking objective data on degree of deterioration and service performance. There are following types of inspection by frequency and level of detail:

- **Regular Inspection:** shall be conducted once a year or more by visual observation of structures of all CC assets in general. Regular patrol is an example of this inspection type.
- **Periodic Inspection:** shall be conducted once every 5 years or more depending on conditions. Engineers shall inspect by detailed visual observation of individual elements of structures.
- **Detailed Inspection:** shall be conducted when detailed information on deterioration is needed. Non-destructive test and/or sampling test may be adopted by qualified engineers.
- **Emergency Inspection:** shall be conducted after emergency occasion to check damage to structures.

Basic viewpoints of inspection for major asset types are as shown in Appendix G2, while technical detail of specific work items will be described in separate documents. "History of inspection and maintenance" is a form to record the result of inspection as well as information of implemented maintenance works. This form can be used for tracking change of asset conditions and investment made for individual assets. The record shall be kept after the start of the Project, while it is also important to record the past information of construction and maintenance as much as possible. This history of works enables CCs to assess appropriate timing and volume of maintenance work.

7.4 Management of Inventories

Result of inspections shall be recorded in a formatted sheet with description of conditions, photo, and illustrated figure, and assessment of condition level, namely:

- **Good** = No damage
- **Fair** = Minor damage
- **Poor** = Major elemental damage
- **Critical** = Major structural damage

These inspection sheets will be managed by the same ID code in the inventory system, and the assessment result shall be reflected into the history of inspection and maintenance as well as the inventory database to identify up-to-date asset conditions for maintenance planning. Regarding the CGP subprojects, photos should be taken at fixed locations corresponding to subproject completion reports for time series comparison, in addition to locations where new damages are observed.

Final January 2018

Appendix-A: List of Forms

This Guideline contains forms to be used in the process of O&M activities. List below summarizes title of the forms, reference section in the main text of the Guideline, and coverage items in respective forms. CC cannot change headline items in the forms in principle, while cells shall be filled with record and data produced by each CC.

Table A-1 List of Forms

Form No.	Form Title	Reference Section	Coverage
1	O&M Action Plan for CC Assets	2.5	All actions relating O&M
2	Meeting Minutes of O&M Group/ Standing Committee	3.1	Discussion made in respective meetings
3	City Corporation Asset Inventory	4.2	All existing CC assets
4	Priority Assessment Score Sheet	4.3	For prioritization of periodic maintenance/ rehabilitation
5	Annual O&M Plan	4.4	All CC assets for a single financial year
6	Subproject O&M Plan	4.5	CGP subprojects for five years after construction
7	Medium Term O&M Budget Framework	5.2	All CC assets for five years
8	Progress Monitoring Sheet of Works	6.2	All CC assets listed in the Annual O&M Plan
9	Inspection Sheet	6.3	Recording in field inspection
10	History of Inspection and Maintenance	6.3	All CC assets

Appendix-B: Sample O&M Action Plan

Each CC under the CGP is supposed to prepare the O&M Action Plan in the first fiscal year of project implementation. The O&M Action Plan will be submitted to Project Director of the CGP for consideration. O&M Group of CC, with assistance and support from respective CC standing committee, will be responsible for preparation and implementation of the O&M Action Plan with inclusion of all the contents discussed in this Guideline. Accordingly a sample O&M Action Plan is framed and attached in the next page. However, the actual contents of the action plan shall be determined by the concerned CC with including key actions indicated in the format.

Final January 2018

Name of City Corporation: -----
Sample Format of O&M Action Plan

< Form-1 >

Action	Output/ indicator	Specific task	Organization/ person in charge	Time schedule/ Progress
<i>Institutional arrangements</i>				
A standing committee and councilors are assigned to the O&M.	<ul style="list-style-type: none"> • Assignment of Standing Committee with specific responsibilities of O&M • List of Councilors involved with O&M • Minutes of Standing Committee meeting 	<ul style="list-style-type: none"> • Define tasks and assign those to the standing committee: <ul style="list-style-type: none"> - Assist O&M Group in performing their overall function and oversee the O&M activities; - Assist O&M Group in preparation of inventory and database of CC assets, those requires maintenance; - Organize awareness campaign to create “sense of ownership” among the citizen; - Motivate the people through CSCC and WLCC for participation in planning and implementation of O&M activities of CC assets; • Hold standing committee meeting at least once in every three months to review and monitor progress of O&M activities and report to CSCC and Mayor. 	<ul style="list-style-type: none"> • Mayor • Standing Committee 	<ul style="list-style-type: none"> • Assignment within 30 days after the Implementation Agreement • Meeting at least once in every three months
An O&M Group consisting of CC officials is established.	<ul style="list-style-type: none"> • Establishment of O&M Group with specific responsibilities for O&M • List of officials with assigned responsibilities • Meeting minutes 	<ul style="list-style-type: none"> • Establish O&M Group and assign members • Define tasks of the O&M Group including: <ul style="list-style-type: none"> - Advise in preparation of infrastructure inventory and database, identifying the physical features (e.g. length, area, material, etc.) of all infrastructure (e.g. buildings, roads, drains, etc.) which require maintenance; - Identify O&M tasks defining type of maintenance (routine, periodical, emergency, rehabilitation type) to be performed on each infrastructure and works to be done (e.g. sweeping road, drain cleaning, road patching, pothole, painting, etc.) - Prioritize infrastructure to be undertaken for O&M within available budget considering set of criteria including social and commercial importance of the infrastructure; - Prepare annual O&M budget requirement, submit to the standing committee and pursue full allocation of O&M fund on time; - Assign division/sections and the persons with responsibilities in performing the tasks relevant to them; - Support preparation and implementation of subproject for O&M of each type of infrastructure including setting technical specification, tendering, contracting, supervision of implementation, etc.; - Estimate time required to complete each tasks including developing an annual work schedule; • Hold regular meeting at least once in a month, monitor progress of implementation and report to standing committee and Mayor. 	<ul style="list-style-type: none"> • CC Mayor • O&M Group members 	<ul style="list-style-type: none"> • Assignment within 30 days after the Implementation Agreement • Meeting at least once in a month

Action	Output/ indicator	Specific task	Organization/ person in charge	Time schedule/ Progress
<i>Planning of O&M</i>				
O&M Action Plan is formulated.	<ul style="list-style-type: none"> • O&M Action Plan 	<ul style="list-style-type: none"> • List up O&M actions and determine output/ indicator, specific task, organization/ person in charge, and time schedule. • Submit the plan of the upcoming financial year o PCO after discussion with stakeholders in CC. 	<ul style="list-style-type: none"> • O&M Group • Standing committee and councilors 	<ul style="list-style-type: none"> • By May each year
Inventories of infrastructure and equipment under the responsibility of CC are prepared and updated.	<ul style="list-style-type: none"> • Inventories of infrastructure (periodically updated) 	<ul style="list-style-type: none"> • Prepare Inventories of infrastructure by CC using formats designed for the purpose which may include 1) identification of asset; 2) location; 3) structural dimension; 4) present condition; 5) history of construction and maintenance; and 6) other related data by sector. • Update the inventories of each infrastructure periodically 	<ul style="list-style-type: none"> • Engineering Division with support from O&M Group 	<ul style="list-style-type: none"> • Preparation at the end of first project year, update periodically in the following years
Priority assessment sheet of O&M of infrastructure is prepared.	<ul style="list-style-type: none"> • Priority assessment sheet for O&M 	<ul style="list-style-type: none"> • Consider/determine some indicators including social and commercial importance for analyzing priority needs. • Prepare priority list of CC infrastructure for O&M based on the predetermined criteria/indicator and analysis. 	<ul style="list-style-type: none"> • Engineering Division with support from O&M Group 	<ul style="list-style-type: none"> • By the end of 2014
Subproject O&M Plan is prepared.	<ul style="list-style-type: none"> • Subproject O&M Plan 	<ul style="list-style-type: none"> • Prepare an O&M plan for each subproject to be implemented under Component 2 of the CGP clarifying organizational structure, budget, financial sources and procedures for O&M. • Discuss the O&M plans at CSCC and WLCCs to determine status of O&M and to make suggestions and recommendations to CC. 	<ul style="list-style-type: none"> • O&M Group 	<ul style="list-style-type: none"> • At the time of subproject preparation • Review once in a year
Annual O&M Plan is prepared.	<ul style="list-style-type: none"> • Annual O&M Plan 	<ul style="list-style-type: none"> • The CC prepares the Annual O&M Plan by April each year. • Annual O&M Plan of CC will be prepared in each year following the priority assessment. 	<ul style="list-style-type: none"> • Engineering Division with support from O&M Group 	<ul style="list-style-type: none"> • By May each year
<i>Budget framework of O&M</i>				
Budget for O&M is allocated in annual budget.	<ul style="list-style-type: none"> • Amount earmarked for O&M 	<ul style="list-style-type: none"> • Allocate budget for O&M in the process of annual budgeting that is usually undertaken from April to May. • Estimate and apply sufficient amount of budget for O&M based on priority assessment and projection. 	<ul style="list-style-type: none"> • Standing Committee in cooperation and coordination with Mayor 	<ul style="list-style-type: none"> • By May each year
Medium-term Budgeting Framework for O&M is prepared.	<ul style="list-style-type: none"> • Five years budget plan 	<ul style="list-style-type: none"> • Prepare a Five-year Budget Plan for O&M based on the updated inventory data. • Involved CSCC and WLCCs in the process of this preparation. 	<ul style="list-style-type: none"> • CC Engineering Division/ O&M Group with involvement of CSCC and WLCC 	<ul style="list-style-type: none"> • By the end of first project year

Action	Output/ indicator	Specific task	Organization/ person in charge	Time schedule/ Progress
Individual bank accounts are opened for water supply sector and waste management sector.	<ul style="list-style-type: none"> Account for water supply sector and waste management sector 	<ul style="list-style-type: none"> Review the current accounting items on the related sector and separate those from the main account. Establish independent accounts and management rules 	<ul style="list-style-type: none"> Accounting section with support from O&M Group 	<ul style="list-style-type: none"> By the end of first project year
System of O&M reserve fund is established.	<ul style="list-style-type: none"> Management rule of O&M reserve fund 	<ul style="list-style-type: none"> Design management rule of O&M reserve fund Estimate amount of fund collection and expenditure 	<ul style="list-style-type: none"> Accounting section with support from O&M Group 	<ul style="list-style-type: none"> By the end of first project year
Implementation				
Annual O&M Plan is implemented.	<ul style="list-style-type: none"> Physical O&M works Monthly O&M implementation monitoring reports 	<ul style="list-style-type: none"> The O&M Group receives monitoring reports on O&M implementation from department /sections and persons in charge at least once in every three months; O&M Group follow-up administrative and technical actions if any issues are found in the monitoring. 	<ul style="list-style-type: none"> Departmental / sectional heads/ person in charge O&M Group 	<ul style="list-style-type: none"> Throughout the year following the schedule in the Annual O&M Plan
Regular meetings are held among related members.	<ul style="list-style-type: none"> Minutes of monthly O&M Group meeting; Minutes of standing committee meeting every quarter 	<ul style="list-style-type: none"> The O&M Group holds regular meeting at least once in a month to discuss progress of the Annual O&M Plan and results of O&M O&M Group follow-up implementation of decision in the subsequent meeting; O&M report on the meeting result to standing committee and councilors in charge of O&M at least once every three months. The standing committee and councilors hold meeting and have discussions on O&M at least once every three months, monitor progress identify problems, suggest wage and means for way forward The standing committee follows up implementation of decisions in the subsequent meeting 	<ul style="list-style-type: none"> O&M Group Standing committee and councilors 	<ul style="list-style-type: none"> O&M Group meeting on a monthly basis Standing committee meeting on a quarterly basis
Monitoring				
PIU submits the progress report to PCO in yearly basis.	<ul style="list-style-type: none"> Progress report of O&M Action Plan 	<ul style="list-style-type: none"> Review progress of the O&M Action Plan and examine actions to be done Discuss the progress and issues among the stakeholders to assure timely implementation of the plan 	<ul style="list-style-type: none"> O&M Group Standing committee and councilors 	<ul style="list-style-type: none"> By May each year
Condition of infrastructure and service performance are monitored and recorded in regular basis.	<ul style="list-style-type: none"> Inspection sheet History of inspection and maintenance Updated inventory 	<ul style="list-style-type: none"> Determine cycle of routine and periodic inspections and conduct inspections following the schedule Record the inspection result in a formatted sheet with description of condition, photo, drawing, and recommended action. Update history record sheet and condition data in the inventory 	<ul style="list-style-type: none"> Engineering Division with support from O&M Group 	<ul style="list-style-type: none"> Throughout the year
Citizens' participation				
CSCC and WLCCs are involved in O&M.	<ul style="list-style-type: none"> Citizens participation in O&M planning & 	<ul style="list-style-type: none"> CSCC and WLCCs have discussions on inventories of infrastructure, annual O&M Plan, Subproject O&M Plan, and five-year Budget Plan. 	<ul style="list-style-type: none"> O&M Group Convenor 	<ul style="list-style-type: none"> Once in every three months

Action	Output/ indicator	Specific task	Organization/ person in charge	Time schedule/ Progress
	implementation process <ul style="list-style-type: none"> Meeting minutes Recommendations for CC 	<ul style="list-style-type: none"> CSCC and WLCCs have discussions on the status of O&M and make suggestions and recommendations for CC. WG involves citizens such as members of WLCC, CBOs, and informal group (if any) in routine O&M of infrastructure & facilities. O&M group reports O&M issues to CSCC at least once in every three months. 	CSCC and WLCC	
<i>Technical capacity for O&M</i>				
CC clarifies training needs.	<ul style="list-style-type: none"> Assessment of capacity of CC Needs specification of training 	<ul style="list-style-type: none"> Assess present level of CC's capacity to handle O&M Specify knowledge and skill which CC have to acquire to improve process of O&M 	<ul style="list-style-type: none"> O&M Group Standing committee and councilors 	<ul style="list-style-type: none"> By the end of first project year
Technical skills of concerned persons for O&M are improved.	<ul style="list-style-type: none"> Participation in training provided by the Project Participation of CC Officials in O&M training CBO members & contractual labours receive training on O&M 	<ul style="list-style-type: none"> CC officials participate in training courses on O&M provided by the Project. Officials participated in the training courses disseminate, what they learn, in the training to relevant persons. CC provides training to citizens involved in O&M such as members of CBOs as well as to contractual labours. 	<ul style="list-style-type: none"> Engineering Division and O&M Group 	<ul style="list-style-type: none"> Throughout the project period

Note: This table is proposed as a format of the action plan; the contents of the action plan should be prepared and determined by CC. However, it is proposed that actions indicated in this table should be included in the action plan.

Appendix-C1: Work Process of O&M Group

General work process of O&M Group in each CC will follow the steps below:

Step-1: CC Mayor will form an O&M Group with head of engineering division as chairperson. Other members will be members of Task Team (Infrastructure) and engineers/officers from the relevant sections. To this effect an official notification will be issued stating its formation, functions and responsibilities.

Step-2: The chairperson will hold an O&M Group meeting at least once in every month of the year. In the 1st meeting, the O&M Group will review existing O&M practices and decides issues to be included as agenda of the meeting.

Step-3: O&M Group will collect information about requirements for operation of services and maintenance in the concerned Ward through coordination with WLCC.

Step-4: Agenda of the WG meeting will be decided based on analysis of the existing O&M practices and the tasks as delineated in the O&M Action Plan. Following are some examples of agenda.

- (1) Analysis and decision on process to update existing O&M practices
- (2) Preparation of inventories database of each asset for O&M and structure to manage the data
- (3) Preparation of asset list requiring O&M and assignment of responsibilities to the division/person-in-charge
- (4) Prioritization of infrastructure and type of work (routine/periodic) to be undertaken for O&M with budget
- (5) Support to preparation of O&M schemes, tendering, contracting implementation and payment
- (6) Support to preparation of Subproject O&M Plan, Annual O&M Plan and their implementation
- (7) Preparation of annual O&M budget and pursue budget allocation
- (8) Preparation of medium term O&M budgeting framework and discussion on approach to ensure sustainable O&M of CC assets
- (9) Report of progress of O&M implementation from division/sections/person-in-charge

Step-5: Notice of invitation for O&M Group meeting will be prepared with predetermined and miscellaneous agenda for discussion and decision.

Step-6: O&M Group will hold at least once in every month, write meeting minutes and distribute among its members, Mayor and the chairperson of standing committee for O&M, review progress of implementation in the subsequent meeting and so on. Sample format for meeting minutes is as follows:

_____ City Corporation

Meeting Minutes of O&M Group

Date : _____ Time : _____ Attendance : (Annex--)

Chairperson of Meeting : _____

Agenda-1: Read & Confirm Last Meeting Minutes

Read by	Discussion on Proper Recording of Meeting Minutes	Necessary Correction/ Changes (if any)	Discussion

Agenda-2: Review of Progress of Implementation of Last Meetings Discussion

Sl. No.	Decision/Recommendations of Last Meeting	Review of Progress/ Present Condition	Decision/ Recommendation (with time schedule)	Responsible Section/ Person in-charge
1.				
2.				
3.				
4.				
5.				

Agenda-3: Pre-selected Issues/Agenda

Sl. No.	Agenda/Issues	Detail Discussion	Decision/ Recommendation (with time schedule)	Responsible Section/ Person in-charge
1.				
2.				
3.				
4.				
5.				

Agenda-4: Miscellaneous

Sl. No.	Agenda/Issues	Detail Discussion	Decision/ Recommendation (with time schedule)	Responsible Section/ Person in-charge
1.				
2.				
3.				
4.				
5.				

Appendix-C2: Work Process of Standing Committee for O&M

General work process of Standing Committee for O&M in each CC will follow the steps below:

Step-1: CC Mayor will assign sufficient number of members to the standing committee for city infrastructure construction maintenance with overall responsibility of supervising O&M of CC infrastructure (see 3.1.2). An official notification shall be issued in this context.

Step-2: The chairperson will hold an initial standing committee meeting, in which the standing committee can review its Terms of Reference (ToR) and existing situation of O&M activities including setting agenda for the subsequent meeting.

Step-3: Agenda of standing committee meeting will be decided through analysis of the assigned functions/tasks of standing committee for O&M. Following are some examples of agenda.

- (1) Decision on process to assess the assigned function of O&M Group in performing their activities
- (2) Determination on the ways and means to oversee O&M activities
- (3) Decision on the way to organize awareness campaign to create 'sense of ownership' among the citizens
- (4) Determination on process of involving CSCC, WLCC and citizens in O&M activities
- (5) Monitor progress of O&M activities performed by the O&M Group

Step-4: The standing committee will summarize findings from inspection and monitoring of all infrastructure based on report submitted by O&M Group, discuss issues as agenda of the meeting, give feedback to O&M Group and follow-up actions in the subsequent meeting.

Step-5: The standing committee will prepare notice of invitation for the standing committee meeting with predetermined and miscellaneous agenda for discussion and decision. O&M Group members should also be invited to attend the meeting.

Step-6: The standing committee will hold a meeting at least once in 3 months, write meeting minutes, and distribute the minutes among members of standing committee, Mayor and O&M Group members for implementation of decision and follow up action. Following format can be used for writing meeting minutes.

_____ City Corporation

Meeting Minutes of Standing Committee Responsible for O&M

Date : _____ Time : _____ Attendance : (Annex-- _____)

Chairperson of Meeting : _____

Agenda-1: Read & Confirm Last Meeting Minutes

Read by	Discussion on Proper Recording of Meeting Minutes	Necessary Correction/ Changes (if any)	Discussion

Agenda-2: Review of Progress of Implementation of Last Meetings Discussion

Sl. No.	Decision/Recommendations of Last Meeting	Review of Progress/ Present Condition	Decision/ Recommendation (with time schedule)	Responsible Section/ Person in-charge
1.				
2.				
3.				
4.				
5.				

Agenda-3: Pre-selected Issues/Agenda

Sl. No.	Agenda/Issues	Detail Discussion	Decision/ Recommendation (with time schedule)	Responsible Section/ Person in-charge
1.				
2.				
3.				
4.				
5.				

Agenda-4: Miscellaneous

Sl. No.	Agenda/Issues	Detail Discussion	Decision/ Recommendation (with time schedule)	Responsible Section/ Person in-charge
1.				
2.				
3.				
4.				
5.				

Appendix-C3: Process of Citizens Participation in O&M

Each CC will design its own process and mechanism to ensure citizens participation in O&M planning and implementation. The standard setting, so far in practice, of citizens' participation forum in CCs are CSCC, WLCC, and CBOs. CSCC at central level, WLCCs at ward level and CBOs are the community level citizen's forums. The process of involvement of these forums in O&M activities of CC will depend on its social, economical, political and other local conditions. However, following steps may be helpful to citizens' participation in O&M at CC level:

Step-1: O&M Group will prepare inventory of infrastructure with involvement of members of WLCCs and CBOs.

Step-2: O&M Group will prepare draft Annual O&M Plan, Subproject O&M Plan and medium term O&M budget plan and share those with WLCC member in WLCC meeting and improve the same incorporating suggestions and recommendations.

Step-3: O&M Group will place the draft to CSCC for holding discussion on the draft inventories, Annual O&M Plan, Subproject O&M Plan and medium term budget framework and finalize those based on suggestions/recommendations of CSCC.

Step-4: O&M Group will examine possible activities suitable for involvement of CBO members in O&M implementation level, particularly, with respect to routine maintenance.

Step-5: O&M Group also involves WLCC to oversee implementation of both routine and periodic O&M activities within boundary of the ward.

Step-6: O&M Group reports O&M issues to CSCC at least once in every quarter.

Step-7: CSCC will hold discussion on the O&M report received from O&M Group, in the quarterly meeting and document recommendations in the form of meeting minutes and suggest action for consideration of CC authority towards implementation.

Appendix-C4: Technical Capacity for O&M

1. Technical capacity development efforts for O&M under CGP shall be considered as joint responsibility of central and CC level (i.e. PCO and PIU). The project authority, PCO, with assistance and cooperation from consultants and UMU will prepare O&M manuals and provide training courses on O&M. Training of Trainers (TOT) Course for the senior officials, responsible for O&M, can also be considered important.
2. It is the responsibility of CC authority to make sure that all the relevant officials participate in the training courses on O&M and disseminate, what they learned, to relevant persons.
3. All the manuals and other related documents are to be properly stored at CC for study and conducting training courses.
5. O&M Group should organize training programs for CBO members as well as for the contractual labours engaged for routine maintenance. A training plan will be prepared at the beginning of financial year and implemented as planned. On job training procedure is preferred in this case.

Final January 2018

Appendix-D1: Planning O&M (Asset Inventories)

Inventories may include information such as 1) identification of asset; 2) location; 3) structural dimension; 4) present condition; 5) history of construction and maintenance; and 6) other related data by sector. However, required details of information vary from component to component.

Sample formats are given below for preparation of inventories:

Final January 2018

CITY CORPORATION ASSET INVENTORY

< FORM-3d >

Name of City Corporation

Sector Responsible Section

Last Update Updated by

Identification		Location			Dimension			Condition		Construction and Maintenance History					Others		Remarks
ID No.	Name	Road ID	Chainage From-To (km)	Ward	Pipe Length (m)	Pipe Diameter (mm)	Depth from Road Level	Material Type	Condition	Date of Construction (dd/mm/yyyy)	Design Life (year)	Cost of Construction (Lakh Taka)	Last Repair Type	Last Repair Date (dd/mm/yyyy)	Service Area Population (No.)	Last Survey Date (dd/mm/yyyy)	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Note: Items with " * " are given first priority of input. CC may add items to the format with keeping the original ones listed above.

Input Configurations
All data input shall follow pre-determined attributes.

<p><1: ID No.> Code should be given by reflecting hierarchy and linkage in order to make it organized</p> <p>Ex.) Sector code + Facility no. + Link no. PL-033.03 = Pipeline #33, link3</p>	<p><9: Material Type></p> <ol style="list-style-type: none"> 1. Plastics 2. Steel 3. Concrete 4. Others <p><10: Condition></p> <ol style="list-style-type: none"> 1. Good (No damage/ No leakage nor contamination) 2. Fair (Minor damage/ No leakage nor contamination) 3. Poor (Major elemental damage/ Leakage and probability of contamination) 4. Critical (Major structural damage/ Leakage and contamination) 	<p><14: Last Repair Type></p> <ol style="list-style-type: none"> 1. Routine Repair 2. Periodic: Elemental 3. Periodic: Structural 4. Emergency 5. Improvement/Upgrade 6. No Repair
--	--	---

CITY CORPORATION ASSET INVENTORY

< FORM-3I >

Name of City Corporation

Sector

Last Update

Updated by

Identification		Product Information				Acquisition and Maintenance History						Others	
ID No.	Name	Product Name	Product No.	Type	Condition	Date of Acquisition (dd/mm/yyyy)	Asset Life (year)	Cost of Acquisition (Lakh Taka)	Last Repair Type	Last Repair Date (dd/mm/yyyy)	Responsible Section	Last Survey Date (dd/mm/yyyy)	Remarks
1	2	3	4	5	6	7	8	9	10	11	12	13	14

Note: Items with "*" are given first priority of input. CC may add items to the format with keeping the original ones listed above.

Input Configurations
All data input shall follow pre-determined attributes.

<p><1: ID No.> Code should be given by reflecting hierarchy and linkage in order to make it organized</p> <p>Ex.) Sector code + Classification code + Equipment no. EQ-01.001 = Construction equipment #1 EQ-02.022 = Vehicle #22</p>	<p><5: Type></p> <ol style="list-style-type: none"> Construction Equipment Transport/Vehicles Other Properties <p><6: Condition></p> <ol style="list-style-type: none"> Good (No damage) Fair (Minor damage) Poor (Major elemental damage) Critical (Major structural damage) 	<p><10: Last Repair Type></p> <ol style="list-style-type: none"> Routine Repair Periodic: Elemental Periodic: Structural Emergency No Repair
--	--	--

Appendix-D2: Planning O&M (Prioritization)

Points in the following table shall be considered as indicator to prioritize importance of periodic maintenance and rehabilitation works for infrastructure/facilities

Table D-1 Prioritization Assessment Score Sheet

< Form-4 >

Indicator	Attribute	Definition	Score	Evaluation
Asset Hierarchy	Primary Level	Arterial link in network or facility serving to the whole CC area	20	
	Secondary Level	Link connected to primary level or zonal level facility	15	
	Tertiary Level	Link connected to secondary level or ward level facility	10	
	Minor Level	Other than above	5	
Number of Beneficiary	Very High	1000 ~ (service area population or daily traffic)	20	
	High	500 ~ 1000	15	
	Middle	100 ~ 500	10	
	Low	0 ~ 100	5	
Social and Economic Importance	High	Socially or economically important facilities (e.g. hospital, school, market, industry, etc.) or network connecting to those	10	
	Low	Other than above	0	
Donor Funded Project	Yes		10	
	No		0	
Year after the Last Repair/ Construction	10 Years ~		20	
	5 ~ 10 Years		15	
	3 ~ 5 Years		10	
	0 ~ 3 Years		5	
			Total	

Appendix-D3: Planning O&M (Annual O&M Plan)

Annual O&M Plan comprises the items such as organization/person-in-charge, necessary manpower to be contracted/hire, schedule of works, O&M budget requirement, implementation schedule, etc.

Step-1: Review inventory of infrastructure and understand present situation.

Step-2: Conduct regular field visit to infrastructure (by person/engineer-in-charge) and update inventories.

Step-3: Assess O&M needs for routine maintenance and prepare fund requirement as fixed cost O&M item in the annual budget.

Step-4: Conduct survey for defect analysis and to specify required maintenance work.

Step-5: Assess financial needs for maintenance based on physical condition from field visit and survey reports.

Step-6: Review and discuss all such assessments, received from different engineers/persons-in-charge for O&M, in the working group meeting, compile and submit total O&M needs to standing committee including proposal for budget allocation by end March every year so that standing committee can place the same for discussion in CSCC held in 4th quarter of financial year.

Step-7: Review and discuss O&M budget proposal in the standing committee, arrange discussion in the CSCC meeting and pursue allocation as clearly defined item for O&M in the annual budget.

The format given below may be used for preparation of Annual O&M Plan.

ANNUAL OPERATION PLAN

< FORM-5a >

Name of City Corporation

Financial Year

Subject Asset			Work Specification			Management		
ID No.	Name	Asset Type	Item	Volume of Work/ Input (Unit)	Estimated Cost (Lakh Taka)	Source of Fund	Responsible Section	
1	2	3	4	5	6	7	8	9
Total								

Prepared by: _____
Date

Approved by: _____
Date

Final January 2018

ANNUAL MAINTENANCE PLAN

< FORM-5b >

Name of City Corporation

Financial Year

Subject Asset				Work Specification					Schedule		Management			
ID No.	Name	Asset Type	Present Condition	Type of Work	Detail of Work	Location/ Chainage From-To (km)	Required Work Volume (Unit)		Estimated Cost (Lakh Taka)	Work Start From (dd/mm/yyyy)	Work End At (dd/mm/yyyy)	Priority Rank	Source of Fund	Responsible Section
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Total														

Prepared by: _____
Date

Approved by: _____
Date

Input Configurations

<p><1: ID No.> To be correspondent with that in the asset inventory</p> <p><3: Asset Type> 1. Road/Brdige 2. Drain 3. SWM 4. WSS 5. Sanitation 6. Municipal Facilities 7. Equipment</p>	<p><4: Present Condition> 1. Good 2. Fair 3. Poor 4. Critical</p> <p><5: Type of Work> 1. Routine Repair 2. Periodic: Elemental 3. Periodic: Structural 4. Emergency</p>	<p><6: Detail of Work> Describe planned work item</p> <p><7: Location/ Chainage From> Specify location on link as distance from the starting point. (For road, drain, water pipe, etc.)</p> <p><8&9: Required Work Volume> Number has to be filled with suitable measurement unit.</p> <p><13: Priority Rank> Fill result of priority assessment</p>
---	--	--

|

Appendix-D4: Planning O&M (Subproject O&M Plan)

Subproject O&M Plan is to set maintenance cycle and estimate budget for 5 years after completion of the CGP subprojects. Appropriate timing of periodic maintenance shall be assumed by type of asset, while operation and routine maintenance will require a certain amount of cost every year. CC is required to commit this amount to allocate for implementation of Subproject O&M Plan, and this O&M cycle should be carried on during the design life of the facility. Format as given below may also be used for preparation of Subproject O&M Plan for each cycle:

Final January 2018

SUBPROJECT O&M PLAN

< FORM-6 >

Name of City Corporation

Target Year

Subproject No.	ID No. (Inventory)	Name	Asset Type	Date of Construction	Design Life	Cost of Construction	Type of Work	Estimated Fund Requirement (Lakh Taka)					Source of Fund	Responsible Section
								2015/16	2016/17	2017/18	2018/19	2019/20		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
							Operation							
							Routine							
							Periodic							
							Operation							
							Routine							
							Periodic							
							Operation							
							Routine							
							Periodic							
							Operation							
							Routine							
							Periodic							
							Operation							
							Routine							
							Periodic							
							Operation							
							Routine							
							Periodic							
							Total by Type							
							Operation							
							Routine							
							Periodic							
							Total							

Prepared by: _____
Date

Approved by: _____
Date

Appendix-E: Medium-term Budgeting Framework

Medium-term Budgeting Framework is a tool to enhance predictability of budget and sustainability of O&M activities. Format for the Medium-term Budgeting Framework is designed to estimate cost of O&M by sector for 5 years. CC can use a form for break down (Form-7a) if detailed analysis by type of structure in a specific sector. Total O&M budgeting requirement for all sectors shall be compiled in a summary form (Form-7b). Analysis of medium term budgeting follows steps below:

Step-1: Fill physical stock volume data of asset by condition based on the inventory data. Appropriate measurement unit shall be selected and filled in the cell for the sake of simplicity in calculation. Use separate columns if detailed analysis by type of structure is needed, otherwise use only the “Total” column.

Step-2: Input assumption of average O&M cost per unit of asset volume corresponding to the unit given in the step-1. The assumed cost can be rough estimation as average based on past data or schedule of rates.

Step-3: Set years to complete all periodic maintenance works for assets in poor condition and rehabilitation works for ones in critical condition.

Step-4: Calculate total amount of O&M required for five years following formula shown in the form.

Step-5: Assume percentage of annual increment of O&M budget and fill it in the cell.

Step-6: Allocate the total amount of five years to each financial year following computed proportion.

Step-7: Estimate budget for all sectors and record the total amount of each on the summary sheet (Form-7b). Graphs will be generated on the sheet.

Step-8: Review and discuss the estimated O&M budget prospect in the standing committee, arrange discussion in the CSCC meeting.

MEDIUM TERM O&M BUDGET FRAMEWORK (BREAK DOWN)

< FORM-7a >

Name of City Corporation

Sector

Target Year

Break down by type of structure following classification in the inventory (e.g. BC, RCC for road)
If there is no need or data of classification, only total volume should be filled.

1. Stock Volume

Physical stock break down

Structure (Unit)	Total					
1a Good						
1b Fair						
1c Poor						
1d Critical						
1e No Data						
1f TOTAL	0	0	0	0	0	0

Suitable unit for calculation (e.g. m, sq,m, no., etc.)

>> Periodic
>>> Rehabilitation
>>> Routine

2. Assumption

Average O&M cost per unit of asset volume (Taka/unit)

	Average					
2a Routine						
2b Periodic						
2c Rehabilitation						

Rough estimation as average based on past data or schedule of rates

Maintenance cycle: time period to address to the existing major maintenance needs (Year)

	Average					
2d Periodic						
2e Rehabilitation						

3. Budget Requirement Estimation

Yearly requirement (Lakh Taka)

	Total					
3a = 1f * 2a Routine	0	0	0	0	0	0

Total requirement (Lakh Taka)

	Total					
3b = 1c * 2b Periodic	0	0	0	0	0	0
3c = 1d * 2c Rehabilitation	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

Five years maintenance requirement (Lakh Taka)

	Total					
3d = 3a * 5 Routine	0	0	0	0	0	0
3e = 3b * 5 / 20 Periodic	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
3f = 3c * 5 / 20 Rehabilitation	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
3g TOTAL	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Input assumed annual growth rate of maintenance budget

(If 3e or 3f derived from this formula is larger than 3b or 3c respectively, the smaller amount will be shown in the cells.)

Rate of annual increment
5%

Requirement for rehabilitation works by year (Lakh Taka)

	Total					
2015/16	0	0	0	0	0	0
2016/17	0	0	0	0	0	0
2017/18	0	0	0	0	0	0
2018/19	0	0	0	0	0	0
2019/20	0	0	0	0	0	0

Allocation	
18%	0.81
19%	0.86
20%	0.90
21%	0.95
22%	1.00

MEDIUM TERM O&M BUDGET FRAMEWORK (SUMMARY)

< FORM-7b >

Name of City Corporation

Target Year

Physical stock by sector

Structure (Unit)	Road	Bridge	Drain	WS Pipeline	WS Facilities	Street Light	Facilities	Equipment
Good								
Fair								
Poor								
Critical								
No Data								
TOTAL	0	0	0	0	0	0	0	0

Five years maintenance requirement (Lakh Taka)

	Road	Bridge	Drain	WS Pipeline	WS Facilities	Street Light	Facilities	Equipment	TOTAL
Routine									0
Periodic									0
Rehabilitation									0
TOTAL	0	0	0	0	0	0	0	0	0

Requirement for rehabilitation works by year (Lakh Taka)

	Road	Bridge	Drain	WS Pipeline	WS Facilities	Street Light	Facilities	Equipment	TOTAL
2015/16									0
2016/17									0
2017/18									0
2018/19									0
2019/20									0

Final January 2018

Appendix-F: Sector-wise O&M Activities

The following subsections summarize typical works of O&M for major sectors. These activities shall be planned and implemented properly to address to maintenance needs. Technical detail of specific work items will be described in separate documents.

(1) Road and Bridge

Maintenance works for road and bridge infrastructure include items in the table below (but not limited to).

Table F-1 Typical O&M Works for Road

Routine Maintenance	Periodic Maintenance
<ul style="list-style-type: none"> - Shoulder repairs - Side drain repairs and cleaning - Manual reshaping of earth roads - Pothole repairs on asphalt & HBB roads - Surface treatment for cracked areas - Repair raveling, depression, rutting, etc. - Broken edge repair - Side slope repair - Restore camber and profiles - Road marking & sign minor maintenance - Care taking and cleaning of road side plantation 	<ul style="list-style-type: none"> - Treatment of bitumen surface - Carpeting with seal coat - Overlaying on bituminous road - Restore damaged shoulders - Restore damaged slopes - Restore longitudinal profile - Restore shoulders and slopes - Replace damaged part

Table F-2 Typical O&M Works for Bridge and Culvert

Routine Maintenance	Periodic Maintenance
<ul style="list-style-type: none"> - Remove vegetation - Clean waterways - Repair minor defects of structure - Surface treatment of structure - Retention of joints - Repair damaged pavement - Maintain slope - Protect foundation - Repair sidewalk - Repair railing 	<ul style="list-style-type: none"> - Strengthening of structure - Replace/ rebuild damaged parts - Refurbish pavement - Reinforce slope - Reinforce foundation

For more technical details, CC engineers may refer the “Guideline for Implementation of Rural Roads and Culverts Maintenance Program” issued by Rural Infrastructure Maintenance Management Unit of LGED on 2010.

(2) Drainage

Maintenance works for drainage infrastructure include items in the table below (but not limited to).

Table F-3 Typical O&M Works for Drainage

Routine Maintenance	Periodic Maintenance
<ul style="list-style-type: none"> - Sediment clearing from bed of drain - Obstacle clearing - Wall plaster repairing - Wall crack repairing - Cover slab repairing 	<ul style="list-style-type: none"> - Large scale clearing - Wall rebuilding - Cover slab replacement

(3) Water Supply System

The following tasks are necessary for daily operation of water supply system so that it delivers desired level of service to users.

Table F-4 Typical Operation Works for Water Supply System

<ul style="list-style-type: none"> - Operation and monitoring of pump - Operation and monitoring of iron removal plant and treatment facilities - Inspection of water quality - Control of pressure and flow - Recording of operational data 	<ul style="list-style-type: none"> - Inspection and monitoring of well, tank, and other facilities - Check of leakage and connection - Billing and tariff collection - Communication with customers
---	---

Maintenance works for water supply infrastructure include items in the table below (but not limited to).

Table F-5 Typical Maintenance Works for Water Supply Infrastructure

Routine Maintenance	Periodic Maintenance
<ul style="list-style-type: none"> - Cleaning sediment of iron removal plant - Cleaning sediment of overhead water tank - Greasing gate valves - Repairing leakage from pipeline 	<ul style="list-style-type: none"> - Refreshment of filter - Structure reinforcement of tank - Replacement/reinforcement of pipeline

(4) Bus and Truck Terminal

The following tasks are necessary for daily operation of bus and truck terminal so that it delivers desired level of service to users.

Table F-6 Typical Operation Works for Bus and Truck Terminal

<ul style="list-style-type: none"> - Lease out of terminal - Deploy terminal inspector - Maintain terminal operation committee - Check and maintain the scheduled works - Ensure utility provision 	<ul style="list-style-type: none"> - Manage budget and expenditure - Fix tariff rate of service - Maintain compliance with laws and orders for security - Communication with customers
---	--

Maintenance works for bus and truck terminal facilities include items in the table below (but not limited to).

Table F-7 Typical Maintenance Works for Bus and Truck Terminal

Routine Maintenance	Periodic Maintenance
----------------------------	-----------------------------

<ul style="list-style-type: none"> - Cleaning of terminal yard - Pothole repairing of terminal yard - Water tap repairing for vehicle wash - Replacement of electric lamp - Cleaning and repair of terminal building - Cleaning of drainage 	<ul style="list-style-type: none"> - Pavement rehabilitation of terminal yard - Renewal of road marking and sign - Rehabilitation of building structure
---	--

(5) Street Lighting

The following tasks are necessary for daily operation of street lightning so that it delivers desired level of service to users.

Table F-8 Typical Operation Works for Street Lighting

<ul style="list-style-type: none"> - Maintain inventory for changing bulb - Maintain equipment and spare bulbs - Control of switch 	<ul style="list-style-type: none"> - Fix tariff for lighting - Secure budget for procurement - Communication with customers
---	--

Maintenance works for street lightning infrastructure include items in the table below (but not limited to).

Table F-9 Typical Maintenance Works for Street Lighting

Routine Maintenance	Periodic Maintenance
<ul style="list-style-type: none"> - Replacement of fuse bulb - Replacement of damage holder and shade - Replacement of cable - Painting of light post 	<ul style="list-style-type: none"> - Renewal of fuse bulbs - Replacement of cable - Restoration of light post

(6) School cum Cyclone Shelter

Maintenance works for school cum cyclone shelter include items in the table below (but not limited to).

Table F-10 Typical Maintenance Works for School cum Cyclone Shelter

Routine Maintenance	Periodic Maintenance
<ul style="list-style-type: none"> - Cleaning of floors and yard - Electric system maintenance - White washing/ Painting of shelter - Plaster repairing - Cleaning of water storage tank 	<ul style="list-style-type: none"> - White washing/ Painting of shelter - Plaster repairing and reinforcement - Electric system rehabilitation - Water tank rehabilitation

(7) Other Municipal Facilities

The following tasks are necessary for daily operation of municipal facilities, when facilities invite tenants or collect fee from users (i.e. revenue generating facilities).

Table F-11 Typical Operation Works for Revenue Generating Facilities

<ul style="list-style-type: none"> - Lease out to tenants - Deploy facility inspector 	<ul style="list-style-type: none"> - Manage budget and expenditure - Fix tariff rate of service
---	---

- Maintain operation committee	- Maintain compliance with laws and orders for security
- Check and maintain the scheduled works	
- Ensure utility provision	

Maintenance works for other municipal facilities include items in the table below (but not limited to).

Table F-12 Typical Maintenance Works for Other Municipal Facilities

Routine Maintenance	Periodic Maintenance
- Cleaning of office building	- White washing/ Painting
- Fire fighting system maintenance	- Plastering repairing and reinforcement
- Electric system maintenance	- Electric system rehabilitation
- Water supply system maintenance	- Water tank rehabilitation
- White washing/ Painting	
- Plastering repairing	

(8) Construction Equipment

Operation and maintenance of construction equipment is equally important as the O&M of infrastructure assets. Each CC will be responsible for the proper O&M of construction equipment.

The following tasks are necessary for daily operation of construction equipment so that it delivers desired level of service.

Table F-13 Typical Operation Works for Construction Equipment

- Maintain log book	- Prepare budget for expenditure
- Maintain chart for changing spare parts	- Deploy night guard for security
- Keep equipment inside garage	- Prepare lubricant and spare parts

Maintenance works for construction equipment include items in the table below (but not limited to).

Table F-14 Typical Maintenance Works for Construction Equipment

Routine Maintenance	Periodic Maintenance
- Change the oil filter of vehicles	- Replace the essential parts of vehicles
- Lubricate the essential parts of vehicles	- Overhaul of the equipment
- Denting & painting of vehicles as needed	- Denting & painting of vehicles as needed
- Change the mobile of the vehicle	
- Change the tire & tube of vehicle	
- Wash the vehicle after use	

Appendix-G1: Progress Monitoring of Works

Section or person in charge of implementation of the Annual O&M Plan will undertake the planned works and will report to the O&M Group. The O&M Group members will monitor progress of maintenance works, discuss in the group meeting, undertake remedial action, prepare status report and submit to standing committee with recommendations. For this purpose the O&M Group can use the following format for collection of information from the person-in-charge.

Final January 2018

PROGRESS MONITORING SHEET OF WORKS

< FORM-8 >

Name of City Corporation

Monitoring Period

Subject Asset			Work Specification						Schedule		Progress			
ID No.	Name	Asset Type	Type of Work	Detail of Work	Location/ Chainage From (km)	Required Volume (Unit)		Estimated Cost (Lakh Taka)	Work Start From (dd/mm/yyyy)	Work End At (dd/mm/yyyy)	Status	Revised Cost (Lakh Taka)	Revised Date of Start (dd/mm/yyyy)	Revised Date of End (dd/mm/yyyy)
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Total									Total					

Prepared by: _____
Date

Approved by: _____
Date

Input Configurations

<p><1: ID No.> To be correspondent with that in the asset inventory</p> <p><3: Asset Type> 1. Road/Bridge 2. Drain 3. SWM 4. WSS 5. Sanitation 6. Municipal Facilities 7. Equipment</p>	<p><4: Type of Work> 1. Routine Repair 2. Periodic: Elemental 3. Periodic: Structural 4. Emergency</p> <p><5: Detail of Work> Describe planned work item</p>	<p><6: Location/ Chainage From> Specify location on link as distance from the starting point. (For road, drain, water pipe, etc.)</p> <p><7&8: Required Work Volume> Number has to be filled with suitable measurement unit.</p> <p><12: Status> 1. Preparation 2. Procurement 3. Working 4. Finished</p>
---	--	--

Appendix-G2: Major Inspection Check Points

CC engineers will conduct physical inspection of assets in regular and periodic terms. Major viewpoints of inspection for major asset types are as shown in the table below (but not limited to). Further detail of inspection methodology will be described in separate documents.

Table G-1 Major Inspection Items for Road and Bridge

Items	Viewpoints
Pavement	<ul style="list-style-type: none"> - Surface damage (pothole, cracking, rutting, raveling, etc.) - Depression of road foundation or embankment
Shoulder/ Side Structure	<ul style="list-style-type: none"> - Damage on edge, material loss, erosion - Depression of footpath - Damage and clogging of side drain
Concrete Structure	<ul style="list-style-type: none"> - Surface damage (cracking, spalling, honey combing, etc.) - Fatigue of structure
Steel Structure	<ul style="list-style-type: none"> - Cracking, breaking, corrosion, etc. - Loose or lost of bolts - Fatigue of structure
Others	<ul style="list-style-type: none"> - Damage of joint, guardrail, sign boards, etc.

Note: For more technical details, CC engineers may refer the following documents:

- "Road Condition Survey Manual" issued by Roads and Highways Department on 2001; and
- "Bridge Condition Survey Manual" issued by Roads and Highways Department on 2005.

Table G-2 Major Inspection Items for Drainage

Items	Viewpoints
Vertical wall	<ul style="list-style-type: none"> - Vertical wall sway, crack, damage
Bottom bed	<ul style="list-style-type: none"> - Bottom surface damage
Top slab	<ul style="list-style-type: none"> - Cover slab crack, damage
Others	<ul style="list-style-type: none"> - Sedimentation

Table G-3 Major Inspection Items for Water Supply Infrastructure

Items	Viewpoints
Production Well	<ul style="list-style-type: none"> - Electrical and mechanical system check - Corrosion of pipe
Water Tank	<ul style="list-style-type: none"> - Sedimentation inside tank - Damage of plaster - Corrosion of pipe
Pipeline	<ul style="list-style-type: none"> - Damage due to soil erosion - Corrosion of pipe
Others	<ul style="list-style-type: none"> - Damage of valve pit slab

Table G-4 Major Inspection Items for Bus and Truck Terminal

Items	Viewpoints
Terminal Space	<ul style="list-style-type: none"> - Sufficient light in night time - Crack /damage in parking area
Facilities	<ul style="list-style-type: none"> - Utility services checking

Table G-5 Major Inspection Items for Street Lightning

Items	Viewpoints
Pole and Light	- Sufficient function of fuse light - Damage of pole
Cable	- Damage of cable

Table G-6 Major Inspection Items for School cum Cyclone Shelter

Items	Viewpoints
Building	- Damage of concrete, honey comb in concrete - Erosion of plaster - Damage of window and door
Utility	- Lack of water supply and electricity - Function of water tank and pipe

Table G-7 Major Inspection Items for Other Municipal Facilities

Items	Viewpoints
Building	- Damage of concrete, honey comb in concrete - Erosion of plaster - Damage of window and door
Utility	- Supply of water and electricity - Function of water tank and pipe - Check of fire fighting system
Open Space	- Check for squatter settlement

Table G-8 Major Inspection Items for Construction Equipment

Items	Viewpoints
Road roller and vehicles	- Wearing of tire - Hydraulic oil and mobile - Corrosion in roller - Damage of Electrical and mechanical system - Damage of frame and structure - Detachment of painting and rusting

Appendix-G3: Inspection Recording Sheet

A sample O&M inspection format is given below:

INSPECTION SHEET

Sheet No. : _____

ID No.		Name	
Ward		Location (Chainage/Plot)	
Asset Type		Inspection Type	<input type="checkbox"/> Regular <input type="checkbox"/> Periodic <input type="checkbox"/> Detailed <input type="checkbox"/> Emergency
Condition	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor <input type="checkbox"/> Critical
Description of Condition			
<i>Explain about damaged part, type of damage, cause, influence to service delivery, etc.</i>			
Photo and Drawing			
<i>With specific location on map, scale and explanation</i>			
Recommended Action			

Inspected by : _____

Date : _____

Appendix-G4: Recording History of Inspection and Maintenance

“History of inspection and maintenance” is a form to record the result of inspection as well as information of implemented maintenance works. This form can be used for tracking change of asset conditions and investment made for individual assets, while the asset inventory shows only the latest condition. Steps of inspection and recording are as follows:

Step-1: Conduct inspection (or maintenance work) and record the present condition in the inspection sheet (Form-9) during field survey.

Step-2: Report the inspection result to the O&M Group and discuss it to take recommended actions in the O&M Group meeting as well as in the standing committee meeting.

Step-3: Add information on the inspection sheet to the history of inspection and maintenance data table (Form-10).

Step-4: Replace condition data on the inventory with the latest inspection result.

Step-5: Utilize the data for planning of O&M activities, assessment of asset value, etc.

Final January 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

6.5 Guidelines for Environmental Conservancy

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Task	1
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicators	2
4. Objectives.....	2
5. Environmental Issues	2
5.1 Environmental Clearance for Infrastructure Development Projects	2
5.2 Activities against Environment	2
6. Relevant organizations, Stakeholders and their role	3
6.1 City Corporation.....	3
6.2 WLCC	3
7. Necessary Tasks and Procedures.....	3
7.1 CC assigns Officer(s) in Charge of environmental conservation	3
7.2 CC Complies with act and rules in its infrastructure development	3
7.3 CC Identifies environmental problems that disturb lives of CC's Citizens.....	3
7.4 CC takes action to stop the illegal activities that disturb lives of CC's Citizens.....	3
8. Implementation Schedule	4

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Environmental Pollution is a major problem in all CCs. Environmental issues have become a major concern due to impact on public health and development of Bangladesh. CC, taking due concern of environmental degradation, needs to take actions to prevent environmental pollution and for safety of citizens.

Our environment is degrading by rapid development of infrastructure projects and others. This is the time to choose the path whereby degradation of the environment is minimized and at the same time the process of development can continue by giving emphasis on choice of technology, internal and external economics of production and extent of environmental impact and its mitigation. CCs need to ensure that development proceeds with due regard to the environment. Environment Assessments (EAs) cover the interactions between different environmental aspects and how they are likely to change as the result of proposed project interventions. The process is not necessarily intended to preserve the environment unchanged, rather to protect (and where necessary conserve) its essential features whilst allowing sustainable development to proceed.

3. Relevant Issues of ICGIAP

3.1 Task

Environmental degradation is critical issue in urban area. Though there are regulations on environment conservation, application of Environmental Conservation Act is uncertain. In order to make situation of urban environment predictable, this activity makes sure environment regulations are implemented.

Task 1: CC assign Officer(s) in Charge of environmental conservation

Task 2: CC complies with act and rules in its infrastructure development

Task 3: CC identifies environmentally vulnerable areas and activities against Environmental Conservation Act within the jurisdiction of CC

Task 4: CC takes action to stop the illegal activities which are not in compliance with Environmental Conservation Act

3.2 Action by

Responsible environmental officer(s) and engineer(s)
CEO

3.3 Time Schedule

Cooperation with DOE office is expected

Task 1: by mid of 1st year

Task 2: by end of 2nd year

Task 3: by end of 3rd year

Task 4: by end of 4th year

3.4 Indicators

1st Stage:

- CC assigns Officer(s) in Charge of environment
- CC observes act and rules in its infrastructure development

2nd Stage:

- CC takes any action to stop and solve illegal actions and situations

4. Objectives

The primary objective is to protect the overall environment of city areas.

- To promote enforcing the rules and regulations of environmental conservancy
- To safeguard the physical, biological and socio economic environments during project preparation, implementation and operation
- To reduce pollution on different environmental sectors
- To reduce illegal activities against environment and apply mitigation measures

5. Environmental Issues

5.1 Environmental Clearance for Infrastructure Development Projects

Environmental Clearance certificate is required for all infrastructure development projects. For the purpose of issuance of Environmental Clearance Certificate (ECC), the projects, in consideration of their site and impact on the environment, are classified into the following four categories:

- a) Green;
- b) Orange – A;
- c) Orange – B; and
- d) Red.

All the categories require Environmental Clearance certificate from Department of Environment (DOE). Site clearance certificate must be obtained first for the category Orange A, Orange B and RED. After the site clearance, ECC is issued upon application on construction phase.

5.2 Activities against Environment

The key issues of degradation of the environment and the activities of relevant organizations, stakeholders, industrial units etc. are as follows

- Unauthorized disposal of industrial waste to any open land
- Untreated sewage disposal to any stream (canals, lakes, drain, etc.)
- Deforestation

- Pollution of air, water, sound and odors by exceeding the standards of Environmental conservation rules.

6. Relevant organizations, Stakeholders and their role

6.1 City Corporation

City Corporation needs to play a vital role to protect and upgrade the environment of city level which are described in the following aspects

- Following necessary procedure according to Environmental Conservation Rules for its infrastructure development projects.
- Identifying the impacts and proper implementation of mitigation measures by environmental assessment (EIA, IEE) of each project if necessary.
- Listing of on-site activities related to pollution and degradation of environment.
- Listing of industrial units/organizations which are responsible for pollution by illegal activities.

6.2 WLCC

- Identify the illegal activities and problems at ward level
- Collect the information and problems reported by the Citizens
- Compile and report all the problems to Environmental officer
- Discuss regarding environmental problems in meetings

7. Necessary Tasks and Procedures

7.1 CC assigns Officer(s) in Charge of environmental conservation

- a) An officer from the engineering department needs to be assigned as the environmental officer (Mayor assigns)
- b) The environmental officer undertakes the responsibilities of all environmental aspects and close coordination with DoE regarding CCs development projects etc.

7.2 CC Complies with act and rules in its infrastructure development

The environmental officer will be responsible for closely coordinating with department of environment and will take necessary steps to get environmental clearance for CCs development projects as per Environmental Conservation Act such as:

- a) Application for Environmental Clearance
- b) Environmental Assessments
- c) Implementation of appropriate mitigation measures
- d) Ensuring Monitoring and Environmental safety in design, construction and operational stage

7.3 CC Identifies environmental problems that disturb lives of CC's Citizens

- a) List environmental problems based on reports and claims from WLCC and other citizens.
- b) Environmental officer and WLCC will discuss about the problems in meetings
- c) Identify the major problems on priority basis

7.4 CC takes action to stop the illegal activities that disturb lives of CC's Citizens

- a) The environmental officer develops an Action Plan consisting of activities by organizations, industries and stakeholders and as well as remedies/legal actions.

- b) The CC implements the actions and laws through enforcing agencies under its jurisdiction.

8. Implementation Schedule

Figure 1.1 Implementation Schedule of Environmental Conservancy

		2014/5		2015/6				2016/7			
		1-	4-	7-	10-	1-	4-	7-	10-	1-	4-
1	Assign an Officer in Charge of environmental conservation	■									
2	CC complies with act and rules in its infrastructure development	■									
3	CC identifies environmental problems that disturb the lives of CC's Citizens				■						
4	CC takes action to stop the illegal activities that disturb the lives of CC's Citizens					■					

Final January 2018

Final January 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

6.6 Guidelines for Sanitary Situation

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Task	1
3.2 Action by	1
3.3 Time Schedule	1
3.4 Indicators	2
4. Objectives.....	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 Sanitation inspector	2
5.2 CDC and relevant UPPR structure	2
5.3 Public Toilet Manager	2
6. Necessary Tasks and Procedures.....	2
6.1 Task1: CC assigns officer in charge of sanitation	2
6.2 Task 2: Conduct situation analysis on overall sanitation condition of CC	2
6.3 Task 3: Demand analysis and area selection for public and household toilets	3
6.4 Task 4: Build and coordinate operation and maintenance of public toilets	3
6.5 Task 5: CC facilitate toilet installation for households	3
6.6 Task 6: CC Facilitate Appropriate Waste Water Discharge	3
7. Implementation Schedule	4
8. Cost of Implementation (if necessary)	4
8.1 Survey and planning	4
8.2 Toilet installation	4

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Unsanitary situations are observed in urban areas especially where housing is concentrated and in slum areas. To improve the sanitary situation in urban areas, CCs need to facilitate more and better private and public toilets.

3. Relevant Issues of ICGIAP

3.1 Task

Unsanitary situations are observed in urban areas especially where housing is concentrated and in slum areas. To improve the sanitary situation in urban areas, CCs need to increase public toilets and waste water drainage.

Task 1: CC assigns Officer in Charge of sanitation

Task 2: Complete the situation analysis on overall sanitation condition of CC

Task 3: Complete demand analysis and area selection for public and household toilets

Task 4: Build and coordinate operation and maintenance of public toilets

Task 5: CC facilitates toilet installation for households

Task 6: CC increases drainage connections of waste water for households

3.2 Action by

Responsible engineer(s)

Health officer(s)

3.3 Time Schedule

Task 1: by mid of 1st year

Task 2: by end of 1st year

Task 3-6: by end of 1st batch (continuous)

3.4 Indicators

(1) 1st Stage

Access to safe toilets is improved by increasing/improving private, share, community and public toilet facilities

(2) 2nd Stage

Access to safe toilets is improved by increasing/improving private, share, community and public toilet facilities

4. Objectives

Dissemination and improvement of private/shared/community toilets will improve sanitary situation and hygiene of the low income communities by protecting health of the residents. On the other hand, improved public toilets make markets and other public areas more comfortable and improve economy and quality of urban life.

5. Relevant Organizations, Stakeholders and their role

5.1 Sanitation inspector

Sanitation inspector shall be assigned as the person in charge of sanitary issue. She/he takes initiative in the task 1-task 7 mentioned in the next section.

5.2 CDC and relevant UPPR structure

The UPPR project will finish in March 2015. However, CDC and relevant structure has achieved a lot to establish sanitation in the disadvantaged communities. CC should recognize this fact and try to continue sanitary improvement, which is basically construction of private, shared and community toilets with septic tank/soak pit as treatment/discharging facilities.

5.3 Public Toilet Manager

Public toilet can be placed in market, sport facilities, park, graveyard, and other public areas. Managers of each toilet shall review the O&M problems and prepare plan for better operation. Operation can be contracted out to private sector for economic or other incentives.

6. Necessary Tasks and Procedures

Note that in NCC and ChCC where Water and Sewerage Authority (WASA) prevails, mass sewerage issue comes under WASA's jurisdiction. Therefore, these CCs should make appropriate request or coordination with WASA.

6.1 Task1: CC assigns officer in charge of sanitation

Other than conservancy officer, assignment of sanitary inspector(s) shall be confirmed.

6.2 Task 2: Conduct situation analysis on overall sanitation condition of CC

Concerning toilet issues, many things are unclear. Sanitary inspector of CC should conduct survey and situation analysis to understand the current situation.

Study for Mass Sewerage System

Before implementing sewerage work, CC/WASA needs detailed study and master plan. At this moment some houses discharge night soil directly to water body, some houses have septic tanks and/or soak pits to release night soil in safer way. Also size of sewerage system is another issue. Larger systems require longer piping work, which requires higher land elevation. However, CC area is usually very flat and not suitable for long gravity pipeline system. Sewer accepts only water flushed night soil, which is not always common in CC. Even if flush water system is equipped at the time of building construction, it is not maintained and practiced very often. Thus the mass sewerage can be applied only in limited area of CC. Other than funding, many factors of existing sanitation in Bangladesh inhibit building a large size sewerage system with treatment plant. All these existing issues should be surveyed, researched and most appropriate system should be planned.

6.3 Task 3: Demand analysis and area selection for public and household toilets

There is still a large portion of CC populations that do not have access to sanitary toilet at home and at public spaces. The sanitary inspector identifies the areas/points where home/public toilet construction/improvements are necessary. UPPR records the areas/points and information from its network should be referred.

6.4 Task 4: Build and coordinate operation and maintenance of public toilets

Build public toilet where it is necessary. In addition, improvement of existing public toilets is very important. Maintenance and operation of public toilets are poorly conducted. Public toilets are often not equipped with water supply, consequently, users are not conformable to using them and cleaning cannot be conducted appropriately. Thus adding water tabs in the existing public toilet is necessary. Also responsibility of toilet O&M should be confirmed.

6.5 Task 5: CC facilitate toilet installation for households

Since there is still a significant population in CC that has no access to safe toilet dissemination of toilet with proper treatment system such as septic tank and soak well is necessary. UPPR has conducted much assistance for Community Development Committees in this regard. Community toilet, share toilet, common septic tank, etc. Many of these sanitary improvement activities are still necessary in poor settlements in CC. Even after the UPPR termination, CC should continue its effort.

6.6 Task 6: CC Facilitate Appropriate Waste Water Discharge

Night soil is processed in septic tank and the treated water is expected to be sent to soak pit, where the treated water goes into underground water body. However, a significant number of septic tanks are connected open rain water drainage. CC should control this illegal situation and make septic tank owners build soak pits for discharge.

7. Implementation Schedule

No.	Tasks	Dead Line
1	CC assigns Officer in Charge of sanitation	April 2015
2	Conduct situation analysis on overall sanitation condition of CC	Sep. 2015
3	Complete demand analysis and area selection for public and household toilets	Oct.2015
4	Build and coordinate operation and maintenance of public toilets	June 2016, June 2018*
5	CC facilitates toilet installation for households	June 2016, June 2018
6	CC facilitates appropriate waste water discharge	June 2016, June 2018

*These are timing of 1st and 2nd performance reviews

8. Cost of Implementation (if necessary)

8.1 Survey and planning

If CC is to make a good survey of existing septic tanks and soak pits as well as public toilets, it might have to contract with consulting firm with specific TOR.

8.2 Toilet installation

CC may need some budget for construction and improving public toilets. Also facilitation of toilet improvement/construction in disadvantaged communities may need some subsidy to encourage the people.

Final January 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

6.7 Guidelines for Solid Waste Management

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency (JICA)
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Task	1
3.2 Action by	1
3.3 Time Schedule	2
3.4 Indicators	2
4. Objectives	2
5. Relevant Organizations, Stakeholders and their role	2
5.1 PCO and PIU	2
5.2 Conservancy (solid waste management) Department	2
5.3 Standing Committee for Waste Management	3
5.4 CSCC	3
5.5 WLCC	3
5.6 Community Groups	3
6. Necessary Tasks and Procedures	3
6.1 (Re) Define of TOR of Conservancy Department and its officers	3
6.2 Establishes primary waste collection system	3
6.3 CC locates dust bins, solid waste deposits and transfer stations appropriately	3
6.4 CC coordinates to remove solid waste from road and drainage	3
6.5 CC collects solid waste in wider area and disposes it into designated dumping site(s)	4
7. Implementation Schedule	4
8. Cost of Implementation (if necessary)	4
8.1 Employment	4
8.2 Equipment	4
8.3 Cooperation with Community Groups	4

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Problem of solid waste management is common for all CCs. Comprehensive plan is necessary for solving the solid waste management problem. On the other hand, urgent actions are required for this issue. As an action against the issue of solid waste, CC initiates enhancement of existing Community Groups (CG) as well as develops new community groups in core area to involve solid waste management. CCs also introduce 3R (Reduce, Reuse, Recycle) with CG so that solid waste will be reduced.

3. Relevant Issues of ICGIAP

3.1 Task

Problem of solid waste management is common for all CCs. Comprehensive plan is necessary for solving the solid waste management problem. On the other hand, urgent actions are required for this issue. As an action against the issue of solid waste, CC initiates enhancement of existing Community Groups (CG) as well as develops new community groups in core area to involve solid waste management. CCs also introduce 3R (Reduce, Reuse, Recycle) with CG so that solid waste will be reduced.

Task 1: CC assign Officers in Charge of solid waste management

Task 2: CC establishes primary waste collection system by collaboration with Community Based Organizations (CBOs), Traditional local organization and private sectors

Task 3: CC locates dust bins, solid waste deposits and transfer stations appropriately in collaboration with community

Task 4: CC coordinates to clean solid waste from road and drainage

Task 5: CC collects solid waste in wider area and disposes it into a specific dumping site

3.2 Action by

Responsible engineer(s)

Health officer(s)

3.3 Time Schedule

Community awareness and participation are necessary

Task1: by mid of 1st year

Task 2-4: by end of 1st batch

Task 5: from 2nd batch

3.4 Indicators

(1) 1st Stage

CC takes action(s) to enhance community awareness and participation in the field of solid waste such as collection, 3R, cleaning of the community

- Officers in Charge of solid waste management are assigned with clear TOR
- CC prepares plans for cleaning operation of road and drainage
- CC prepares map of solid waste deposits (including dust bins, transfer stations) and recognizes location of them
- At least one agreement is made with WLCC concerning operation and management of solid waste deposits
- At least one community group is active in primary solid waste collection in cooperation with CC

(2) 2nd Stage

Solid waste collection coverage and frequency are improved

- 3R (reduce, Reuse, Recycle) training (one of the ICGP governance support programs) at community level is carried out
- CC officials in charge of waste management participate in the training in Japan for solid waste management (one of the ICGP governance support programs)
- The chief officers in charge of solid waste management report their activities to CSCC and CSCC agrees that CC's effort of solid waste management is improved in two years

4. Objectives

Objective of this ICGIAP item is to realize clean CC with CC's appropriate planning and operation, community participation and other actions.

5. Relevant Organizations, Stakeholders and their role

5.1 PCO and PIU

- Coordinate 3R training for CC's community people
- Coordinate solid waste management training in Japan
- Initiate collaboration among CC, WLCC and community groups

5.2 Conservancy (solid waste management) Department

- (Re) define TOR of department and its officers based on ARP analysis sheet (as a part of Activity 2.2 Administrative Reform Committee established)
- Prepare plans for cleaning operation of road and drainage

5.3 Standing Committee for Waste Management

- Make necessary advice and support upon reporting and request from the Head of Conservancy department.
- Discuss and examine CC's actions for solid waste management in relation to budget allocation
- Discuss and make necessary coordination to resolve disputes among wards and communities concerning solid waste management

5.4 CSCC

- Make public comments upon receiving (oral/written) report and request from the Head of Conservancy Department.
- Upon reporting make judgment if conservancy department has improved its service on solid waste management. This is one of the indicators for the 2nd performance review.

5.5 WLCC

- WLCC discuss with conservancy officer(s) concerning the appropriate delivery of dust bins, solid waste deposits and transfer stations
- WLCC agrees if the CC's plan of delivering and operating dust bins, solid waste deposits and transfer station are appropriate. Documents are exchanged.

5.6 Community Groups

- Community Groups collect solid waste from their members and carry to solid waste deposits or transfer stations
- Community Groups makes agreement of collaboration with CC for primary solid waste collection and exchange documents stating the agreement.

6. Necessary Tasks and Procedures

6.1 (Re) Define of TOR of Conservancy Department and its officers

- Head of Conservancy department (re)defines the TOR of Conservancy Department and its officers
- The TOR is approved by the Mayor

6.2 Establishes primary waste collection system

- Identification of existing and potential Community Based Organizations (CBOs), Traditional local organization and private firms that can make collaboration with CC for primary solid waste collection
- Make agreement with organizations mentioned above for collaboration of primary solid waste collection
- Operate coordinated solid waste collection with organizations mentioned above

6.3 CC locates dust bins, solid waste deposits and transfer stations appropriately

- Prepare a plan of distribution for dust bins, solid waste deposits and transfer stations
- Make consensus with CG for the above mentioned solid waste facilities
- Place or replace the above mentioned solid waste facilities

6.4 CC coordinates to remove solid waste from road and drainage

- Conservancy department makes appropriate cleaning plan and carries it out

- Conservancy department allocates necessary manpower and equipment
- Conservancy department requests appropriate budgeting for cleaning to standing committee of solid waste

6.5 CC collects solid waste in wider area and disposes it into designated dumping site(s)

- Conservancy department makes appropriate cleaning plan and carries it out
- Conservancy department allocates necessary manpower and equipment
- Conservancy department requests appropriate budgeting for waste collection to standing committee of solid waste

7. Implementation Schedule

Figure 1.1 Implementation Schedule of Solid Waste Management

		2014/5		2015/6				2016/7			
		1-	4-	7-	10-	1-	4-	7-	10-	1-	4-
1	Officers in Charge of solid waste management are assigned with TOR	■									
2	CC prepares plans for cleaning operation of road and drainage		■								
3	CC prepares map of solid waste deposits and recognizes location of them		■								
4	At least one agreement is made with WLCC on solid waste deposits		■								
5	At least one community group is active in primary solid waste collection		■								
6	3R (reduce, Reuse, Recycle) training at community level is carried out				■						
7	Trainees participate in the training in Japan for solid waste management			■							
8	CSCC agrees that CC's effort of solid waste management has been improved							■			

8. Cost of Implementation (if necessary)

8.1 Employment

- Appropriate number of officers (One director at CC headquarters, 2 conservancy officers at each ward) , labors for planning and execution of cleaning and waste collection

8.2 Equipment

- Procurement, operation and maintenance of waste trucks, equipment and facilities
- Procurement/construction and operation and maintenance of dust bins, solid waste deposits and transfer stations

8.3 Cooperation with Community Groups

- Procurement of rickshaw vans, cleaning tools and others upon agreement between CC and community group(s)

Final January 2018



**Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)**

7.1 Guidelines for Awareness Campaign for Rule of Law

**Project Coordination Office (PCO)
City Governance Project (CGP)**

January 2018



**Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED**

Table of Contents

1. Introduction	1
2. Justifications	1
3. Relevant Issues of ICGIAP	1
3.1 Task	1
3.2 Action by	2
3.3 Time Schedule	2
3.4 Indicators	2
4. Objectives	2
4.1.1 Smooth living of City dwellers	2
4.1.2 Enforcement of traffic rules	2
4.1.3 Prevention of encroachment	3
4.1.4 Obtain proper licenses	3
4.1.5 Collection of taxes, tolls, fees and rates	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 Organizations:	3
5.1.1 Relevant organizations be aware of legal issues	3
5.1.2 Coordination between national agencies and private bodies	3
5.2 Private Organization and Stakeholders:	4
5.2.1 Awareness of lawful issues	4
5.2.2 Avoid legal complicacies	4
5.2.3 Cooperate about lawful issues	4
6. Necessary Tasks and Procedure	4
6.1 Law officer/ Officer-in-charge requests each department to raise law issues	4
6.2 Law officer examines the identified law issues and propose for remedial measures	4
6.3 Law officer makes detail plan of awareness campaign at least once in a year	5
6.4 Plan of awareness campaign is examined by the standing committee on law and Discipline	5
6.5 Plan of awareness campaign submitted to CC meeting for approval	5
6.6 Law officer implement campaign activity	6
6.7 Law officer submit report on the campaign activity to Mayor through CEO	6
7. Implementation Schedule	6
7.1 Preparation of Implementation Schedule	6
7.2 Invitation to participants	6
7.3 Approval of implementation Schedule	6
7.4 Law officer submits implementation report of awareness campaign	6
8. Cost of Implementation (if necessary)	7
8.1 Budget provision	7

8.1.1	Finance for awareness campaign.....	7
8.1.2	Logistics for awareness campaign.....	7

Final – January 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Establishment of rule of law is the primary criteria for economic growth of an organization. It brings discipline of the organization. The development work of an organization faces lot of hindrances if the rule of law of the organization is not maintained. The national policy to be executed through the organization cannot be implemented in absence of discipline of the organization. The activities of donors and private sector are disturbed. The schemes under the annual development program cannot be executed within the stipulated time. To overcome this manifold trend of development, there is no other alternative except to establish rule of law in an organization. Hence, awareness campaign for establishment of rule of law in the city corporation area is inevitable for proper management, execution of development activities in time and improvement of social environment with a view to render better services to its dwellers.

3. Relevant Issues of ICGIAP

3.1 Task

Law enforcement is also crucial activity to support predictability of urban situation. CC is supposed to make rules and regulation to implement law enforcement such as traffic rule, encroachment, licenses, etc., but CCs do not take any actions to enforce law. In order to initiate law enforcement, CC implements campaign activity about rules and regulation to create awareness in citizens.

Task 1: Law Officer (or officer in charge, if Law Officer is not assigned) requests each department to raise law issues

Task 2: Law Officer examines the raised law issues, and propose possible actions to be taken

Task 3: Law Officer makes detail plan of awareness campaign on a specific issues (at least one) with budget

Task 4: The plan of awareness campaign is examined, and discussed by the Standing Committee for law and discipline and approved by City Corporation meeting.

Task 5: The plan of awareness campaign submitted to CC meeting for approval (if, any comments raised, then examined in the Standing Committee for revision, and submitted to CC for approval again)

Task 6: Law officer implement campaign activity

Task 7: Law officer make report on the campaign activity, and submitted to Mayor and CEO

3.2 Action by

Secretary,
Law Officer

3.3 Time Schedule

Task 1: by mid of 1st year

Task 2, 3: by end of 1st year

Task 4: by beginning of 2nd year

Task 5, 6: by mid of 2nd year

Task 7: by end of 1st batch

3.4 Indicators

At least one campaign activities implemented

The CC needs to implement at least one campaign activity in a year to create awareness to its citizens in respect of implementation of traffic rules, prevention of encroachment on government and local authority's land within city area, obtaining proper licenses from the CC for carrying out business and payment of taxes, tolls, fees and rates imposed by CC in time.

4. Objectives

4.1.1 Smooth living of City dwellers

The primary responsibilities of the city corporation are to provide better services to the city dwellers, so that the city dwellers can enjoy better life. The city dwellers need to have uninterrupted supply of electricity, adequate supply of water, better traffic management, better roads and drainage facilities, better open spaces and garden facilities for entertainment, better shopping facilities, etc. The city corporation needs to have its discipline and establish rule of law to provide such facilities.

4.1.2 Enforcement of traffic rules

Enforcement of traffic rules is one of the vital objectives for better living of the city dwellers. Indiscipline traffic management creates nuisances in the city area and causes inconvenience to the city dwellers. Unplanned and indiscipline traffic management causes hazards and decline the economic activities of the dwellers in the city area. Hence campaign in respect of awareness to obey the traffic rules as per Motor vehicle ordinance, 1983 needs to be done by the CC involving representatives from various departments like DC's office, police department, LGED, Roads and highways, elected representatives, community based organizations (CBO), different cultural organizations and representatives of the chamber of commerce and also to find ways and means for better traffic management.

4.1.3 Prevention of encroachment

To develop a healthy city, unplanned and unauthorized development is not at all desirable. It creates hindrances for rendering better services to the city dwellers, create obstructions for traffic management, causes health hazards and blocks planned development works. Hence, encroachment of government and local authorities land within city areas requires be preventing and demolishing. These are usually done under the Government and Local Authority Lands and Buildings (recovery of possession) ordinance, 1970. There is no doubt that this is a very unpleasant work.

To prevent encroachment, the role of elected representatives and CBOs are very important apart from the role of concerned agencies for enforcement of law. Hence, campaign to prevent and remove unauthorized structures from Government and Local Bodies land needs to be done beforehand by involving concerned national agencies, elected representatives and CBOs.

4.1.4 Obtain proper licenses

The city corporation issues various categories of licenses, such as trade license, licenses to vehicle except motor vehicles and boats, etc. No traders should carry out their business without obtaining proper licenses from the city corporation. Similarly, no drivers should bring out the non-motorized vehicle in the street without obtaining proper licenses from CC for driving such vehicles. The CC needs to check the same to control indiscipline and increase earning of its revenue.

4.1.5 Collection of taxes, tolls, fees and rates

The city corporation collects taxes, tolls, fees and rates for its diversified activities as per rules. The main objectives to do the same are to increase its revenue income for rendering better services to the city dwellers. Campaign needs to be done to let the concerned persons and the dwellers aware of such payments according to the charges fixed by the CC.

5. Relevant Organizations, Stakeholders and their role

5.1 Organizations:

5.1.1 Relevant organizations be aware of legal issues

The relevant national organization needs to be aware of the rules, regulations and the legal issues of the city corporation for better understanding and implementation of the activities in question. The representatives of the national agencies like that of DC's, SP's and other relevant organizations, like CBO's, NGO's, Private Companies, etc. may participate in the campaign program to be aware of various rules, regulations and legal issues of the CC. The Campaign Program of the CC may be implemented through MCC of the CC.

5.1.2 Coordination between national agencies and private bodies

The coordination between various national agencies and private bodies is essential to avoid legal complicity for execution of any schemes. To attain such goal, the legal matters involved need to have been known by those organizations concerned, so that they can execute the scheme in question avoiding legal complicity. The relevant department of the CC may co-ordinate with the concerned agencies in this respect.

5.2 Private Organization and Stakeholders:

5.2.1 Awareness of lawful issues

The private organizations and the stake holders should be well aware about the legal issues to carry out their functions within the CC area. They need to know about the rules and regulations of the CC for proper functioning within the CC area avoiding duplicity of work. The representatives of the relevant private sectors may be invited in the awareness campaign program by the CC.

5.2.2 Avoid legal complicacies

The private organizations and the stakeholders should carry out their functions within CC area without contradictions to the rules and regulations of CC. They need to have better coordination with the CC.

5.2.3 Cooperate about lawful issues

The private organization and the stakeholders need to have submitted a copy of their work program to the CC for implementation within the CC area so that CC is aware of such program. For such acts, CC will also be aware of such activities and may cooperate about the implementation of such program examining the legal issues arises, if any. Similarly the private organizations and stakeholders need to have due regard and cooperate with the CC laws for implementation of their projects avoiding duplicity of work and legal issues.

6. Necessary Tasks and Procedure

6.1 Law officer/ Officer-in-charge requests each department to raise law issues

The law officer (or officer in charge, if law officer is not appointed) needs to request each department to identify legal issues, if any, of the respective department. On receipt of the request from the law officer, each department will examine legal issues, if any, involved for execution of the relevant work. The respective department needs to report about any legal issues involved in execution of work to the law officer. If no legal issues are involved, the respective department will send “Nil” report to the law officer. A format for submission of report on law issues by the respective department has been shown in **Annex-1**.

6.2 Law officer examines the identified law issues and propose for remedial measures

The law officer needs to examine the identified legal issues received from the respective department and take steps for remedial measures. If any matter can be solved outright, law officer can take steps for remedial measures with the department concerned of the CC. If not the law officer may take the issue for awareness campaign.

6.3 Law officer makes detail plan of awareness campaign at least once in a year.

- (i) The law officer needs to draw a detailed plan of awareness campaign on specific issues at least once in a year. A suitable date, time and venue may be proposed by him in consultation with the secretary of the CC. A sample schedule of seminar program has been shown in **Annex-2**.
- (ii) While preparing awareness campaign program, law officer needs to suggest various methods of awareness campaign, such as holding of seminar involving elected representatives, local different cultural organizations, community based organizations, members of the standing committees, journalists and elites of the city and the related private companies
- (iii) The program may include rally, distribution of leaflets, fixing of banners and placards, miking and involving various TV channels and radio. The program may be implemented through MCC of the CC.
- (iv) A list of the concerned persons to be invited in the said campaign may be prepared by the law officer in consultation with the secretary of the CC.
- (v) While preparing campaign program, the related officers of the national agencies, like Deputy Commissioner or his representatives, Superintendent of Police or his representatives, Executive Engineer of Roads and highways, LGED or their representatives, representatives of BRTA and representatives of other agencies as deemed fit by the CC may also be consulted.
- (vi) While preparing the program, the issues as indicated in the objectives at serial no. 2.1 may also be taken into consideration.
- (vii) The offences laid down in schedule-5 under section 92 of the LG (CC) Act 2009 may also be included under the preview of the campaign.
- (viii) The budget for holding such campaign needs to be made and provision for expenses of such campaign program requires to be made available in the budget

6.4 Plan of awareness campaign is examined by the standing committee on law and Discipline

The draft plan of awareness campaign needs to be placed in the standing committee for law and discipline by the law officer. The standing committee requires examining the draft plan. The committee after examining the same needs to place it to the CC meeting for approval the law officer will function as desk officer.

6.5 Plan of awareness campaign submitted to CC meeting for approval

When the plan of awareness campaign will be submitted to the CC meeting for approval, it will be discussed in the meeting thoroughly. If any comments raised in the meeting by any member in the meeting, the same needs to be re-examined by the standing committee on law and discipline. After re-examining and revision of the same by the standing committee for law and discipline, the plan will be again submitted to the CC meeting by the law officer through the secretary of the CC for approval.

6.6 Law officer implement campaign activity

After approval of the plan of awareness campaign in the CC meeting, the law officer implements the campaign activity as per approved plan. Participants are invited by CC. Law officer make draft of invitation letter, and seal with signature of mayor. A sample of invitation letter to invitees has been shown in **Annex-3**

6.7 Law officer submit report on the campaign activity to Mayor through CEO

The law officer needs to submit report of awareness campaign for rule of law after implementing the approved campaign program to the Mayor through the Secretary and Chief Executive officer (CEO) of the CC. A sample of preparation of implementation report has been shown in **Annex-4**.

7. Implementation Schedule

7.1 Preparation of Implementation Schedule

The law officer requires preparing implementation schedule according to the approved awareness campaign program in the CC meeting. They may draw implementation schedule in consistence with the provision of budget kept for the campaign. While drawing implementation schedule the law officer will consider duration of the campaign, types of campaign activities, venue, date and time for the campaign. The implementation schedule needs to be prepared by the Law officer in consultation with the secretary of the CC.

7.2 Invitation to participants

While preparing implementation schedule, the law officer needs to inform the invitees for participation in the campaign activities at least 7 days before starting of the campaign program mentioning date, time and venue of the program. A copy of the program of campaign activities may also be supplied to the invitees.

7.3 Approval of implementation Schedule

- After preparing implementation schedule, the law officer needs to take initiative to get the same approved from the Mayor being channeled through the Secretary and CEO. The awareness campaign program may be implemented through MCC of the CC.

7.4 Law officer submits implementation report of awareness campaign

The law officer needs to submit implementation report of the awareness campaign activity to the Mayor through the Secretary and CEO immediately after the end of the campaign program.

8. Cost of Implementation (if necessary)

8.1 Budget provision

The budget provision required to be provided according to the program of awareness campaign for establishment of rule of law. The provision of budget include two major areas, such as-

- (i) Finance and
- (ii) Logistics.

8.1.1 Finance for awareness campaign.

The required fund for implementation of awareness campaign for of rule of law needs to be available in the budget as per approved program. Law officer needs to take initiative for the same in consultation with the secretary.

8.1.2 Logistics for awareness campaign

Availability of logistics is very important factor for carrying out the campaign program. Law officer needs to keep in mind for availability of such logistics while drawing the program. Hence, necessary provision needs to be kept in the budget for providing logistics in the campaign program. Law officer required to take initiative for availability of logistics in the budget in consultation with the secretary to implement the campaign program smoothly.

Annex I Format for Legal Issue in Department

-----City Corporation

-----Section

-----Department

Legal issues involved for implementation of work

SL. No.	Subjects for implementation	Short descriptions of legal issues involved in implementation	Remarks
1	2	3	4
1			
2			
3			
....			

NB: If no legal issue is involved, please write "Nil" in Column-3.

Name and Designation
of the reporting officer:

Date:

Annex II Format for Schedule of Seminar Program

-----City Corporation

Name of the Event: -----

Schedule of Seminar program

Venue: ----- Duration: ----- day (-----to-----)

Participants:

Coordinator:

Day	Time	Events	Resource Persons
	-----	Registration	-
Day-	Inaugural Session		
	-----	1. Recitation from Holy Quran 2. Welcome Speech 3. Keynote Speech 4. Inaugural Speech	1. ----- 2. ----- 3. ----- 4. -----
	Business Session		
	-----	Topics:	1. -----
	-----	Closing Remarks:	

Annex III Sample Invitation for Attendance

-----City Corporation
Seminar on Awareness Campaign for Rule of Law

Invitation for Attendance

A seminar on Awareness Campaign for Rule of Law will be held as per schedule given below:

Date	Time	Events	Place of the meeting

You are requested to make it convenient to attend the seminar according

- Schedule of seminar program is enclosed.

**Mayor/
Name and Designation
Of the Authorized
person**

Annex IV Format for Implementation Report

-----City Corporation

Implementation Report

Name of Event: Awareness Campaign for Rule of Law

Chairperson: Mr.....

Designation:

Date:.....

Time:.....

Place of the Seminar/program:.....

Attendance in the seminar/program: (Attachment).

SL No	Issues	Discussion	Decision/ Recommendations	Responsible agencies for implementation	Remarks
1	2	3	4	5	6
1.					
2.					
3.					



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

7.2 Guidelines for Establishment of Law Enforcement Unit (LEU)

Project Coordination Office (PCO)
City Governance Project (CGP)

February 2018



Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED

Table of Contents

1. Justifications.....	4
2. Objectives and Indicators.....	5
2.1 Objectives.....	Error! Bookmark not defined.
2.1.1 To streamline smooth functioning of CC	6
2.1.2 To take lawful measures against unlawful activities	6
2.1.3 To implement lawful functioning of the CC.....	7
2.2 Indicators.....	5
3. Relevant Organizations, Stakeholders and their role	7
3.1 Role of the Deputy Commissioner	7
3.2 Role of the Superintendent of Police.....	7
3.3 Role of the Police Commissioner where Metropolitan Police exists	8
4. Necessary Tasks and Procedure	8
4.1 Task:	8
4.1.1 Law officer / Officer in charge assigned by Mayor.....	8
4.1.2 Formation of Law Enforcement Unit (LEU).....	8
4.1.3 Circular on LEU signed by Mayor and distributed	9
4.1.4 Terms of Reference (TOR) of Law Enforcement Unit.....	9
4.1.5 Hold Workshop on Guidelines for LEU activity	9
4.1.6 Plan for Law Enforcement Unit	9
4.1.7 Training on Law Enforcement activity.....	10
4.1.8 Implementation of Law Enforcement activity.....	10
4.1.9 Reporting of Law Enforcement activity	10
4.2 Procedure:	10
4.3 Preparation for Law Enforcement:	10
4.3.1 Assignment of Magistrate as member in the LEU	10
4.3.2 Assignment of Police officer as member in the LEU.....	10
4.3.3 Examine proposed action plan for Law enforcement.....	10
4.3.4 Preparatory activity for law enforcement on proposed action points	11
4.4 Implementation.....	12
4.5 Implementation program be drawn up by the LEU.....	12
4.6 Start Implementation according to program.....	12
4.7 Progress of Implementation noted.....	12
4.8 Problems encountered, if any	12
4.9 Problems encountered be brought to the notice of the higher authority.....	12
4.10 Law officer submit report of implementation to the Mayor through CEO	12
5. Cost of Implementation (if necessary).....	13
5.1 Budget provision	13
5.2 Logistics for implementation	13
6. Long term Program for Law Enforcement in CC.....	13

6.1	Establishment of Trial Court in CC.....	13
6.2	Functioning of Executive Magistrates in CC	13

Anenexes

Annex I	Sample Schedule of Workshop on Law Enforcement	14
Annex II	Format for Legal Issue Assessment.....	16
Annex III	Sample Report Format for Implementation	1

Final _ February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

Enforcement of law and discipline by an organization is the primary criteria for better management and development of an organization and the area under its jurisdiction. It is also a basic condition for rendering better services to the citizens by the organization meant for the purpose.

City Corporation (hereafter CC) is an organization that contains an elected body, which are responsible to provide better services to its citizens. CC had to face multifarious problems to give better services to its dwellers. CC is a local government organization, it needs to generate its own fund through collection of taxes, fees, tolls, etc from the city dwellers and beneficiaries, which is no doubt an unpleasant work. To overcome the manifold problems, C C needs to function smoothly in an uninterrupted way. Law and discipline must be maintained in the CC for smooth functioning of the CC. For the purpose of enforcement of law and discipline, CC has standing committees for Law and Discipline which is consist of elected representatives. The Grievance Redress cell consisted of councilors and concerned officials also functions to maintain law and disciplines by giving solution for dispute and complaints.

Enforcement of law and discipline is the primary and moral responsibility of the elected representatives of the city corporation. To enforce law and discipline, a small body or working group is required to be established in the CC. Hence, a small unit for maintenance of law and discipline termed as Law Enforcing Unit (LEU) involving the law enforcing agencies like magistrate and police is very much justified to be established in the city corporation.

3. Relevant Issues of ICGIAP

3.1 Task

In order for enhancement of law enforcement, CC needs support from concerned national agencies such Deputy Commissioner and police department, DC and magistrate. LEU is established to support law enforcement activities in CC.

Task 1: Circular on LEU signed by Mayor and distributed

Task 2: Form LEU and hold workshop on guideline for LEU activity

Task 3: Make plan for law enforcement

Task 4: Hold training on law enforcement

Task 5: Implement law enforcement activity

Task 6: Produce report on law enforcement

A. Composition

- a) Members of standing committee for Law and Discipline (Mayor) as Chairperson
- b) Magistrate
- c) Law Officer
- d) Police (as and when required)

B. Terms of Reference

- a) Examine proposed action points on law enforcement (activity 7.1, Task 3)
- b) Make plan for law enforcement on proposed action points
- c) Implement legal actions proposed by standing committee, and approved by Mayor

Prepare report on the action taken by LEU

3.2 Action By

Magistrate, Law officer, Police

3.3 Time Schedule

Task 1-2: by mid of 1st year

Task 3, 4: by end of 1st year

Task 5, 6: by end of 2nd year

3.4 Indicators

Indicators

Implement legal actions proposed by Standing Committee and report produced

The Standing Committee on Law and Discipline requires examining the issues on which the legal actions need to be taken. It needs to propose to the LEU on which the legal actions are to be taken. On receipt of such proposal, the LEU will take initiative to implement the legal actions as proposed by the Standing

Committee on law and discipline. The LEU required submitting report to the CC after implementing the legal actions.

4. Objectives

4.1 To streamline smooth functioning of CC

As City Corporation is a local government body, it requires generating its own income to carry out its functions as indicated above. As a result, City Corporation needs to impose Taxes, rates, tolls, fees, etc to generate its own fund. The provision for imposition of taxes, toll, fee, have been provided in Section-82 of the LG (CC) Act, 2009, the details of which has been laid down in Schedule-4 of the Act. To carry out functions and collection of revenue is not always a very easy task. There is a provision of law regarding offences against CC Act, but there is not appropriate institutional arrangement for implementation. CC is to take action against offences under the Act, but sometimes CC had to face lot of hazards to carry out its functions, such as –

- (a) Nonpayment of Taxes, tolls, rates and fees by the persons and organization concerned;
- (b) Encroachment of public land by the unauthorized occupants creating obstructions to development works;
- (c) Violation of traffic rules by the persons and agencies disobeying laws causing traffic jam in the CC area, etc.
- (d) Operating any licensed business without licenses.

To overcome such situation, enforcement of law is necessary in the interest of the public for smooth functioning of the CC.

4.2 To take lawful measures against unlawful activities

City Corporation needs to fulfill its commitment to the people providing basic amenities to its dwellers. To attain its commitment, a congenial working condition and smooth living in the city area is required. City Corporation needs to create such atmosphere in the city area eliminating hazards and unlawful activities. The role of people's representatives in the various committees, such as Standing Committee and Grievance Redress Cell is very important in this respect. To motivate the people for obedience to lawful activities of the CC is one of the primary responsibilities of the people's representatives for such acts. The members of the standing committees and grievance redress cell needs to be aware of the relevant rules of the CC. In Section-92 of LG (CC) Act, 2009, the offences has been indicated, the details of which has been laid down in Schedule-5 of the Act. The punishment of the offences under Section -92 of the Act has been laid down in Section-93 of the Act.

Hence, lawful measures against unlawful activities needs to be taken by the Law Enforcing Unit (LEU) against the offenders as laid down in Section-92 and Section-93 of the LG (CC) Act.2009.

4.3 To implement lawful functioning of the CC

Law Enforcing Unit (LEU) is mainly composed with the chairperson and members of the Standing Committee for Law and Discipline apart from the Magistrate and police. LEU can play vital role to motivate the people with a view to abide by the lawful functioning of the CC. Hence, LEU is established to draw program and assist implementation of law enforcement activities in CC.

5 Relevant Organizations, Stakeholders and their role

5.1 Role of the Deputy Commissioner

The role of the Deputy Commissioner is very important factor for enforcement of law against unlawful activities within the CC area. There is a provision for deputing a magistrate by the Deputy Commissioner as member of the LEU on request from the CC. Apart from that, the Deputy Commissioner depute executive magistrate for holding mobile courts on request from the CC for offences under LG (CC) Act, 2009 and that of Motor Vehicle Act, 1983 to bring the traffic system in order within the CC area. The Deputy Commissioner depute executive magistrate to remove unauthorized structures from the CC land on request from the CC. The Deputy Commissioner fix up periphery of the market in the district including that of the CC area as a disciplinary measure. The Deputy Commissioner plays coordinating role between Central Government and Local Government Bodies for maintenance of law and discipline. The Deputy Commissioner plays vital role in the disaster management as per Disaster Management Act, 2012 to bring law and discipline within the CC area at the time of natural calamities and play a coordinating role with the Local Government Organizations.

5.2 Role of the Superintendent of Police

The Superintendent of police acts as head of the police department within the district. He plays a vital role for maintenance of law and order in the CC area. He deposes a police officer as a member of the LEU on request from the CC. He also deposes police force for holding mobile court by the magistrate for offences under LG (CC) Act, 2009 on request. The Superintendent of police also deposes police personnel for recovery of CC land from the unauthorized occupants under the Government and Local Authority Lands and Buildings (recovery of possession) ordinance, 1970. The Superintendent of police also place police personnel at the vital points of the city roads to keep the traffic system in order as per Motor Vehicle Ordinance, 1983. In case of accident by fire in the CC area, the Superintendent of police deposes necessary police personnel to help the fire brigade personnel for maintenance of law and order. Apart from the above, the Superintendent of police depute police personnel in the CC area for enforcement of law and discipline on the following issues-

- (i) To prevent commission of offences and public nuisances;

- (ii) To detect and bring the offenders to justice;
- (iii) To enter and inspect any drinking shop, gaming house or other place of resort of loose and disorderly character;
- (iv) To keep order on public roads and in public streets, thoroughfares, ghats and landing places and at all other public resort.
- (v) To prevent obstructions on the occasion of assemblies and processions on the public roads and in the public streets.
- (vi) To prevent in the neighborhood of places of worship during the time of public worship and in the case when any road, street, thoroughfare, ghat or landing place is thronged or liable to be obstructed;
- (vii) To prevent any person who keeps any cattle or conveyance of any kind standing longer than is required for loading and unloading or for taking up or for setting down passengers, or who leaves any conveyance in such a manner as to cause inconvenience or danger to the public.
- (viii) To prevent any person who is found drunk or riotous or who is found incapable of taking care of him.
- (ix) To prevent any person who willfully and incidentally exposes his person or any offensive deformity or disease, or commits nuisance by easing him, or by bathing or washing in any tank or reservoir not being a place set apart for that purpose.
- (x) To prevent any person to sell or offer for sale any ticket once issued for admission as spectator to any place of entertainment at a price higher than the price at which such ticket was originally issued.

5.2.1 Role of the Police Commissioner where Metropolitan Police exists

The role of the Police Commissioner is the same as that of the Superintendent of Police in relation to the CC. The metropolitan police functions in the City where it exists. Otherwise the Superintendent of police normally functions in the whole district including urban areas.

6 Necessary Tasks and Procedure

6.1 Task:

6.1.1 Law officer / Officer in charge assigned by Mayor

To carry out functions of LEU the law officer needs to be assigned by the Mayor. If the law officer is not appointed, an officer needs to be assigned by the mayor to carry out the functions of the LEU.

6.1.2 Formation of Law Enforcement Unit (LEU)

The Composition of Law Enforcement Unit needs to be formed beforehand according to the guideline as indicated in the ICGIAP.

Composition of LEU

- | | | |
|---|---|------------------|
| 1. Member (Mayor) of the Standing Committee on Law and Discipline | - | Chairperson |
| 2. Magistrate (Nominated by the Deputy Commissioner if the magistrate is not appointed in the CC) | - | Member |
| 3. Police Officer (Nominated by the Superintendent of Police preferably ASP) | - | Member |
| 4. Law Officer | - | Member-Secretary |

6.1.3 Circular on LEU signed by Mayor and distributed

A circular needs to be issued by the Law officer under the signature of the Mayor to all the members of the LEU after it's formation of the LEU. The Circular requires to be distributed to all the members of the LEU properly, the receipt of which needs to be confirmed by the Law Officer.

6.1.4 Terms of Reference (TOR) of Law Enforcement Unit

Law officer hold meeting with member of LEU, and propose action points on law enforcement. After drafting TOR of LEU, Law officer requests standing committee of Law and Disciplines to review it. Once the standing committee gives comments on the proposed TOR, LEU hold workshop on LEU activity (described 4.1.5 below).

6.1.5 Hold Workshop on Guidelines for LEU activity

A workshop required to be held about the formation of the LEU, focusing its objectives, terms of references and the tasks to be performed by the LEU. The total planning of the LEU may be discussed in the workshop by splitting the same under different topics. A sample schedule for holding of such workshop has been shown in **Annex-I**. The objectives and TOR examined in the workshop are submitted to City Council for approval.

6.1.6 Plan for Law Enforcement Unit

A total planning for enforcement of law is prepared by LEU. The law officer collect the legal issues involved for execution of works of each department of City Corporation. On receipt of the legal issues the law officer will consolidate the same, examine and prepare a brief of the issues, and submit to the standing committee on law and discipline for examination. The standing committee needs to examine the law issues and proposed legal actions. On receipt of the comments from the standing committee on law and discipline approved by mayor, the law officer will draw a detailed plan in consultation with the magistrate and the secretary of the CC. The LEU will examine the plan and approve it. The LEU needs to obtain formal approval of Mayor.

A sample pro forma for collection of legal issues from all the departments of the CC has been shown in **Annex-II**.

6.1.7 Training on Law Enforcement activity

A training activity indicating various legal issues needs to be drawn up by the LEU based on the format given by CDU. The proposed training activity is submitted to CDU for examination, and being compiled as a part of Capacity Development Program. The training needs to be given subject wise by the senior officials of the CC and the resource persons.

6.1.8 Implementation of Law Enforcement activity

The law enforcement activity needs to be implemented according to the program drawn up by the LEU, the details of which have been described later.

6.1.9 Reporting of Law Enforcement activity

A report needs to be submitted to the Mayor through the Secretary and CEO by the law officer after implementation of the law enforcement activity.

6.2 Procedure: Preparation for Law Enforcement:

6.2.1 Assignment of Magistrate as member in the LEU

The LEU needs to be formed at the first instance according to the composition laid down in the ICGIAP. The chairperson, members of the Standing Committee on law and discipline and the law officer/officer in charge is already supposed to be available within the City Corporation. But the magistrate and the police officer requires to be assigned as member in the LEU by the Deputy Commissioner and the Superintendent of Police respectively on request from the Mayor.

Hence, a letter of request to assign a magistrate as member in the LEU to be issued to the Deputy Commissioner of the district concerned under the signature of the Mayor. But in case of deputation of executive Magistrate with required power in the CC by the government, the same magistrate may be assigned by the Mayor in the LEU.

6.2.2 Assignment of Police officer as member in the LEU

Under the same circumstances as described above, the Mayor needs to request the Superintendent of police/Police Commissioner of the district/ Metropolitan area to assign a police officer preferably with the rank of Assistant Superintendent of Police/ Assistant Commissioner of Police (ASP/ACP) in the LEU.

6.2.3 Examine proposed action plan for Law enforcement

After composition of the LEU, the law officer will collect the legal issues, if any, for actions from the department concerned and submit to the LEU for

examination. While examining the legal issues, the law officer needs to suggest various methods for law enforcement against unlawful activities. .

LEU makes draft of law enforcement activity with budget for selected issues, and submit it to standing committee of law and discipline for examination. After the revision of the plan, it goes to Mayor for approval.

6.2.4 Preparatory activity for law enforcement on proposed action points

After examination of the proposed action points for law enforcement, the law officer in consultation with the Magistrate and Secretary of the City Corporation will prepare a detailed plan for law enforcement on the issues examined by the LEU. Before initiating law enforcement activity, the law officer needs to conduct preparatory activity to inform citizen to be aware of it as following;

- a) Holding of workshop/Seminar involving elected representatives, like members of the Standing Committees. Grievance Redress cell, Community Based Organization, elites of the city, concerned private organizations and journalists;
- b) Distribution of leaflets, fixing of banners and placards at the conspicuous places in the city, miking and involving various TV channels and radio. LEU may take the assistance of MCC of CC for this purpose;

During preparatory activity for law enforcement, it needs to be kept into mind that there are various stages of law enforcement, namely-

- (i) Some of the legal issues are resolved through awareness campaign for rule of law;
- (ii) Some of the issues can be mitigated by arbitration through the people's representatives like members of the standing Committees who are councilors, by the members of the GRC and CBOs;
- (iii) A good number of legal issues can be solved by issuing notices to the defaulters and by issuing public notice;
- (iv) Some of remaining legal issues needs to be taken by the law officer before the executive magistrate, who may implement the same with the help of the police force;
- (v) Some of legal is required to be taken before the Court of the judicial magistrate through filing Complain by the law officer.
- (vi) And finally, in some cases like title suit, Arbitration cases in respect of payment of compensation in land Acquisition cases and other related civil suit matters it needs to be brought before the Civil Court by the law officer for remedial measures.

6.3 Implementation

6.3.1 Implementation program be drawn up by the LEU

After the preparatory activity, concerned people will be aware of law enforcement in the selected issue. Collecting fee, toll, taxes, imposing a fine against unlawful activities, and other law enforcement is initiated by LEU.

6.3.2 Start Implementation according to program

The implementation of the approved action points needs to be carried out according to the program of implementation drawn up by the LEU. Necessary logistics needs to be provided by the CC to LEU during implementation works.

6.3.3 Progress of Implementation noted

The progress of implementation of law enforcement against the action points requires to be recorded for further necessary action by the CC. A list needs to be prepared about the action taken against the action points by the law officer and be placed in the LEU for subsequent actions; if any.

6.3.4 Problems encountered, if any

The problems encountered during implementation of law enforcement on action points are noted by the concerned officer for further necessary action.

6.3.5 Problems encountered be brought to the notice of the higher authority

The problems encountered which have been recorded by the concerned officers and the law officer during implementation is brought to the notice of the higher authority immediately for taking further necessary measures. The problems are enlisted for a reasonable solution with comments. The LEU will examine the list of problems on an emergency basis, and send their plan for solution to the standing committee of law and discipline for comments on implementation of the remaining action points. On receipt of the comments from the standing committee on law and discipline, the LEU will draw further program of implementation on those action points after taking approval from the City Council.

6.3.6 Law officer submit report of implementation to the Mayor through CEO

The law officer requires preparing a detailed report of implementation and submits the same indicating the whole picture of implementation to the Mayor through Secretary and CEO. A sample format for reporting is shown in **Annex-III**.

7 Cost of Implementation (if necessary)

7.1 Budget provision

The budget provision needs to be provided by the CC for implementation of law enforcement as approved by the Mayor. Law officer may take imitative for the same.

7.2 Logistics for implementation

During implementation for enforcement of law, necessary logistics required to be provided by the CC. Law officer needs to co-ordinate for availability of such logistics.

8 Long term Program for Law Enforcement in CC

8.1 Establishment of Trial Court in CC

- (a) A trial court may be established in the CC on regular basis to try offences under LG (CC) Act, 2009
- (b) Arrangement of deputation of Judicial Magistrate may be made by the Government in the CC.
- (c) Arrangement for assigning of one Bench Assistant in the court of the Judicial Magistrate in the CC is made by the CC.
- (d) Arrangement for assigning one MLSS in the court of the Judicial Magistrate in the CC is made by the CC.
- (e) Arrangement for necessary logistics to establish Judicial Magistrate's Court in the CC is provided by the CC.

8.2 Functioning of Executive Magistrates in CC

- (a) An arrangement to depute Executive Magistrates in the CC may be made by the Government for taking legal action against some of the offences under LG (CC) Act, 2009
- (b) Arrangement for assigning one Staff to each Executive Magistrate is made by the CC.
- (c) Arrangement of assigning one MLSS to each Executive Magistrate is made by the CC.
- (d) Arrangement for providing necessary logistics to the Executive Magistrates is made by the CC.

Annex I Sample Schedule of Workshop on Law Enforcement

-----City Corporation

Name of the Event: -----

Schedule of Workshop

Venue: -----

Duration: ----- day (-----to-----)

No. of invitees:

List of Participants: Appendix- A

Coordinator:

Day	Time	Events	Resource Persons
	-----	Registration	-
Day-	Inaugural Session		
	-----	1. Recitation from Holy Quran 2. Welcome Speech 3. Keynote Speech 4. Inaugural Speech	1. ----- 2. ----- 3. ----- 4. -----
	Business Session		
	-----	Topics: a) Presentation on the topics b) Discussion c) Decision	8.2.1.1 -----
	-----	Closing Remarks:	

Day:.....

Name of the Event:.....

List of Participant

Sl. No.	Name of Participant	Designation	Mobile No./Telephone No.	Signature
1.				
2.				
3.				
....				

Annex II Format for Legal Issue Assessment

-----City Corporation

-----Section

-----Department

Legal issues involved for enforcement of law

SL. No.	Subjects for enforcement of law	Short descriptions of legal issues involved for enforcement of law	Remarks
1	2	3	4
1			
2			
3			
....			

NB: If no legal issue is involved, please write "Nil" in Column-3.

**Name and Designation
of the reporting officer**

Date:

Annex III Sample Report Format for Implementation

-----City Corporation

Implementation Report

Name of the Event: **Law Enforcement**

Reporting Officer: Name

: Designation.

To whom reported: MayorCity Corporation

Date of reporting:

SL. No.	Date of Implementation	Name and Designation of Implementing Officer	Methods of Implementation	Issues for Implementation	Implemented Status				Problems encountered	Remarks
					Fully	Partly	unimplemented	Total		
1	2	3	4	5	6	7	8	9	10	11
Total										



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

7.3 Guidelines for Implementation of Capacity Development for Standing Committee on law and discipline

Project Coordination Office (PCO)
City Governance Project (CGP)

February 2018



Assisted by
Japan International Cooperation Agency-JICA
and
Urban Management Unit, LGED

Table of Contents

1. Introduction	1
2. Justifications.....	1
3. Relevant Issues of ICGIAP.....	2
3.1 Task.....	2
3.2 Action by.....	2
3.3 Time Schedule.....	2
3.4 Indicators.....	2
4. Objectives.....	2
4.1 Knowledge of law issues.....	2
4.2 Develop capacity of standing committee members in enforcement of relevant laws of the CC	2
4.3 Create awareness of relevant laws	3
5. Relevant Organizations, Stakeholders and their role	3
5.1 Role of Capacity Development Unit (CDU).....	3
5.2 Role of the National agencies and Private Sectors.....	3
5.3 Training providers.....	3
6. Necessary Tasks and Procedure.....	4
6.1 Task:	4
6.1.1 Establishment of the Standing Committee on law and discipline	4
6.1.2 Participate in training on law enforcement.	4
6.1.3 Selection of Training Subject and Examination of awareness campaign on relevant rule of law (proposed in activity 7.1 of ICGIAP).....	4
6.1.4 Examine plan of law enforcement activities (Proposed in activity 7.2 ICGIAP)	5
6.1.5 Exchange of visit to other City Corporation	5
6.2 Procedure	5
6.2.1 Orientation Workshop	5
6.2.2 Formulation of training Program.....	5
6.2.3 Monitoring of training Program	5
6.2.4 Assessment of training program.....	6
6.2.5 Final report on CDU activity.....	6
7. Implementation Schedule.....	6
8. Cost of Implementation	6
8.1 Budget allocation	6
8.2 Logistics for implementation	6
Annex I Sample format for raising law issue to be resolved.....	7
Annex II Sample format for schedule of orientation workshop.....	8
Annex III Sample format for training proposal.....	9
Annex IV Sample format for monitoring	1

Annex V	Sample format for Training Assessment	2
Annex VI	Sample of Final Report Format	3
Annex VII	Implementation Schedule	4

Final_February 2018

1. Introduction

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban area is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while it accounts for 60% of total national growth. On the other hand, negative impact caused by the dramatic change in urban area is observed. It is because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009 which are very relevant to the demand of city dwellers and urban development are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are/were implemented by LGD and LGED with financial assistance of different development partners and government own fund. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program, and well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

2. Justifications

City Corporation is a local government body under the Local Government Division of the Ministry of Local Government, Rural Development and Co-operatives. City Corporation is composed with a body of elected representatives consisting of one Mayor and a number of Councilors to be determined by the government. To ensure participation of people in the function of the CC, the provision of Standing Committee has been provided in Section-50 of the LG (CC) Act, 2009. The Act provided fourteen Standing Committees in the CC, but in Section 50(2) it is also provided that the CC can form Standing Committees on the subjects as it deems fit on taking approval in the CC meeting beyond the number of Standing Committees as provided in Section-50(1) of the Act.

Though Standing Committee on Law and Discipline has not been provided primarily in the Act, it needs to be formed in all CC on taking approval in the CC meeting. The Standing Committee on law and discipline can play the role of arbitrator to mitigate the litigation of various nature, check the offenders who may cause obstruction in normal functioning of the CC, play protective role to the properties of the CC from loss and damage, create awareness of the people for maintenance of law and discipline in the CC area, help proper traffic management, take active part during natural calamities, help the law enforcing agencies identifying the offenders and any other matter arises from time to time for maintenance of law and discipline in the CC area.

To play such role, the members of the standing committee need to prepare themselves by acquiring knowledge in respect of rules and regulations of the CC as well as that of other agencies functioning within the CC area. The members of the standing committee need to be aware of their own responsibilities for proper functioning of the CC with a view to make the CC area an ideal place of living for the city dwellers. To make the member of the Standing Committee on law and discipline knowledgeable

about their duties, their capacity building in respect of discharging their responsibilities on law issues are primarily required.

3. Relevant Issues of ICGIAP

3.1 Task

CC's officers do not have sufficient experience in law enforcement. Thus, it is necessary for CC officials who involve in law enforcement to be trained. This activity will be organized by CDU, magistrate, law officer and other concerned officials participate in the training program to build capacity to operate law enforcement activities.

Task 1: Participate in training on law enforcement

Task 2: Examines awareness campaign on law (proposed in activity 7.1)

Task 3: Examines plan of law enforcement activities (proposed in activity 7.2)

3.2 Action by

Magistrate, Law officer

3.3 Time Schedule

Task 1: by mid of 3rd year

Task 2, 3: according to necessity

3.4 Indicators

At least 1 (one) training conducted for members of the Standing Committee annually.

- Following activities to be checked to evaluate the achievement of the indicator;
- Standing committee of law and discipline makes proposal for training activity, and submit to CDU
- CDU organizes the training activity as per the proposal
- Training activity is implemented according to the plan
- Assessment of training activity is conducted

4. Objectives

4.1 Knowledge of law issues

The executing officer of each branch of CC needs to be aware of the law issues involved to carry out the functions of the CC as laid down in Schedule -3 of Section 41 and Schedule-4 under Section -82 of the LG (CC) Act, 2009 and offences laid down in Schedule -5 under Section-92 of the Act.

4.2 Develop capacity of standing committee members in enforcement of relevant laws of the CC

The members of the Standing Committee on Law and Discipline who are councilors need to be aware of the relevant law issues involved for carrying out such functions and offences laid down in the Act. To be aware of such law issues, they need to acquire knowledge about the relevant rules and regulation of the functions to be carried out and the connected legal matters, which may arise during implementation of such functions.

4.3 Create awareness of relevant laws

The chairman and members of the Standing Committee on Law and Discipline needs to acquire thorough knowledge about the LG (CC) Act, 2009 to carry out the functions of the CC as law and discipline is involved for discharging functions of each department of the CC. Hence, knowledge of rules and regulation under LG (CC) Act, 2009 and a brief knowledge about the related laws like traffic rules as per Motor Vehicle ordinance,1983, Government and Local Authority Lands and Buildings (recovery of possession) ordinance, 1970, the City Corporations (Taxation) Rules, 1986, Public Demand Recovery Act, 1913, Deputy Commissioner's responsibilities and task, 2011, Executive power of the District Magistrate and Executive Magistrates under penal code, 1860, Criminal Procedure Code, 1898, Police Act, 1861, Police Regulation of Bengal, 1943, Land Acquisition Act, 1894, Disaster Management Act, 2012, Powers of Police Officer under Police Act, 1861 and Police regulation of Bengal, 1943, Relevant laws of the Department of Fire Service and Civil Defense under Fire Preventing and Extinguishing Act, 2003 and Civil Defense Act, 1952 and other related laws of the national agencies and private organizations as and when arises to carry out the functions of the CC are required for the chairman and members of the Standing committee of the CC. Hence, an arrangement of training by the resource person in respect of the relevant laws need to be done by the Capacity Development Unit (CDU) of the CC to improve the capacity of the chairman and members of the Standing Committee on Law and discipline .

5. Relevant Organizations, Stakeholders and their role

5.1 Role of Capacity Development Unit (CDU)

The CDU of the CC needs to play vital role for arranging training on capacity development to the chairman and members of the Standing Committee on law and discipline. CDU requests standing committee of law and discipline to make plan for capacity development. CUD review the plan and organize training activity.

5.2 Role of the National agencies and Private Sectors

Apart from the departments of the CC, the law issues which are related with the national agencies and private bodies to carry out the functions of the CC may be incorporated in the process of implementation of Capacity development for the chairman and members of the Standing Committee on law and discipline. The resource person of the concerned national agencies and private bodies may be invited in the training program. The law officer will function as a desk officer for co-ordination in this regard.

5.3 Training providers

The CDU needs to arrange the training program for capacity building to the chairman and member of the Standing Committee. The training program may be arranged locally inviting training providers as resource person who are experts on various law issues. The training provider needs to have knowledge about the law issues of CC as well as the related law issues of the national agencies. The CDU may also take the help of the National Institute of Local Government (NILG), and Local Government Engineering Department (LGED) which also arrange this sort of Training Program.

6. Necessary Tasks and Procedure

6.1 Task:

6.1.1 Establishment of the Standing Committee on law and discipline

There is no mention about “Standing Committee on law and discipline” in Section -50 (1) of the LG (CC) Act, 2009. But the CC can establish any standing committee on any subject taking decision in the CC meeting considering its necessity which has been provided in Section -50 (2) of the LG (CC) Act, 2009. Hence, City Corporation needs to establish standing committee of law and discipline initially taking decision in the CC meeting.

6.1.2 Participate in training on law enforcement.

Law and discipline standing committee needs to select the persons who will participate in the training program. The law officer functions as a desk officer who prepares list of participants and the law issues for the training purpose. The magistrate, law officer and other concerned officer of the CC, national agencies and that of the concerned private organization and companies like Titas Gas Transmission and Distribution Co.Ltd, Bakhrabad Gas Distribution Co.Ltd, etc. may participate the training program.

6.1.3 Selection of Training Subject and Examination of awareness campaign on relevant rule of law (proposed in activity 7.1 of ICGIAP)

The relevant law issues raised for Awareness Campaign for Rule of Law needs to be examined, and the same is selected for the purpose of training for capacity development of the chairman and members of the Standing Committee of Law and Discipline. The vital law issues may be taken up concerning collection of taxes, tolls, fees and rates, prevention of encroachment, issuance of licenses, enforcement of traffic rules, land acquisition for development of City Corporation, etc. for the Awareness Campaign and training purpose. The relevant laws involved on the above issues has been mentioned as follows-

- a) Local Government (City Corporation) Act,2009- for all the functions of the CC;
- b) The City Corporation (Taxation) Rules, 1986-for collection of Taxes, etc. of CC;
- c) Public Demands Recovery Act, 1913- for collection of CC dues;
- d) The Government and Local Authority Lands and Buildings (Recovery of Possession) Ordinance, 1970-for eviction of unauthorized occupants from CC land and properties;
- e) Traffic rules under Motor Vehicle Ordinance, 1983-for systematic traffic movement in CC area;
- f) Land Acquisition Act, 1984-for acquisition of land in respect of development activities of CC.

The law officer may examine the relevant law issues in the light of the above and place the same for preparation of training plan.

6.1.4 Examine plan of law enforcement activities (Proposed in activity 7.2 ICGIAP)

The capacity development of the chairman and members of the Standing Committee of Law and Discipline requires to be implemented in respect of the issues on law enforcement activity by LEU. Hence, the action points proposed in the plan for law enforcement needs to be integrated into the training activity. The law officer, therefore, examines the proposed action points of the plan for law enforcement as indicated in Para-3.1.6 of the Guidelines for Establishment of LEU (Activity 7.2 of ICGIAP). After examining it, the law officer primarily selects the issues on which the training will be required for members of the Standing Committee on law and discipline.

6.1.5 Exchange of visit to other City Corporation

Standing Committee of Law and Discipline makes visit program to other city corporation for exchange of knowledge amongst each other and enrich themselves sharing experiences on law and discipline of the respective city corporation as a part of capacity development activity. Law officer, as member secretary of the standing committee, make proposal for visit program as a training activity, and submit to CDU.

6.2 Procedure

6.2.1 Orientation Workshop

An Orientation workshop or training in respect to develop the capacity of the chairman and members of standing committee on law and discipline is required. The members of concerned standing committees may also be invited in the workshop. The law officer will collect the law issues from all the department of the CC, compile the same, and arrange an workshop for orientation of all concerned about the law issues for rule of law and it's enforcement. A sample format for orientation workshop had been shown in **Annex II**.

6.2.2 Formulation of training Program

A training program needs to be chalked out for the chairman and members of the standing committee on law and discipline in respect of the relevant rules, regulations and the connected law issues for proper functioning of the city corporation. The law officer needs to collect the law issues involved from all the departments of CC in the course of discharging their respective functions. On collecting the law issues, the law officer compiles the same and select the topics for training program making priority. While drawing training program, the relevant Acts, rules and regulations brought in the awareness campaign for establishment of rule of law and that of law enforcement activities need to be given due consideration. A sample pro forma for training program has been shown in **Annex III**.

6.2.3 Monitoring of training Program

The activities of the training program needs to be recorded by the training co-coordinator after the training is over on each subject. The outcome of the training program requires to be monitored before the next training program is drawn. There is a provision to conduct at least one training program for the members of the standing committee on Law and Discipline annually in the performance review criteria of ICGIAP. So, the outcome of the training needs to be monitored on each subject by the

CDU taking report from each department of the CC for further improvement of the capacity of the members of the standing committee on law and discipline. A sample pro forma for monitoring the training program has been shown in **Annex IV**. Conventional format given to the guideline of CDU (Activity 2.4) may be used for this purpose.

6.2.4 Assessment of training program

An assessment of training program for developing capacity of the chairman and members of the standing committee on law and discipline needs to be done after the training program. The outcome of the training is explained as come out automatically after the training is over. The assessment will be done on the basis of the outcome of the training program. This is required to assess the impact about the effectiveness of training program. The assessment will help to draw up improved training program in the subsequent year. The assessment needs to be done by the Capacity Development unit. The law officer will function as desk officer for the same. A sample pro forma for assessment of training program has been shown in **Annex V**.

6.2.5 Final report on CDU activity

As at least one training program requires to be conducted for members of the standing committee on law and discipline annually. The final report needs to be submitted after the training is over arranged by CDU. The report needs to be prepared about the modus operandi followed in the training program and its outcome on assessing the training already conducted. The draft report on the training required to be prepared by the training coordinator. The draft report may to be placed by the law officer before the CDU for approval. A sample pro forma for writing report in this respect has been shown in **Annex VI**.

7. Implementation Schedule

A schedule of implementation is described in **Annex VII**.

8. Cost of Implementation

8.1 Budget allocation

Since the training program is integrated in Capacity Development Program formulated by CDU. The budget for the training is also prepared through CDU.

8.2 Logistics for implementation

Necessary logistics, like the venue of the workshop and training, necessary training materials, transport, if required, etc. are required for implementation of the program. The provision to keep necessary logistics in the budget is kept for this purpose. The law officer needs to take initiative for such logistics in the budget.

Annex I Sample format for raising law issue to be resolved

-----City Corporation

-----Section

-----Department

Capacity Development to the members of the Standing Committee on Law and discipline

Law issues involved

SL. No.	Law issues involved against the subjects for implementation	Short descriptions of Law issues involved for implementation of function	Remarks
1	2	3	4
1			
2			
3			
....			

NB: If no law issue is involved, please write "Nil" in Column-3.

**Name and Designation
of the reporting officer**

Date:

Annex II Sample format for schedule of orientation workshop

-----City Corporation

Capacity Development for the members of the Standing Committee on law and discipline

Schedule of Orientation Workshop

Venue: -----

Duration: ----- day (-----to-----)

No. of invitees:

List of Participants: Appendix- A

Coordinator:

Day	Time	Events	Resource Persons
	-----	Registration	-
Day-	Inaugural Session		
	-----	1. Recitation from Holy Quran 2. Welcome Speech 3. Keynote Speech 4. Inaugural Speech	1. ----- 2. ----- 3. ----- 4. -----
	Business Session		
	-----	Topics: a) Presentation on the topics b) Discussion c) Decision	(1) -----
	-----	Closing Remarks:	

Annex III Sample format for training proposal

-----City Corporation

Training on Capacity Development for the members of the Standing Committee on Law and discipline

Name of the Event: -----

Venue: -----

Duration: ----- day (-----to-----)

Number of invited trainees:

List of Participants: Appendix- B

Coordinator:

Day	Time	Events	Resource Persons
	-----	Registration	-
Inaugural Session			
Day-	-----	Topics:	
		<ol style="list-style-type: none"> 1. Recitation from the Holy Quran 2. Welcome speech 3. Keynote speech (Main purpose of the session or Messages to be communicated) 4. Inaugural Speech 	<ol style="list-style-type: none"> 1. 2. 3. 4.

Trainer's Session

Lessons plan for session Number and Name

Session: 1

Lessons Heading:

Day	Time allocated	Starting time	Instructions	Resource Person
			<ol style="list-style-type: none"> 1. Context of discussion. 2. Invitation of questions from the trainee and open discussion between the trainee and trainer. 3. Assessment on the Session. 	

Annex IV Sample format for monitoring

-----City Corporation

Capacity Development for the members of the Standing Committee on Law and Discipline
Monitoring of Training Program

Sal. No.	Issues (Lesson's Heading)	Outcome on the training conducted	Quarterly review of the progress		Findings for Assessment	Remarks
			3 rd Qtr	4 th Qtr		
1	2	3	4	5	6	7

**Name and Designation
of the Coordinator
Date:**

Annex V Sample format for Training Assessment

-----City Corporation

Capacity Development for the members of the Standing Committee on Law and Discipline
Assessment of Training Program by CDU

Sal. No.	Issues (Lesson's Heading)	Finding on monitoring	Assessment on training program by CDU	Future Plan on Training	Remarks
1	2	3	4	5	6

Member-Secretary
Capacity Development Unit
Date:

Annex VI Sample of Final Report Format

-----City Corporation

Capacity Development for the members of the Standing Committee on Law and Discipline

Final Report

Chairperson: Mr/Ms.....

Date: -----Time-----

Venue of Training: -----

Attendance in the Training Program: Appendix- A

Sal. No.	Issues (Lesson's Heading)	Discussion	Decision /Recommendation	Future Plan	Remarks
1	2	3	4	5	6

Member-Secretary
Capacity Development Unit
Date:

Annex VII Implementation Schedule

-----City Corporation

Capacity Development for the members of the Standing Committee on Law and Discipline

Implementation Schedule for Training

Final_February_2018

Final_February 2018