

添付資料 4 会議議事録

4-1 ステアリング・コミッティ会議議事録

1) 第1回ステアリング・コミッティ会議

**First Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Discussion on the project for Strengthening of Solid Waste Management in Dhaka City
<b>Date and Time</b>	May 03, 2007 15.30-17.00
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Mr. Saifuddin Ahmed, Chief Executive Officer, DCC</li> <li>2. Ms. Nasrin Akhter Chowdhury, Deputy Secretary, Economic Relation Division (ERD)</li> <li>3. Md. Golam Mostofa, Secretary, DCC</li> <li>4. Md. Mehedi Ali Khan, Chief Engineer, DCC</li> <li>5. Col(Dr) Md. Azizul Hoque, Chief Health Officer, DCC</li> <li>6. Commander M. R. Chowdhury, Chief Conservancy Officer, DCC</li> <li>7. Md. Nurun Nabi, Chief Accounts Officer, DCC</li> <li>8. Mohammad Hossain, Chief Store and Purchase Officer, DCC</li> <li>9. Dr. Engr. Tariq Bin Yousuf, Project Director, Landfill Improvement Project, DCC</li> <li>10. Nobuko Kayashima, Resident Representative, JICA Bangladesh Office</li> <li>11. Akiko Bushimata, Deputy Resident Representative, JICA Bangladesh Office</li> <li>12. Mr. Naoki Hara, Chief Advisor, JICA Expert Team</li> <li>13. Mr. Mahmoud Riad, Team Member, JICA Expert Team</li> <li>14. Noboru Osakabe, Team Member, JICA Expert Team</li> <li>15. Junko Okamoto, Team Member, JICA Expert Team</li> <li>16. Hiroshi Abe, Team Member, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Explanation of Executive Summary of IC/R by Chief Advisor, JICA Expert Team</li> <li>2. Discussion on IC/T by Attendants</li> <li>3. Selection of Project Logo</li> <li>4. Others</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Material Used in the Meeting - Power Point Slides</li> <li>2. Proposed printed logo – Attached</li> </ol>

## **Discussions and Decisions:**

After introduction of the participants, with the permission from Mr. Saifuddin Ahmed, CEO, Dr. Tariq Bin Yousuf, PD started the meeting stating that main objective of the meeting is to define the TOR of the Steering Committee and also to discuss about the next strategy of the Project. He requested Mr. Hara, Chief Advisor to explain the executive summary of the Inception Report through presentation.

### **(1) Explanation of Executive Summary of IC/R by Chief Advisor, JICA Expert Team:**

#### **1. Background of the Project:**

Mr. Hara explained that the project for Strengthening of Solid Waste Management in Dhaka city is a follow up project of the Development Study carried out by JICA Study Team during November 2003 – March 2006 to formulate the Clean Dhaka Master Plan and preparation for implementation of 4 priority programs. He informed that the project is a Technical Cooperation Project which he proposed to name as Clean Dhaka Project.

**Organization for Project Implementation:** Mr. Hara explained the proposed organization for the Project Implementation, comprises of Steering Committee, Project Team and the Counterpart Team, interrelated to each other. He stated that the Steering Committee, headed by the Chief Executive Officer is formed by members from the concerned ministry, Concerned Departmental Heads of DCC, Project Manager (Head of WMD), Embassy of Japan, JICA Bangladesh and JICA Expert Team.

#### **2. Project Framework:**

To describe the project framework Mr. Hara explained about the out puts, project purpose and overall goal of the project. He mentioned five (5) specific out puts of the project.

#### **3. Technical Policy:**

Mr. Hara explained the Technical Policy of the project through specific discussion on the following issues:

- 1) **Capacity Development:** Three levels of Capacity Development are explained mentioning the target groups and the methods to be followed for the development.
- 2) **Intensive Resource Input to Focal Areas:** Mr. Hara explained the importance of the synergism through synchronized improvements and activities in the focal areas.

- 3) **Manifold and Multi-dimension Public Relation and Advocacy:** Mr. Hara explained that Manifold and Multi-dimension Public Relation and Advocacy are important to ensure appropriate Solid Waste Management, for which a number of activities and measures will be conducted among the stakeholders.
- 4) **Authorisation for the Project Implementation:** Mr. Hara stated that according to the recommendations of the Master Plan, projects/programs/activities will be approved and if necessary, be supported with new by-laws and/or regulations for implementation of the project.
- 5) **Project Activities agreed in PDM workshop and Group Meetings:** Mr. Hara informed that Project Design Matrix (PDM) workshop participated by the members of different groups of the DCC counterpart and JICA Expert Team Members, has been conducted on 18<sup>th</sup>, 19<sup>th</sup> and 22<sup>nd</sup> of April, 2007 to determine the activities to attain five (5) outputs of the project. Mr. Hara described the activities for each output that is finalized through the PDM workshop.

## **2) Discussion on IC/T by Attendants:**

With the above point Mr. Hara ended his presentation. Mr. Saifuddin, CEO thanked Mr. Hara for explaining the purpose, outputs and Terms of Reference of the Steering Committee. Then open discussions were carried out as follows:

Dr. Tariq, PD informed that counterpart personnel were actively and directly involved in reviewing the activities for each output during the PDM workshop. He also mentioned that C/P personnel were very active to formulate a practical list of activities with their previous experiences from the Clean Dhaka Master Plan.

Dr. Tariq also emphasized the importance of the following:

- Establishment of Waste Management Department (WMD)
- Coordination among the different involved departments
- Fulltime manpower deployment
- Continued activities for different groups
- Proper operation and maintenance of the landfill activities. In this regard he also mentioned that construction works of the landfill site is yet to be completed and for the operation & maintenance of the landfill site it will require 3.60 crore Taka in addition to the previous year budget.
- Complete setup of Landfill Management Unit with full time staffs and coordination
- Good accounting system with up-to-date software to get a better forecasting during budget formulation.

- Dr. Tariq proposed to include Chief Revenue Officer and General Manager of Transport Department in the Steering Committee. With the members consent, Mr. Saifuddin assured their inclusion in the Committee.
- To reply a query from Mr. Saifuddin, Project Chief, CEO, DCC, Dr. Tariq informed that 3.60 crore Taka budget will be required from the July, 2007 for operation and maintenance works of the landfill site.
- Ms. Nobuko Kayashima, Resident Representative, JICA Bangladesh Office informed that JICA is satisfied that DCC has been working very hard in last 2/3 months. She explained three (3) point from the JICA side:
  - JICA understands that formulation of new Department is at implementation stage and they hope to see the establishment of the Department within an earliest possible period as this is seriously needed to start the work and make the project successful. She informed that JICA is ready to cooperate if necessary, to pursue the central government to expedite the establishment process.
  - Second point Ms. Kayashima mentioned is the Counterpart Assignment. She emphasized that without sufficient number of capable staff assignment of DCC Counterpart personnel and WMD.
  - Third point she mentioned was the budget allocation for not only the landfill improvement but also for the solid waste management. She also mentioned that they are ready to cooperate to work together.
- Mr Saifuddin, informed that DCC is not creating, rather they are re-constituting the existing department (Conservancy and Waste Management Division). Mr. Saifuddin welcomes JICA to work together with DCC to negotiate with Government in this regard. He mentioned that this morning (03.05.2007) they have deployed some new manpower to the Department. . He informed that recruitment of new staffs will be done after getting approval from the Central Government otherwise staffs from the other department will be deployed to run the department. He also informed that many staffs do not have much work to do due to privatization of ward solid waste management and they may be available to work fully for the department.
- Mr. Saifuddin also informed that in the last year budget there were about 50 Lac Taka allocated for the Community Solid Waste Management. Depending on the revenue generation budget will be allocated. He emphasized that DCC may need support from JICA for Capital Budget and DCC can manage operational budget. He assured that in the next year DCC budget, the required landfill budget will be kept.

2) 第2回ステアリング・コミッティ会議

**Second Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Discussion on inception report and annual plan of activities for the next financial years of the project for Strengthening of Solid Waste Management in Dhaka city.
<b>Date and Time</b>	May 30, 2007 15.10-16.30
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Mr. Saifuddin Ahmed, Chief Executive Officer, DCC</li> <li>2. Dr. M. Jahirul Islam, Deputy Chief, Ministry of LGRD &amp; C Bangladesh Secretariat, Dhaka</li> <li>3. Dr. Ashraf Ali, Associate Professor, BUET</li> <li>4. Col(Dr) Md. Azizul Hoque, Chief Health Officer, DCC</li> <li>5. Commander M. R. Chowdhury, Chief Conservancy Officer, DCC</li> <li>6. Md. Sharfuddin Khan Jilani, Chief Revenue Officer, DCC</li> <li>7. B. M. Enamul Hoque, General Manager (Transport), DCC</li> <li>8. Dr. Engr. Tariq Bin Yousuf, Project Director, Landfill Improvement Project, DCC</li> <li>9. Ms. Akiko Bushimata, Deputy Resident Representative, JICA Bangladesh Office</li> <li>10. Mr. Naoki Hara, Chief Advisor, JICA Expert Team</li> <li>11. Ms. Tamachi Yamouchi, Team Member, JICA Expert Team</li> <li>12. Ms. Airi Toguchi, JOCV</li> <li>13. Mr. Ryasuke Hayashi, JOCV</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Opening by CEO, DCC</li> <li>2. Confirmation of Minutes of the First Steering Committee Meeting</li> <li>3. Discussions about-             <ol style="list-style-type: none"> <li>1) Explanation of Policies for Project Implementation by Chief Conservancy Officer, DCC</li> <li>2) Explanation of PDM, PO and Annual Plans of Activities by Chief Advisor of JICA Expert Team</li> <li>3) Discussion on the Inception Report and Annual Plans of Activities by Participants</li> </ol> </li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Agenda of the Meeting</li> <li>2. Executive Summary of the Inception Report</li> <li>3. Annual Action Plan of different groups.</li> </ol>

- In reply Ms. Kayashima emphasized the issue of the establishment of the WMD. She said that they understand the need for capital budget but unless establishment process of the WMD is completed, JICA Bangladesh Office cannot pursue Tokyo Headquarter for support. As this is the most important fact for getting further support from the H.Q., she inquired about the approximate timing for the establishment.
- Mr. Saifuddin mentioned that if strongly pursued, it may take two (2) months otherwise 2/3 years to establish the Department. He also informed that DCC has already incorporated all queries of the Ministry of Establishment in the file; hence it will take lesser time after submission. He hopes to send the complete file to the LGRD by next week and within 15 days to the Ministry of Establishment. Then pursuing will be required to expedite the process and exact timing can be assured. Also he will personally approach the Secretaries in this regard.
- Ms. Kayashima said that earliest establishment is highly expected. In the meantime she emphasized to continue the activities of the project and hence requested for required amount of staffs and coordination between departments to continue until new Department is established.
- Mr. Hara, inquired about the time requirement at the Ministry of Finance as the file will proceed to that ministry after getting approval from the Ministry of Establishment. Mr. Saifuddin informed that it will not take much time as they are not going to pay the salary for the new staffs to be recruited. Their responsibility is mainly to check the salary scale of staffs of the Department. He also mentioned that Advisor of Local Government will finally sign the file.
- As JICA Expert Team will be leaving for a while, Ms. Kayashima requested the DCC authority to provide/ exchange information with the JICA Expert Team Members and JICA Staff. With the concern of related personnel, Mr. Saifuddin assured to conduct in this regard.
- Ms. Bushimata said that in last 2/3 weeks counterpart personnel have been participating in a series of workshops to formulate the PDM. This time she is very surprised to see that so many new ideas from the DCC counterpart personnel, which are reflected through the activities for each output. She expressed her satisfaction over the performance of the C/Ps for formulating the activities with high motivation.

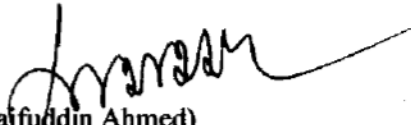
**(3) Selection of new Logo:**

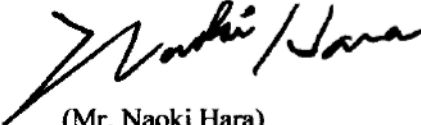
- Mr. Hara explained that as the previous logo, designed during the Master Plan formulation is made of crayon, it is difficult to print. Hence he proposed for selecting a new Logo for the project. Mr. Saifuddin did not welcome the idea to change the logo of the project rather he preferred to use the previous logo. It was agreed to do some designing work on the previous logo to sharpen the image to make easily printable.

**(4) Others:**

- The Mr. Hara requested to hold another Steering Committee Meeting possibly in the last week of May, 2007 to approve the Inception Report. With the concern of present members, Mr. Saifuddin fixed the Second Steering Committee Meeting to be held on May 31, 2007.
- Mr. Riad, Deputy Chief Advisor, JICA Expert Team emphasized that the Inception Report will be finalized by the DCC counterpart and JICA Expert Team together. Then he informed that two of the JICA Experts, Mr. Abe and Ms. Okamoto will be leaving following week.
- Mr. Abe expressed his satisfaction about the progress of the Landfill Activity and also he mentioned that Dr. Tariq as well as DCC counterpart has been working very hard.
- Ms. Okamoto informed that there have been meetings every week of her group to expedite the community works. She also said that this time she enjoyed a very strong support from the DCC counterpart, which is very encouraging. She wished to incorporate the ideas from the CCO, CEO and other C/Ps for development and continuation project work.

Then thanking all the members present, Mr. Saifuddin declared the end of the Meeting.

  
(Mr. Saifuddin Ahmed)  
Chief Executive Officer  
Dhaka City Corporation

  
(Mr. Naoki Hara)  
Chief Advisor  
JICA Expert Team

### **Discussions and Decisions:**

At the beginning of the Meeting, Minutes of the First Steering Committee Meeting held on May 03, 2007 was confirmed. Then with the permission from Mr. Saifuddin Ahmed, CEO, Mr. Commander M. R. Chowdhury, Project Manager (Chief Conservancy Officer), made a presentation on policies for Project implementation. After CCO's presentation Mr. Naoki Hara, Chief Advisor, JICA Expert Team explained outlines on the activities to be implemented in the Project as well as Project Design Matrix (PDM), Plan of Operation and Annual Plans of Activities.

During the Second Steering Committee meeting following issues have been confirmed and/or agreed:

#### **1. Approval of IC/R and Annual Activity Plan for the Next Financial Year**

It was approved that Project Team can start activities as described in IC/R and Annual Plans of Activities after confirmation by DCC Counterpart of their participation and commitment for preparation of IC/R.

#### **2. DCC's Initiative for Implementation of Additional Activities**

Ms. Akiko Bushimata, Deputy Resident Representative, JICA Bangladesh Office appreciated high motivation of DCC Counterpart for adding of the activities in the Project Design Matrix (PDM) of version 1. However, since inputs from Japanese Side, such as assignment of the JICA Experts and budget allocation for the Project implementation, were decided upon the agreement Project Framework described in the R/D, it is expected that for the additional activities should be implemented with the strong initiative of DCC, including budget and human resource allocation. Both Japanese and Bangladeshi Sides agreed upon on this point.

#### **3. Establishment of the Waste Management Department**

Mr. Saifuddin, CEO and DCC Counterpart expressed the intention to make utmost continuous effort in order to get early approval of the central government on the establishment of the Waste Management Department.

#### **4. Resource Recovery Activities**

Dr. Ashraf Ali, Associate Professor, BUET made comments on resource recovery related activities. Mr. Hara, Chief Advisor, JICA Expert Team explained that these activities in the IC/R are planned as those to be implemented by DCC and activities resource recovery are



generally those of the private sector. Mr. Hara also stated that the Project Team encourages resource recovery from waste in principle.

#### **5. Coordination in Project Implementation**

Dr. M. Jahirul Islam, Deputy Chief, Local Government Division (LGRD) commented on necessity for coordination on vehicle procurement in different project/proposal submitted to the Government of Bangladesh (GOB). Ms. Bushimata also commented on importance of coordination. Mr. Saifuddin, CEO answered that those proposals do not have any contradiction as pass through the approval of the Waste Management Committee.

#### **6. Status of the Technical Project Proposal**

Ms. Bushimata inquired about the current status of Technical Project Proforma/Proposal (TPP). DCC Counterpart responded that DCC will soon submit the TPP to LGRD.

#### **5. Modification of PDM**

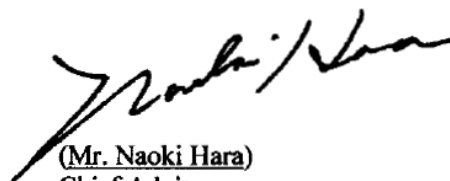
Mr. Saifuddin, CEO asked possibility of modification of PDM. Mr. Hara and Ms. Bushimata replied that it may be modified when necessary. Both Sides confirmed that activities in the PDM can be modified, while outputs will have to be fixed.

#### **8. Sustainability of the Project Activities**

Md. Sharfuddin Khan Jilani, Chief Revenue Officer, DCC, mentioned about sustainability of Project activities.

Then thanking all the members present, Mr. Saifuddin declared the end of the Meeting.

  
(Mr. Saifuddin Ahmed)  
Chief Executive Officer  
Dhaka City Corporation

  
(Mr. Naoki Hara)  
Chief Advisor  
JICA Expert Team

3) 第3回ステアリング・コミッティ会議

**Third Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Submission of Progress Report 1 (PRGR (1)) of the project for Strengthening of Solid Waste Management in Dhaka city.
<b>Date and Time</b>	October 24 <sup>th</sup> , 2007      15:00 – 16:40
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Mr. Md. Golam Mostafa, CEO-in-charge, DCC</li> <li>2. Dr. Md. Jahirul Islam, LGRD, Bangladesh Secretariat, Dhaka</li> <li>3. Col. Md. Ashfakul Islam, Chief Engineer, DCC</li> <li>4. Commander M. R. Chowdhury, Chief Conservancy Officer, DCC and Project Manager</li> <li>5. Mr. Md. Mashiur Rahman, Chief Store &amp; Purchase Officer, DCC</li> <li>6. Mr. Md. Sharfuddin Khan Jilani, Chief Revenue Officer, DCC</li> <li>7. Mr. B. M. Enamul Hoque, General Manager (Transport), DCC</li> <li>8. Dr. Engr. Tariq Bin Yousuf, Group Leader for Landfill Management Group, Project Director, Landfill Improvement Project, DCC</li> <li>9. Mr. Abul Hasnat Md. Ashrafal Alam, Assistant Engineer, Group Leader for Collection and Transport Group, Mechanical 1 Department, Engineering Division</li> <li>10. Mr. Md. Shah Alam, DCCO, DCC, Group Leader for Community Management Group</li> <li>11. Mr. Anwar Hossain Patwary, Manager Transport, DCC</li> <li>12. Ms. Nobuko Suzuki Kayashima, Resident Representative, JICA Bangladesh Office</li> <li>13. Mr. Eiichiro Cho, Additional Resident Representative, JICA</li> <li>14. Mr. Zaki Md. Ziaul Islam, Program Officer, JICA</li> <li>15. Mr. Mahmoud Riad, Deputy Chief Advisor, JICA Expert Team</li> <li>16. Ms. Junko Okamoto, Team Member, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Opening by CEO-in-charge, DCC</li> <li>2. Presentation of Progress Report 1 by Project Team</li> <li>3. Discussions on Progress and Challenges</li> <li>4. Closing by CEO-in-charge, DCC</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Agenda of the Meeting</li> <li>2. Progress Report (1) Draft</li> <li>3. Presentation Slides</li> </ol>

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**Discussions and Decisions:**

At the beginning of the Meeting, Mr. Md. Golam Mostafa, DCC CEO in-charge welcomed the participants to the 3<sup>rd</sup> Steering Committee Meeting. Then with the permission from Mr. Golam Mostafa, CEO in-charge, Commander M. R. Chowdhury, Project Manager (Chief Conservancy Officer), requested Mr. Mahmoud Riad, Deputy Chief Advisor, JICA Expert Team to make a brief presentation on the progress of the Project as outlined in the Progress Report 1. Mr. Riad together with the Project Team members Dr. Tariq Bin Yousuf, Landfill Management Group Leader, Mr. Abul Hasnat Md. Ashraful Alam, Collection and Transportation Group Leader and Mr. Md. Shah Alam, Community Management Group Leader made the presentation and discussed the report contents.

During the Third Steering Committee meeting the following issues have been confirmed and/ or agreed upon:

**1. Progress of the Project**

The Project commenced in February 2007 and this is the first report submitted outlining the Project Progress; Progress Report 1.

By each Project output the progress and the delays were reported as follows:

- (1) Output 1 – Project Management and Coordination are in place
- Developing PDM and PO
  - Facilitating the overall activities of the four groups of the Project
  - PR activities involving setting up of web page, publication of newsletters, implementing sticker campaign and development of promotional materials
  - Participation in meetings of the other Groups and monitoring their progress
  - Participation in events of the other Groups such as workshops for cleaners and drivers, PRA training for Group 2 C/P personnel, and discussion of the Financial Management Group
  - Public Awareness survey in wards 36 and 76 to develop the baseline data, focusing on level of satisfactory with DCC's SWM services
  - Preparation of this Progress Report 1

Delays encountered by this Group may be summarized as follows:

- The Waste Management Department has yet to be established
- The kick-off workshop has been postponed from August to January of next year
- The program for training in third country has been postponed from October to January of next year

- (2) Output 2 – Participatory SWM is promoted
- Development and dissemination of the Ward SWM Guidelines
  - Commencement of ward SWM in ward 36 with the community meetings to set-up the Community Unit Working Groups there
  - Successful completion of PRA training
  - PR activities such as leaflet and stickers production and distribution
  - Launching of environmental education programs consisting of model school program and

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mobile school program

The Community SWM Group needs to make more efforts to overcome the following delays:

- Complete and finalize the draft Ward SWM Guidelines
- Speed up the process for setting-up CUWG and WSWMC in wards 36 and 76
- Continue discussions within DCC on extent of application of Ward SWM Guidelines to the Primary Service Collection Providers

(3) Output 3 – Capacity for solid waste collection and transport is improved

- Preparing the draft paper on collection and transportation improvement
- Holding four (4) workshops for inspectors, cleaners, drivers and mechanics
- Updating data base on existing trucks and containers including preliminary analysis on number of trips of trucks to Matuail LF and identification of issues, and preliminary analysis of ward-wise capacity distribution of trucks
- Updating and detail analysis on work flow of collection vehicle repair and identification of causes of long elapsed time of repair works
- Planning a pilot project to study introduction of a new collection system based on improvement of the waste discharge system and primary collection system
- Study visit to Chittagong City Corporation to discuss and observe their collection system based on the compactors
- Attending training for GIS arranged by JICA Bangladesh

The delay in connecting the weighbridge at Matuail LF to the electricity power resulted in delays in three main activities of the CTG. These are:

- Matuail LF weighbridge data analysis
- Identification of inefficient collection and transport routes
- Optimization and re-organization of the inefficient routes

(4) Output 4 – Final disposal sites are operated and managed appropriately

- Inauguration of Matuail Sanitary LF
- Efforts to develop the Landfill Management Unit with competent staffing for improved operation of the landfill
- Preparation of Environmental Management Plan
- Preparation of landfill operation manual
- Securing of operation and maintenance budget
- Holding workshop for heavy equipment operators at Matuail LF
- Holding coordination meeting of related departments for the smooth operation of Matuail LF

The delays encountered by the Landfill Management Group, may be summarized as follows:

- While the Landfill Management Unit has not yet been fully activated, DCC has taken

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preliminary steps during the last 2 days to assign 15 number staff to the LMU, effective immediately.

- Both Matuail existing landfill improvement and expansion construction works faced some delays due to prolonged rainy season and some payment delays, but work is progressing and expected to be completed by November.
- Administrative and function control of staff is delayed.

(5) Output 5 – Accounting system necessary for SWM is improved

- Collection and input of SWM financial data from the zones and related departments
- Data analysis and obtaining preliminary results on SWM cost analysis by sector
- Estimate of total SWM cost in FT 2006/07 to be 80 crore Taka (800 million TK). This amount was spent by the related departments as follows; Conservancy 55%, Transport 31%, Mechanical-1 8%, and Mechanical-2 6%.
- By SWM activity the cost may be broken down into 49% for road cleaning, 2% for drain cleansing, 43% collection and transport and 6% for disposal.

**3. Establishment of the Waste Management Department**

The Project Team explained that with the inauguration of Matuail Landfill and the lack of progress on improvement of secondary collection and transport the Project will increase its attention towards operational aspects of SWM.

The present situation of scattered responsibilities of the various activities related to SWM makes it very difficult to improve the operation. The Project Team once more reaffirmed the importance of establishing the Waste Management Department (WMD) not only for the Project but more important for the overall SWM system in DCC.

Unfortunately to date the Waste Management Department has not yet been established.

In reply to a query by the Ms. Kayashima, Resident Representative, JICA Bangladesh, DCC said that they could not offer any estimation as to the date when WMD may be established. DCC reiterated that they are doing their utmost efforts to submit the necessary application and monitor it. They further explained that they would request the Ministry of Establishment to separate the establishment of WMD from the requests for other institutional changes submitted for DCC overall in the application, and consider first the WMD in order to avoid delay.

The Resident Representative reminded the meeting participants that the establishment of the WMD had been a pre-condition for the Project and all had understood the urgency for the WMD even before the Project commenced. Without the WMD, the Resident Representative emphasized that it would be difficult to continue with the Project and that the Project may be suspended.

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Ms. Kayashima explained that JICA is providing technical support while establishment of WMD is an internal administrative procedure and hence JICA cannot be involved in this process. However the Resident Representative offered to support the efforts of DCC to explain the urgent need for the WMD to other related government agencies in order to facilitate the WMD establishment.

The Resident Representative stated that JICA Headquarters would dispatch an Evaluation Mission to Dhaka for this Project in mid-February, 2008 and that by that time DCC is strongly requested to show significant progress for the establishment of the WMD.

DCC promised to continue to pursue this matter within the related governmental agencies and provide a reply to JICA Bangladesh as soon as possible as to the estimated date of establishment and any obstacles that may be standing in the way of the establishment.

#### 4. Effectiveness of the Internal Arrangement

In the absence of the WMD, the Project has been running based on an "internal arrangement" by which DCC would provide to the Project full-time and part-time counterparts who are expected to join the WMD once it is established.

The Japanese side explained that the internal arrangement was not working so well. For the Community Management Group (Output 2) and Collection and Transport Group (Output 3) it was necessary to provide 2-3 full-time counterparts for each respectively. For Landfill Management Group, once the Landfill Management Group has been activated then the required counterparts would become available.

The Bangladesh side agreed to seriously look into this matter and provide the required full-time counterparts.

#### 5. DCC Budgeting for Project Activities

In the 1<sup>st</sup> Steering Committee meeting (3<sup>rd</sup> May, 2007) DCC had informed that a budget of Tk. 50 lacs had been allocated for the activities of community SWM. Based on that very welcome news the Project Team had prepared the cost sharing between the Japanese side and DCC for a number of activities.

However in spite of the budget availability, DCC has been facing difficulties to meet its financial obligations and consequently some events have been subjected to unnecessary delays.

DCC has promised to solve this internal problem as soon as possible in order not to incur delays.

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#### 6. Necessity to Improve Maintenance and Repair Workshop


The Project Team explained that some progress was being made by Mechanical 1 Department to improve procedural matters at the workshop for obtaining spare parts. This has had a marked effect on decreasing repair time.

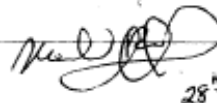
The Project Team confirmed that they will make further efforts to develop the improvement plan for the workshop and they requested stronger cooperation from the Mechanical 1 Department to identify the problems and develop the solutions.

#### 7. Finalization of the Progress Report 1

The JICA Expert Team submitted 20 copies of the Draft Progress Report 1. The Bangladesh side will compile any comments that they may have on the contents of the report and submit to the JICA Expert Team by November 1<sup>st</sup>, 2007. Based on these comments the JICA Expert Team will finalize the Progress Report 1 and submit 50 copies to DCC by mid-November 2007.

Then thanking all the members present, Mr. Golam Mostafa, CEO (in charge) declared the end of the Meeting.

  
28-10-2007.  
Mr. Md. Golam Mostafa  
CEO (in charge)  
Secretary  
Dhaka City Corporation

  
28<sup>th</sup> Oct., 2007  
Mr. Mahmoud Riad  
Deputy Chief Advisor  
JICA Expert Team

4) 第4回ステアリング・コミッティ会議

**Fourth Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Fourth Steering Committee Meeting on Project Logo Selection and other matters
<b>Date and Time</b>	January 21 <sup>st</sup> , 2008                      15:30 – 16:15
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md. Alauddin, Chief Executive Officer</li> <li>2. Md. Golam Mostofa, Secretary, DCC</li> <li>3. Col.(Dr.) Md. Showkat Ali, Chief Health Officer, DCC</li> <li>4. Col. Md. Ashfakul Islam, Chief Engineer, DCC</li> <li>5. Md. Sharfuddin Khan Jilani, Chief Revenue Officer, DCC</li> <li>6. Ms. Nasreen Akter Chowdhury, Deputy Secretary, ERD</li> <li>7. Mr. B. M. Enamul Hoque, General Manager (Transport), DCC</li> <li>8. Md. Nurun Nabi, Chief Accounts Officer, DCC</li> <li>9. Mr. Abul Hasnat Md. Ashraful Alam, Assistant Engineer, DCC</li> <li>10. Md. Mahbubul Alam, Assistant Engineer, DCC</li> <li>11. Ms. Akiko Bushimata, Deputy Resident Representative, JICA Bangladesh office</li> <li>12. Mr. Zaki Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>13. Mr. Mahmoud Riad, Deputy Chief Advisor, DCC</li> <li>14. Mr. Masaharu Takasugi, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Finalization of project logo</li> <li>2. Opinion on eco-bag</li> <li>3. Co-ordination of Project activities</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Agenda of the Meeting</li> <li>2. Picture of the logos</li> <li>3. Eco bag</li> </ol>





**Discussions and Decisions:**

At the beginning of the Meeting, Mr. Mohammad Alauddin, CEO, DCC welcomed the participants to the 4<sup>th</sup> Steering Committee Meeting. Then with the permission of the chair, Mr. Mahmoud Riad, Deputy Chief Advisor, JICA Expert Team made a presentation. During the Fourth Steering Committee meeting the following issues were confirmed and/ or agreed upon:

**1. Finalization of project logo**

Mentioning about the logo used during the Master Plan formulation, Mr. Riad explained that both DCC and the Japanese side had previously agreed to retain that logo and at the same time make a new logo as the “Project for Strengthening of Solid Waste Management in Dhaka City” is a new project, even though it is a continuation of previous master plan study. Therefore there will be two logos. Hence emphasizing the selection of a second logo, Mr. Riad informed that four candidate logos have been short listed from a total of forty candidate logos submitted by the contestants of the logo contest announced by JICA Expert Team during September, 2007. The members of the meeting voted orally to select the 1<sup>st</sup> and 2<sup>nd</sup> prize of the contest and finalized the logo for the Project for Strengthening of Solid Waste Management in Dhaka City” as shown below.

Logo for the project for strengthening of solid waste management in Dhaka city	
	
<b>1<sup>st</sup> prize winner</b>	<b>2<sup>nd</sup> prize winner</b>

**2. Opinion on eco-bag**

All the members present were supplied with the sample of eco-bag prepared and distributed by JICA Expert Team during June, 2007, for their kind comments for future development. To answer a query from Mr. Alauddin, Mr. Riad explained that the main purposes of eco-bag is to replace the conventional polyethene bag used by the households for daily shopping, which will be re-usable and environment friendly. Then Mr. Alauddin requested all the members to give their kind comments on eco-bag that will be collected later.

**3. Co-ordination of project/activities**

Mr. Riad briefly described the remaining major activities of the project during this 3<sup>rd</sup> FY of the Project:

- India Tour: The Study tour team consisting of 8 DCC staffs, 2 JICA Experts and 1 JOCV

has already left for India on 20<sup>th</sup> January, 2008 and the team will come back on 25<sup>th</sup> January, 2008. They will visit the cities of Hyderabad, Pune and Kolkata, meet with the SWM city officials there and visit SWM facilities.


- Pilot Project 1 – Safety Gear: This project consists of three specific activities; Provision of safety gears of waste workers, Safety and Sanitation Committee, Revision and introducing “Workers Manual”. Project locations are wards 36 and 76 and Matuail landfill site and will be completed by the middle of March, 2008.
- Pilot Project 2 – Strengthen Ward SWM: This project includes renovation of ward 36 office and strengthening of ward office activities. Main objective is to set-up a functional ward solid waste management office at ward 36. Renovated ward SWM office at 36 will be inaugurated during first week of February, 2008.
- Pilot project 3 – New Collection System: This project includes scheduled station collection and harmonizing primary and secondary collection in two areas of ward 76. This one month project will be implemented during February, 2008.
- Clean Dhaka Ward Contest: Through this contest one conservancy inspector and one cleaner will be selected from amongst the 90 wards of Dhaka city, and shall be awarded for their outstanding contribution to solid waste management in Dhaka city through their services.
- 2nd Bangladesh SWM Conference: JICA has already allocated budget for a one day conference in this FY and hence Mr. Riad requested to proceed with the plan to organize a conference on 11<sup>th</sup> February, 2008, where the technocrats involved in SWM operations from the six (6) city corporations shall be invited. At this point emphasizing the time limitation, Mr. Alauddin proposed to speed up the preparation process, as well as to invite the members of the Steering Committee and the media to publicize the event.
- Visit of JICA Advisory Committee: JICA Advisory committee consisting of two members and one staff from JICA Head Office will be staying at Dhaka for two weeks from 11<sup>th</sup> February, 2008. During their stay they will assess the project activities progress and the status of the WMD establishment. Emphasizing the importance of their visit Mr. Riad requested the outmost efforts of DCC to show substantial progress regarding the formation of WMD.
- Project Progress Workshop: As one year has already finished, hence instead of the originally planned kick off workshop, there will be a project progress workshop on 2<sup>nd</sup> March, 2008 to be participated by DCC C/Ps, DCC officials; representatives from other donor agencies, CBOs, NGOs etc.
- Progress Report 2: Progress Report 2 shall be submitted to DCC at the beginning of March and it is requested to convene the Steering Committee on 6<sup>th</sup> March, 2008 to present the report contents by the Project team. Mr. Alauddin agreed to convene the fifth steering committee meeting at the stated date.
- Billboard: Five billboards have already been constructed at five different important locations in Dhaka city to make the citizens aware of the project as well as the importance of solid waste management.

Upon completion of the presentation the following issues were discussed:

- To answer a query from Col. Md. Ashfaquul Islam, Chief Engineer, DCC and Ms. Nasreen Akhter Chowdhury, Deputy Secretary, ERD Mr. Riad informed that Pilot Project 3 shall cover the Koratitola area of ward 76, where 500 households shall be supplied with small plastic bins and paper bags for 30 days to bring their waste at fixed time directly to designated stations along the route of the collection truck. Mr. Riad also informed that the community people of that area are very much positive to cooperate in the project activities. He also mentioned that success of the pilot project will facilitate DCC future plans to introduce compactor trucks for waste collection.
- Thanking and appreciating the efforts and hard works of DCC officials for the establishment of WMD, Ms. Akiko Bushimata, Deputy Resident Representative, JICA Bangladesh office inquired about the present status of formation of WMD. In reply Mr. Alauddin informed that revised proposal of the organogram of DCC including WMD will be submitted on 22nd, January 2008 to the LGRD. Mr. Alauddin also mentioned about the positive attitude of the ministry officials in recent meetings regarding formation of WMD and he also requested Ms. Nasreen to cooperate and support in this regard.
- Then mentioning about landfill site visit after coming back from Japan, Mr. Alauddin said that his expectations did not match with the status of landfill site; hence he requested for experts support to continue landfill operation smoothly and complete the project within the stipulated time and thus to make the project a success. Mr. Riad mentioned that he had visited the landfill 3 times since his return to Dhaka and was satisfied that the operation was continuously improving and that DCC was making efforts to solve the problems.
- Finally Mr. Riad requested support from the DCC officials especially from Mr. B M Enamul Hoque, GM (Transport), DCC for his kind support for successful operation of the project as transport department support is vital for the rationalization of collection and transport and strengthening of solid waste management.

Then thanking all the members present, Mr. Alauddin, CEO, DCC declared the end of the Meeting.

  
Md Alauddin  
Chief Executive Officer  
Dhaka City Corporation

  
for Mr. Mahmoud Riad  
Deputy Chief Advisor  
JICA Expert Team

5) 第5回ステアリング・コミッティ会議

**Fifth Steering Committee Meeting for Project for Strengthening of  
 Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Fifth Steering Committee Meeting
<b>Date and Time</b>	March 9 <sup>th</sup> , 2008                      10:30 – 11:45
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md. Alauddin, Chief Executive Officer</li> <li>2. Md. Golam Mostofa, Secretary, DCC</li> <li>3. Col. Md. Ashfakul Islam, Chief Engineer, DCC</li> <li>4. Com. Maksudur Rahman Chowdhury, CCO, DCC</li> <li>5. Khandkar Sujat Ali, Additional Chief Engineer, DCC</li> <li>6. Md. Mohsin, Senior Assistant Secretary, ERD</li> <li>7. Eiichiro Chp, Additional Resident Representative, JICA</li> <li>8. Akiko Bushimata, Deputy Resident Representative, JICA</li> <li>9. Zaki Md. Ziaul Islam, Program Officer, JICA Bangladesh</li> <li>10. Dr. Md. Nurul Islam, Deputy Chief Health Officer, DCC</li> <li>11. B.M Enamul Hoque, GM Transport, DCC</li> <li>12. Mr. Abdus Satter, Manager Transport, DCC</li> <li>13. Aktar Uzzaman Khan, Chief Revenue Officer (additional), DCC</li> <li>14. Md. Hazrat Ali, Senior Assistant Secretary, MOEF</li> <li>15. Md. Shehab Ullah, Superintending Engineer, DCC</li> <li>16. Mr. Naoki Hara, Leader, JICA Expert Team</li> <li>17. Masahiro Saito, Member, JICA Expert Team</li> <li>18. Junko Okamoto, Member, JICA Expert Team</li> <li>19. Ko Takeuchi, Member, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. To review the progress of the project &amp; submission of the draft progress report-2 for comments</li> <li>2. To review the draft Project Design Matrix (Version 2) and finalize the modification</li> <li>3. To review the proposal of Annual Activity Plan and approve the proposal</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Agenda of the Meeting</li> <li>2. Handout of the power point presentations</li> <li>3. Draft Progress Report-2</li> <li>4. Logo of the Clean Dhaka Project</li> </ol>

### **Discussions and Decisions:**

At the beginning of the Meeting, Md. Alauddin, CEO, DCC welcome the participants to the 5<sup>th</sup> Steering Committee Meeting. Then, with the request from Md. Alauddin, Commander Maksudur Rahman Chowdhury, CCO, DCC briefly explained the three agenda of the meeting and then requested Mr. Shehab Ullah, SE, Waste Management Division, DCC to start presentation on the project progress, and draft Progress Report 2. The Project Team made a presentation describing agenda of the meeting. During the Fifth Steering Committee meeting the following issues have been confirmed and/ or agreed upon:

#### **1. To review the progress of the Project and submission of the draft Progress Report-2 for comments**

During the presentation Mr. Shehab Ullah, Superintending Engineer, DCC briefly explained the following issues regarding progress of the Project and Progress Report -2. During his presentation Mr. Shehab mentioned the following issues:

Outline of the Progress Report 2: The report consist of nine chapters, which describes the background, integrated approaches in the Project implementation, overall progress of the project, implementation of the three Pilot Projects, Project management in the period, activities for promotion of community SWM, improvement in efficiency of collection & transportation, activities for final disposal, activities for improvement in SWM accounting, and plan for next fiscal year.

**Project Framework:** The Project framework depicted the activities to attain five individual outputs of the project, project purposes and overall goal.

**Integrated approaches in project implementation:** Within the Project three Pilot Projects were implemented to link activities for the five Outputs of the Project to embody the integrated approach to improve the existing condition of SWM:

**Progress of the Pilot Project 1:** Safety gears were prepared and distributed among the cleaners of ward 36 and 76 and for workers at the Matuail Landfill. Safety and sanitation committee was formed at ward 36 and 76 and Matuail Landfill respectively and Workers' Manual was finalized and distributed to all COs, CIs & Cleaners of ward 36 and 76.

**Progress of the Pilot Project 2:** It included the renovation and strengthening of functions and activities of the ward office which has resulted into a significant change in the ward level SWM.

**Progress of the Pilot Project 3:** It has included the introduction of new collection system and improvement of linkage with primary and secondary collection system. Within in Area A, 500 households at Koratitola in ward 76 were supplied with plastic bins and 15,000 paper bags and the households were requested to discharge the waste at marked stations at 4 pm.

In Area B, two new type rickshaw vans were provided to a CBO for harmonizing primary collection with secondary collection by DCC.

Progress of the activities for five Outputs was also briefed as follows:

#### **Progress of the activities of Output 1, Management and Coordination:**

- Conducted the administrative tasks required for the establishment of WMD

- Main problems associated with this maintenance and repair of the collection vehicles is the lack of technical staffs, lack of standardized work procedures, tools and equipment and the conventional book keeping method is lingering the decision making processes and hence hampering the services.
- To solve the problems, it is recommended developing the capacity of the mechanics, to procure repair tools and equipment and computerizing the book keeping

**Progress of the activities of Output 4, Final Disposal:**

- Most of the works at Matuail Landfill Site have been finished successfully.
- All of the control facilities are functioning. Leachate treatment facilities will be constructed soon.
- Control of vehicles at dumping platform
- Control by Landfill Management Unit (LMU) on construction works and operation. Landfill equipment is managed by Mechanical Division -2 of Engineering Department.
- Heavy equipment operators carry out waste compaction according as per the instruction of the landfill instructors
- 24 hour measure of incoming wastes using the truck scale truck scale
- Environmental monitoring plan prepared and environmental monitoring started

**Progress of the activities of Output 5, Accounting system necessary for improved SWM**

- Installed accounting software and customized for implementation
- Conducted training on accounting software
- Clarified department and operation wise actual cost of solid waste management of FY2007/08
- Calculated operation wise cost of FY2007/08
- Prepared the summary of SWM fixed asset data base

Thanking Mr. Shehab for nice presentation, Md. Alauddin, CEO, DCC, requested the participants to give their views and comments.

- Thanking the Project Team for nice efforts, Mr. Eiichiro Cho, Additional Resident Representative, JICA Bangladesh Office, mentioned that the establishment of WMD is very much important for proper SWM in Dhaka City, and he asked latest information on the progress of the establishment of WMD.
- In this regard, Md. Alauddin informed that there have been a good progress of the establishment process of WMD, on March 8, 2008 there was a meeting at Ministry of Establishment to facilitate the finalization of the WMD organogram. On March 10, 2008 there will be another meeting at Ministry of Establishment to finalize the WMD, which perhaps will be the last meeting in this regard. Md. Alauddin also informed that after approval of Ministry of Establishment the file will be submitted to Ministry of Finance and the finally the Secretary Committee will give the final approval. Md. Alauddin also expected the above process to be completed by the end of March 2008. Mr. Cho acknowledged good progress and DCC's efforts

on this matter.

- Appreciating the success of the implementation of Pilot Projects, Mr. Naoki Hara, Leader of JICA Expert Team highlighted the requirements of integrated support and coordination of DCC counterparts for SWM and requested to continue to support in the next year for the continuous betterment of SWM
- At this point Md. Alauddin inquired about the present requirements of DCC's intervention for the Project. In reply Mr. Hara requested to dispatch the allocated budget for the Community SWM, to search for proper method to shorten the loading time of collection vehicles and to increase the resources at Workshops. Mr. Hara also informed that at Matuail Landfill Site no soil cover is done due to lack of heavy equipments and hence requested to facilitate the requirements. In reply Mr. Chowdhury stated that dispatching budget of Community SWM is not a problem, besides he insisted JICA to give support by providing vehicles, container etc.
- Appreciating the efforts made the Project Team, Ms. Akiko Bushimata, Deputy Resident Representative, JICA Bangladesh Office informed that observing the success of the activities of the renovated ward office at Ward 36. For expansion of the activity, she inquired about the available lands to construct the Ward Offices. In Reply, Mr. Chowdhury assured that some lands are available and DCC will complete to finalize the list of the lands of DCC.
- Then Ms. Bushimata inquired the procurement plan and budget for tools and equipments at Mechanical Workshop 1. In reply Mr. Col Md. Ashfakul Islam, Chief Engineer, DCC assured that DCC is also considering the issue sincerely and working on it. Besides, Mr. Ashfakul also mentioned about gradual improvement of the workshops.
- At this point, as Md. Alauddin was about to leave for other meeting, Mr Cho inquired about approximate specific time schedule for the establishment of WMD. In reply Md. Alauddin mentioned that as per his perception, the earliest possible time to start WMD functioning would be 1<sup>st</sup> of April, and the latest possible time would be 1<sup>st</sup> of June, 2008. Besides Md. Alauddin highlighted that after approval of Ministry of Establishment, it can be unofficially be assumed as the approved by the Government and other processes of approval by the Ministry of Finance and Secretary Committee are merely the Government's official procedure. To answer a question from Mr. Hara, Md. Alauddin assured to complete the transfer and nomination processes for the staffing of WMD by seven (7) days after the approval of WMD by the Ministry of Establishment.
- After the above discussion, Md. Alauddin left the meeting, handing over the chairmanship of the meeting to Mr. Ashfakul. Then emphasizing the enhancement of workshop facilities, Mr. Hara informed that as JICA Expert Team do not have any expert to give training to the mechanics at workshop, it is necessary to find out the method/ steps to be followed to improve the capacity of the staffs at workshops. At this point Mr. Chowdhury also highlighted the shortage of tools and equipments at workshop. Mr. Ashfakul proposed to provide a list of important tools and equipments so that he can arrange them at an earliest possible time. In reply Mr. Hara informed that the Progress Report 2 includes the list of tools and equipments. Then replying a query from Ms. Bushimata, Mr. Ashfakul informed that the bulk budget of DCC can be used to procure necessary tools and equipment.

- Formation of Action Group and carrying out necessary jobs to facilitate the processes of the establishment of WMD
- Monitoring and feed-back system of the activities of the Project has started in monthly Project Team meeting.
- Conducted India study tour where eight DCC counterpart personnel visited three Indian cities, Pune, Hyderabad and Kolkata, to exchange the opinions on SWM, to visit the SWM facilities and to discuss and observe operations of the NGOs and the private sectors.
- Clean Dhaka Ward Contest in 2008 is ongoing where Conservancy Inspector (CI), and community/primary collection service providers shall be awarded for their better performances. Prize distribution ceremony will be held on March 11, 2008
- Project Progress Workshop: The workshop on the Project Progress will be held on March 13, 2008 to review and share experiences of the Project activities of FY1 and FY2 and to consider the necessities for the future activities.
- As a part of the PR activities billboards have been installed, Project logo has been selected, stickers, leaflets, newsletters and other publications have been developed and distributed through different channels.
- Capacity development of staffs has not been conducted systematically because WMD has not yet established and many of DCC counterpart personnel are not sure whether they will be able to work for the WMD after the establishment or not. However, through implementation of the Pilot Projects especially, capacity of the concerned staffs has developed significantly.

**Progress of the activities of Output 2, Participatory SWM Program:**

- Facilitated the formulation of Ward SWM Guidelines, which is in process of CCO's approval
- Commencement of community activities in ward 76 and continuation of community activities in ward 36.
- Support to primary collection services
- Computer training of the DCC counterpart staffs
- Environmental Education/ Public Awareness Raising program is in progress
- Implementation three pilot projects with collection and transportation group

**Progress of the activities of Output 3, Waste Collection and Transportation:**

- Conducted analyses based on Time and Motion Survey and Weigh Bridge data from Matuail Landfill and updated number and location of dustbins and containers
- To improve the efficiency of the waste collection and transportation, it is necessary to shorten the loading time, selection of proper vehicle types, increase the number of the trips, and/or to increase the loading weight per trips and improve Mechanical Workshop t.
- Organized series of mini-workshop to transfer knowledge and techniques regarding analyses on collection efficiency, successful completion of GIS training.
- Implemented three pilot projects together with the Community SWM Group



- Mr. Chowdhury emphasized that DCC staffs are well experienced and it is necessary to think about providing logistic support to DCC rather than the training and other capacity developments initiatives. Emphasizing the urgency of logistic support required by DCC, Mr. Chowdhury requested Mr. Hara to take necessary initiatives. In reply, Mr. Hara informed that the Clean Dhaka Project is a technical cooperation project where there is no provision of giving logistic supports to DCC. Rather, the project will be providing equipment and materials, which will be necessary to develop the capacity of DCC staffs and SWM as a whole.

Then Mr. Hara gave presentation on other agenda of the meeting

**2. To review the draft Project Design Matrix (Version 2) and finalize the modification:**

Explaining the logical frame work and structure of Project Design Matrix, Mr. Hara mentioned that as establishment of Waste Management Department (a Precondition the Project) will take place by the end of March 2008 and the Project aims Capacity Development of Waste Management Department from the beginning; hence the expression of the five outputs are necessary to be revised. To revise the expression of the outputs, the objectively verifiable indicators (OVIs) are also revised. Then Mr. Hara explained the following revised outputs of the project

1. Capacity for management and coordination of solid waste management activities is improved.
2. Capacity for participatory solid waste management program is improved.
3. Capacity for solid waste collection and transportation is improved.
4. Capacity for operation and management of final disposal is improved.
5. Capacity for financial management on solid waste management is improved.

Then Mr. Hara explained briefly the changes in the objectively verifiable indicators (OVIs) of each output.

After the presentation Mr. Hara mentioned that in the Steering Committee meeting held on May 30, 2007, it was discussed that Activities could be flexible while Outputs should be fixed. Besides some Activities in the previous version were defined in details and did not allow flexible implementation, and some Activities were misplaced to some other group; hence the activities of each outputs have been revised. Mr. Hara briefly explained the modified activities of each output.

**1. To review the proposal of Annual Activity Plan and approve the proposal**

Then Mr. Hara described the ward based approach for the FY (2008/09), where following issues will be highlighted.

- The policy of intensive resource input to the focal areas will continuously be applied.
- Pilot Project should be continued and expanded according to the M/M on February 20, 2008
- Pilot Project will be evolved to Wads-based Approaches (WBA).
- Collection and Transportation Improvement Paper stated 10 charters. Those will be embodied in WBAs.
- WBAs will give good opportunities of "Learning by doing for the staff of WMD.

- After the above presentation Mr. Akter Uzzaman Khan, Chief Revenue Officer, DCC asked to clarify the revenue managing under the output 5. In reply Mr. Hara informed that managing revenue will include reviewing the holding tax documented during Master Plan formulation and re assessing the holding tax and to improve the efficiency of revenue generation through better and improved collection system. At this point, Mr. Akter informed that DCC has already taken initiative to improve the efficiency of revenue collection. To support it, Mr. Hara mentioned about public awareness initiatives to be adopted.
- Then Mr. Hara emphasized that, at the end of FY (2008/2009) mid-term evaluation mission will come from Japan to evaluate the project and at that time they will be evaluating the project progress and success based on each of the outputs and there activities. Hence it very important to make all the activities under each output functional and fruitful through specific efforts by the members of each group.

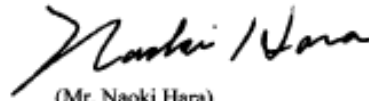
Mr. Hara requested to all members of the St/C to check the Progress Report 2 and if there are comments then send them in writing by March 13, 2008. If the participants do not send the comments, the Project Team will deem that the Draft Progress Report 2 distributed in this meeting can be finalized.

Then Mr. Hara also asked the participants' whether the modified PDM can be finalized or not. In reply, Mr. Ashfakul as the acting Chairman replied that the Project Team has to wait for the comments for the modified PDM in the same way as the comments for the Progress Report 2. If there are comments from St/C members, those have to be taken into account.

Then thanking all the members present, Mr. Ashfakul Islam, Chief Engineer, DCC concluded the meeting.



(Mr. Mohammad Alauddin)  
Chief Executive Officer  
Dhaka City Corporation



(Mr. Naoki Hara)  
Chief Advisor  
JICA Expert Team

6) 第6回ステアリング・コミッティ会議

**Sixth Steering Committee Meeting for Project for Strengthening of  
 Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Sixth Steering Committee Meeting
<b>Date and Time</b>	October 19 <sup>th</sup> , 2008                      14:00 – 15:30
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Mohammad Alauddin, Chief Executive Officer</li> <li>2. Col. Md. Ashfaqul Islam, Chief Engineer</li> <li>3. Col. (Dr.) Md. Showkat Ali, Chief Health Officer</li> <li>4. Commander M. R Chowdhury, Chief Waste Management Officer</li> <li>5. Md. Sharfuddin Khan Jilani, Chief Revenue Officer</li> <li>6. B M Enamul Hoque, General Manager (Transport)</li> <li>7. Syed Qudratullah, Superintending Engineer, DCC</li> <li>8. Dr. Engr. Tariq Bin Yousuf, PD, Landfill Improvement Project</li> <li>9. Abul Hasnat Md. Ashraful Alam, Executive Engineer</li> <li>10. Md. Shafikul Islam, Waste Management Officer (In charge)</li> <li>11. Junko Okamoto, Community Mobilization/Communication</li> <li>12. Masaharu Takasugi, Waste Collection Vehicle and Equipment Maintenance Management</li> <li>13. Akio Ishii, Collection and Transportation</li> <li>14. Mahmoud Riad, Deputy Chief Advisor, JET</li> <li>15. Zaki Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>16. Mr. Jin Hirose, Resident Representative, JICA Bangladesh Office</li> <li>17. Mr. Eiichiro Cho, Senior Chief, JICA Bangladesh Office</li> <li>18. Mayuko Takahashi, JOCV</li> <li>19. Ms. Rifat Ahmad, JET</li> <li>20. Md. Shoriful Alam Mondal, JET</li> <li>21. Mr. Raqebul Islam, JET</li> <li>22. Md. Hamidullah Sarkar, JET</li> <li>23. Md. Mostafizur Rahman, JET</li> <li>24. Mr. Pallab Debnath, JET</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Progress Report 3 Presentation</li> <li>2. Discussions</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Agenda of the Meeting</li> <li>2. Progress Report 3 (draft)</li> <li>3. Directives of Waste Management Department</li> </ol>

### **Discussions and Decisions:**

After welcoming all the members present, Commander Maksudur Rahman Chowdhury, CWMO, DCC introduced Mr. Jin Hirotsawa as the Representative of JICA Bangladesh office and wished continuous cooperation, guidance and outmost support from him for the Clean Dhaka Project. Then briefly explaining the importance of holding the Steering Committee Meeting, CWMO, with the permission of CEO, invited Dr. Tariq Bin Yousuf, PD, LIP to make the presentation on the Progress Report 3.

- At the beginning Dr. Tariq delightfully informed that this Progress Report has been prepared by the counterparts of each group. Twenty copies of Progress Report 3 (draft) were submitted to the participants. Then briefly explaining the background of the project, project frameworks: a) PDM (Project Design Matrix), b) Overall Goal, Project Purpose, Outputs and respective Activities and c) WBA (Ward Based Approaches), Dr. Tariq started explanation of the progress of individual outputs with output 1.

**Output 1 – Management and Coordination of SWM:** Dr. Tariq explained the progress of this output as follows:

- Approval process to establish WMD is almost completed and engineering wing has been established but final approval and recruitment process is still pending and directives have been verbally authorized only.
- Under the Project activity to strengthen human resources and institution of WMD, Hanoi study tour was organized during September, 2008. Besides renovations of three Ward offices have been completed and construction of three new ward offices is ongoing. However budget, asset transfer, and staff recruitments are delayed which need more attention and it is necessary to put the theory to practice regarding Ward SWM by suitably utilizing the ward SWM offices.
- To raise awareness and PR on SWM, WMD launching event took place, C/Is participated in eco-bag and sticker campaigns, and news letter and website have been maintained but more participation of C/Is in PR planning needs to be reinforced.

**Output 2 – Participatory SWM Program:** Mr. Shafiqul Islam, WMO, DCC briefed the progress of this output as follows:

- To organize community and support community level SWM activities community activities are continuing in wards 36 & 76 where the Project activities were started in the Project 2<sup>nd</sup> Year. In this Project 3<sup>rd</sup> Year, under WBA 3, kickoff meetings were held at Wards 63, 69, 75 and 44, and CUWGs (Community Unit Working Group) have been formed in Wards 69 and 75. However formation of CUWG in Ward 63 is delayed.
- To improve primary collection permission and monitoring system progressive steps have been taken by CWMO and consensus within Group 2 is achieved to propose improving existing system. However more community centered approach is needed and development of the formats and training materials for the CIs is under preparation.

- To coordinate among community, PCSP and DCC, CAPs (Community Action Plan) for CUWG in wards 69 and 75 have been prepared. Through coordination significant decrease in waste littering around containers has been achieved and in this regard more effort is necessary to coordinate with the ward commissioners.

**Output 3 – Solid Waste Collection and Transportation:** Mr. Abul Hasnat Md. Ashrafal Alam, Executive Engineer, DCC briefed the progress of this output as follows:

- Weigh bridge data collected from Matuail Sanitary Landfill site has been analyzed. From the analysis 21 LPT (Low Performing Trucks) have been identified. Besides, gaps between existing monitoring systems and improper record keeping have been identified, which need special attention. But main difficulty is to obtain accurate data.
- To improve efficiency of collection system, under WBA 4, planning for new collection and collection improvement in wards 36, 44, 63, 69 and 75 has been done and preparation of road maps for allocation plans of 127 new trucks (from grant aid mission 100 trucks and from Amin Bazar Project 27 trucks) is underway. However manpower in WMD to implement the road map needs to be reinforced.
- To improve system of repair and maintenance of equipments problem analysis from planning, personnel, technical, managerial, and financial aspects has been done. However design of training program for management, mechanics and drivers (on maintenance) is required.

**Output 4 – Operation and Management of Final Disposal:** Dr. Tariq briefed the progress of this output as follows:

- Landfill operation during the wet season was smooth. Leachate treatment at Matuail is delayed due to the need to dewater the ponds after the heavy rainfalls. Frequent breakdown of heavy equipment sometimes hinders the landfill operation. ECNEC for Amin Bazar landfill site has been approved.
- To operate and manage sanitary landfill weekly site meetings are held to improve coordination among departments and successful on-the-job training was held for site staffs. However more permanent staff allocation to the site is needed.
- For environmental monitoring landfill gas, leachate and surface water is monitored regularly by LMU and awaiting to engage expert laboratory to carry out detailed monitoring on a periodical basis. BELA issue at Amin Bazar is still unresolved.

**Output 5 – Financial Management on SWM:** Dr. Tariq briefed the progress of this output as follows:

- To develop financial reports, data is now collected, input and checked every month. However some departments are irregular in providing data. FMG needs a full-time computer operator to deal with the data.

- For the preparation of proposal of financial plans, and establishment of WMD's first budget, formation of a budget committee has been proposed. Large gap between SWM expenditures and revenues has been identified. Hence it might be necessary to reflect service wise breakdown of WMD revenue and cost figures in DCC budget for better understanding and planning of budget allocation.
  - As DCC's Store & Purchase Department is overloaded, WMD may support for the improvement of procurement and payment process. However proposals for improvement need to be settled.
- Then after briefly explaining the progress of WBA activities Dr. Tariq mentioned other major issues related to project progress as follows:
1. Delay in WMD official approval delays the recruitment of staff for WMD.
  2. Formal authorization of the Directives by DCC would strengthen the position of WMD within DCC and its personnel.
  3. Authorization of Ward SWM Guideline
  4. Systemization of PCSP approval and monitoring
  5. It is necessary to allocate the trucks based on a comprehensive plan for efficient operation and also collection service expansion.
  6. Monitoring, evaluation and improvement of collection trucks operations needs to be done based on sufficient and reliable data.
  7. The speedy filling up of the Landfill Management Unit or the posts allocated to disposal
  8. The landfill operation requires suitable and permanent staff stationed at the landfill site and working within one structure and chain of command.
  9. Set up the necessary organization to plan, manage and dispense the WMD budget.
  10. Increase SWM revenue to meet increased operation costs

Then thanking Dr. Tariq for his nice presentation, Mr. Mohammad Alauddin, Chief Executive Officer, DCC requested the participants to give their kind comments and queries.

- Thanking the project team for nice efforts, Mr. Eiichiro Cho, Senior Chief, JICA Bangladesh Office inquired about the status of final approval of WMD and plan for new recruitment for WMD. In reply Mr. Alauddin informed that Finance Ministry has already approved WMD. He also informed that DCC has planned to finish recruitment process of WMD by November, 2008 and possibly new faces may start working for WMD from Middle of December, 2008 or latest from the beginning of January, 2009. To reply to another query from Mr. Cho, Mr. Alauddin informed that he has already discussed with Chairman of NBR and Advisor of Local Government regarding VAT and TAX issue of the Grant Aid, and it has been assured that Bangladesh Government will manage the VAT and TAX.

- Then highlighting the importance of Mid Term Evaluation mission for Clean Dhaka Project, Mr. Cho informed that the Mission will jointly evaluate the project activities to find out sustainability of different project activities and make conclusion on future activities. In this regard Mr. Cho requested strong support from DCC side and to assign DCC staffs to participate in the project evaluation with the mission. In this regard CWMO proposed, and CE approved to assign Dr Tariq and Mr Hasnat.
- At this point Mr. Alauddin inquired about the main steering points of the project to give special attention. In reply appreciating the efforts made by the C/Ps of DCC, Mr. Riad, JICA Expert Team, highlighted that so far project activities were rather slower due to delay in finalization of WMD, but as now WMD is almost approved, new system needs to be adopted very efficiently and new department has to be functioning effectively. In this regard Mr. Riad requested to speed up the progress of project activities starting with recruitment process. In response Mr. Alauddin asked Dr. Tariq to start advertizing of recruitment of WMD immediately.
- Then emphasizing objectives of the Midterm Evaluation Mission, Mr. Riad informed that the mission will be focusing on the improvement of project activities, looking for the problems and trying to fix the issues for future approach for project activities. At this point Mr. Alauddin strongly insisted that DCC C/Ps shall work in joint collaboration with the experts and should be faster and more sincere than before to achieve the goals of the project and success of WMD. Appreciating strong leadership of Mr. Alauddin, Mr. Cho expected faster progress of the project in future.
- Then after obtaining the permission of the CEO, Mr. Riad invited comments from members of the JICA Expert Team.
- Mr. Masaharu Takasugi, Expert, JET briefly explained the following issues regarding collection and transportation group (CTG) activities.
  - By December, 2009 127 new trucks including compactors and container trucks shall be added to DCC conservancy fleet. Hence it is very urgent to define effective plan of using the new additions.
  - At present CTG is analyzing weigh bridge data collected from Matuail landfill site to determine LPT (Low performing trucks) and planning to replace some of the old trucks with new ones.
  - For comprehensive planning of using new trucks, it is very urgent to determine the present volume of waste generated in DCC. Hence it is necessary to measure the waste carried to Amin Bazar landfill site but security is a big problem during night time in Amin Bazar.
  - CTG is preparing GIS maps of DCC wards and after collection of existing SWM conditions by respective conservancy inspectors will update the maps digital data.
  - CTG is also working on the service areas of waste collection and transportation so that if necessary old service areas can be replaced with new service areas.

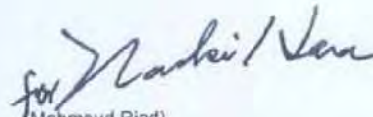
- Then Ms. Junko Okamoto, Expert, JET briefly explained the following issues regarding community group activities:
  - Progress of the capacity development of C/Ps of community group is quite satisfactory and there is significant number of C/Ps, who are becoming qualified to lead the community based activities of SWM at Ward level.
  - Working in community level is very difficult and long process, hence it is necessary to continue WBA approach as well as community activities. Continuous support from DCC's high officials is needed.
- Then Mr. Sharfuddin Khan Jilani, CRO, DCC inquired about the level of approval of WMD Directives and meaning of Dr. Tariq's comment that "WMD revenue and cost figures are not reflected in DCC budget".
  - In reply Dr. Tariq and as well as Mr. Hasnat explained that by that statement reflection of service wise cost of WMD in the budget was very important. Dr. Tariq also explained that if cost of each service to deal per ton waste is reflected in the budget then it will be easier for the policy makers to plan and allocate budget efficiently. Supporting Dr. Tariq's explanation Mr. CWMO also emphasized necessity to determine service costs per ton of waste. In this regard agreeing to the importance of break down of budget, Mr. Jilani mentioned that main budget should not be detailed rather break down of each service cost shall be detailed in the Annual Plan or Annual Work Plan of individual department.
  - Regarding level of approval of WMD directives Mr. CWMO informed that Honorable Mayor of Dhaka City has verbally approved the directives and now will be proceeding step by step toward approval of directives. To this end, Mr. Riad mentioned that written approval by highest official will give more value to the directive and credibility to serve as the basis for formulating future active plans. And to answer another query from Mr. Jilani, Mr. Riad informed that Bengali version of WMD directives was being prepared by the Counterparts.
- Colonel Ashfakul Islam, Chief Engineer, then enquired on the plan of operation concerning implementation of the directives. In reply Mr. Syed Qudratullah, SE, WMD said that the activities of the Project are implemented based on the plan of operation, and that to implement those activities budget is requested.
- Then Mr. Cho introduced the new JOCVs, engaged for environmental education programs, Ms. Mayoko Takahashi and Mr. Hirohisa Matsuyama and briefly mentioned their activities.
- Then in closing remarks Mr. Alauddin mentioned the following issues
  - The need to catch up after the 6 - 7 months delay in approval of WMD,
  - Highlighting the long gap between 5<sup>th</sup> and 6<sup>th</sup> steering committee meeting Mr. Alauddin insisted to hold steering committee meeting more frequently preferably once every three months to steer the project progress more effectively.



- As approval of WMD is at the final stage, recruitment process can be started from the following day, hence Mr. Alauddin asked Dr. Tariq to take necessary initiatives.
  - Receiving 100 vehicles through grant aid of Japan government is a big achievement. DCC has been closely following up the issues with LGRD and Planning Commission.
  - As legal issues of Amin Bazar landfill site have not been resolved yet, it is very urgent to settle down the legal issues first before commencing any activity of Amin Bazar landfill site. In this regard Mr. Alauddin asked Dr. Tariq to take necessary initiatives.
  - Mr. Alauddin asked JICA Experts to prepare the key issues that may require special attention so that further meeting may be arranged to resolve the issues with priority.
  - Referring to Ms. Okamoto's comments Mr. Alauddin mentioned that DCC still lags behind in respect of waste management but this trend has to be changed as the Government is also considering the WMD very special, hence decided to create this new department. We urge everybody to work more actively and efficiently from now on.
  - Regarding up coming Mid Term Evaluation Mission, Mr. Alauddin ensured to provide full support from DCC side to make the mission objective successful and requested that the mission meet with him anytime, and as required for project purpose to work with Mr. CWMO.
- Finally the Steering Committee Members were requested to review the Progress Report 3 by October 22, 2008 and give individual's kind comments so that it can be finalized by October 23<sup>rd</sup>, 2008.

Then thanking all the members present, the Chair declared the end of the Meeting.

  
(Md. Alauddin)  
Chief Executive Officer  
Dhaka City Corporation

  
(Mahmoud Riad)  
JICA Expert Team

7) 第7回ステアリング・コミッティ会議

**Seventh Steering Committee Meeting for Project for Strengthening  
 of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Seventh Steering Committee Meeting
<b>Date and Time</b>	March 3 <sup>rd</sup> , 2009      15:30 – 16:30
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md. Nurul Haque, Chief Executive Officer, Dhaka City Corporation</li> <li>2. Col. Md. Ashfakul Islam, Chief Engineer, Dhaka City Corporation</li> <li>3. Col. (Dr.) Md. Showkat Ali, Chief Health Officer, Dhaka City Corporation</li> <li>4. Commander M. R Chowdhury, Chief Waste Management Officer, Dhaka City Corporation</li> <li>5. Nasreen Akhtar Chowdhury, Deputy Secretary, Economic Relation Division (ERD)</li> <li>6. B M Enamul Hoque, Secretary, Dhaka City Corporation</li> <li>7. Dr. Ashraf Ali, Associate Professor, Bangladesh University of Engineering &amp; Technology (BUET)</li> <li>8. Syed Qudratullah, Superintending Engineer, Dhaka City Corporation</li> <li>9. Md. Nurun Nabi, Chief Accounts Officer, Dhaka City Corporation</li> <li>10. A.S.M.Emdadul Dastagir, General Manager (Transport), Dhaka City Corporation</li> <li>11. Dr. Engr. Tariq Bin Yousuf, Project Director Landfill Improvement Project at Matuail, DCC</li> <li>12. Abul Hasnat Md. Ashraful Alam, Executive Engineer, DCC</li> <li>13. Eiichiro CHO, Senior Representative, JICA Bangladesh Office</li> <li>14. Jin HIROSAWA, Representative, JICA Bangladesh Office</li> <li>15. Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>16. Mahmoud RIAD, JICA Expert Team</li> <li>17. Akio ISHII, JICA Expert Team</li> <li>18. Masahiro SAITO, JICA Expert Team</li> <li>19. Noboru OSAKABE, JICA Expert Team</li> <li>20. Ko TAKEUCHI, JICA Expert Team</li> <li>21. Mostafizur Rahman, JICA Expert Team</li> <li>22. Md. Shoriful Alam Mondal, JICA Expert Team</li> <li>23. Pallab Debnath, JICA Expert Team</li> <li>24. Md. Hamidullah Sarkar, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Brief project background explanation</li> <li>2. Progress Report 4 - Draft</li> <li>3. Situation of WMD</li> <li>4. Discussion</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Agenda of the Meeting</li> <li>2. Progress Report 4 (draft) – 20 Copies</li> </ol>

*MR* 

### Discussions and Decisions:

After welcoming all the members present, Commander Maksudur Rahman Chowdhury, CWMO, DCC requested the participants to introduce themselves. Then with the permission of Mr. Md. Nurul Haque, Chief Executive Officer, DCC, Mr. CWMO invited Dr. Tariq Bin Yousuf, PD, LIP to give presentation on brief project background and the contents of the Progress Report 4 (Draft).

#### **1. Brief project background explanation:**

- After brief description of the chronology of the project Dr. Tariq outlined the overall framework of the Clean Dhaka Project. He mentioned that considering the project purpose to improve the solid waste management services of Dhaka City Corporation overall goal of the project is "The solid waste management services are sustained and sanitary environment of the city is improved". He also mentioned that to meet the purposes of the project different activities are conducted under five individual outputs as follows:
  - Output 1: Management and coordination
  - Output 2: Participatory solid waste management
  - Output 3: Collection and transportation
  - Output 4: Operation and management of final disposal
  - Output 5: Financial management

#### **2. Brief project background explanation:**

- At the beginning of the presentation on Progress Report 4, Dr. Tariq mentioned that up to now the Project has achieved the following milestones:
  - Establishment of WMD
  - WBA (Ward Based Approach) approach to waste management
  - First Sanitary landfill at Matuail was constructed and is in operation
  - Landfill Management Unit is functioning
  - Aminbazar Landfill Project was approved by ECNEC (2008-2010) and implementation has started this year.
  - Data on collection points and routes have been collected and input in GIS maps for 84 wards
  - Joint Mid-term Evaluation by JICA and DCC was done in Nov '08, and the Project was Rated "B"
  - Exchange of Notes for Environmental Grant Aid towards low carbon emission between the two Governments of Bangladesh and Japan was signed on 18<sup>th</sup> Feb' 09
- Dr Tariq then explained that the Ward Based Approach program which focuses Project resources in target wards and links the SWM sectors together was very useful to improve solid waste management in DCC. Dr. Tariq mentioned that the project has been implementing four WBAs as follows:
  - WBA1: New construction or renovation of existing offices to strengthen ward office function.
  - WBA2: With the goal to improve the working conditions of DCC three approaches are considered under WBA2; workers safety gears distribution, formation of work safety & sanitation committee and introduction "workers manual" & reorganize the work methods.
  - WBA3: To support community activities through organizing CUWG (Community Unit Working

- Group) and WSWMC (Ward Solid Waste Management Committee).
- WBA4: With the goal to improve collection efficiency two approaches are considered under WBA4; introduction of new collection system and improvement of conventional collection system.
- Then Dr. Tariq summarized the project achievements and challenges of each output in the 3<sup>rd</sup> JFY as follows:
- Output 1: (1) Strengthening of ward SWM office, (2) Compilation of 7 good practices and (3) Intensified PR activities
  - Output 2: (4) Linking Community Action Plans with WBA 4A, (5) Strengthening coordination between Community, PCSP and DCC and (6) CUWG training by C/Ps
  - Output 3: (7) Weighbridge data collection and use for collection trucks operation monitoring, (8) Introducing new collection system in WBA 4A and (9) Extension of WBA2 to 15 wards
  - Output 4: (10) Smooth LF operation in wet season, (11) Weekly operation coordination meetings at Matuail LF, and (12) Starting improvement project of Amin Bazar LF
  - Output 5: (13) Arrangement of WMD fixed assets, (14) Incorporation of FY 2007/08 SWM expenditure with revenue, and (15) Initiation of the preparation of Budget Committee for WMD.
- The Project efforts to strengthen SWM at the ward level included strong monitoring of cleansing activities, linkage between waste collection & transportation, construction of ward offices, and setting up of complaint procedures. And for public awareness implementation of awareness raising programs, development of communication materials, school education program, and media campaign have been prepared.
- Then comparing the previous and present conditions of Matuail Landfill Dr. Tariq mentioned that Matuail is operating 24 hours a day. He briefly described the weighbridge operation, vehicle washing facility, high performance of the steel plates during the wet season, construction of working road and platform, leachate collection system, surface drainage system, gas venting facility, leachate treatment facility and regular monitoring of the environment, and weekly coordination meeting between LMU, Mechanical and Transport department at Matuail Landfill Site for ensuring the sanitary condition.
- Dr. Tariq explained the activities of the Project's Financial Management Group for compilation of financial reports for the waste management costs of DCC by which it is now possible to know detailed expenditures for the waste management sector in DCC.

### 3. The Situation of the Waste Management Department (WMD)

- Then with the permission from Mr. CEO, Mr. Riad presented the present situation of WMD. To describe the necessity of WMD Mr. Riad mentioned that as different individual entities are involved in the whole SWM process, it is very difficult to control and ensure smooth operation of SWM. Hence it is very much important to establish the WMD to have the ultimate responsibility to operate all activities of SWM in DCC.
- Then to describe the recent chronology of WMD establishment Mr. Riad said that on June 8th, 2008, LGRD sent the proposal for the WMD to the Ministry of Finance. On July 21st, 2008, the Monitoring Section of the Ministry of Finance approved the proposed WMD organization chart. Upon the approval of the Ministry of Finance, WMD Inauguration Ceremony was held on August 14, 2008. On October 27, 2008, Ministry of Finance's Implementation Wing issued an order to LGRD&C regarding the salary grade of waste management department. On January 25th, 2009, DCC sent two documents to LGRD&C, one concerning requests to abolish some posts and the second to revise the salary scale of the WMD.

- Mr. Riad stressed that the project is a capacity development project and without staffing of the WMD it is difficult to achieve the project goals as well as to meet the requirements of JICA. So far only 14 staffs have been assigned by Honorable Mayor for WMD. However as establishment of WMD is delayed considerably, existing staff members are becoming less motivated with the passage of time. Under these circumstances it is very urgent for DCC to recruit the WMD staff. Mr. Riad also mentioned that as per the proposed WMD organization all conservancy trucks and drivers under the Transport Department would be shifted to WMD, but the Drivers Union had already informed that they are opposing such a transfer. By next year 127 new waste collection trucks will be introduced into service but it is still not clear who will be responsible for their operation. Besides he emphasized that so far DCC engineers had been successfully engaged in procurement and construction related works but as sophisticated SWM facilities (as landfill) and new compactor trucks are introduced it becomes increasingly necessary that engineers should be suitably engaged for the operation and management as well. Moreover the future planning for operation, management and maintenance more manpower set-up will be needed; which cannot be achieved without WMD. Mr. Riad also mentioned that the Project Team understood that only after issuance of the final Government Order it is possible for DCC to transfer/ employ the WMD staff, transfer asset related to SWM to WMD and prepare for budget allocation.
- Then presenting the organization of WMD Mr. Riad explained that the present Conservancy Department would be transferred into the WMD with relative ease but the challenge lies with setting up and staffing the engineering wing which is a new entity.
- Mr. CEO ensured his support to smoothly establish the WMD. Upon Mr. CWMO's request Mr. Abul Hasnat Md. Ashraful Alam, Executive Engineer informed that at present there are basically two issues regarding establishment of WMD; salary scale and abolishment of about 59 posts. He also informed that during January, 2009 DCC sent a letter to the ministry with the answers to the inquiries. But the file processing is slow and might have become delayed and hence some initiatives were needed to hasten the process and obtain the final approval. Mr. Hasnat also mentioned that the secretary at the ministry was not well informed about the present status of WMD and may be under the misunderstanding that everything was progressing smoothly with WMD. It was therefore necessary to explain to him about the present situation in order for him to hasten the approval process.
- At this point Mr. Syed Qudratullah, SE, WMD mentioned the sustainability of the project strongly depends on allocating the required manpower to implement all the project activities. He also mentioned that although all existing staffs are working very hard but shortage of manpower is hindering the progress of the project and management of landfill improvement as well as smooth SWM in DCC and hence it is very much urgent to have the permanent staffs immediately. Moreover Drivers appointment for newly coming vehicles will be needed at appropriate time to fully operate and function under WMD.
- Then Mr. Echiro CHO, Senior Representative, JICA Bangladesh Office strongly urged Mr. CEO that DCC should take the establishment of WMD issue seriously. Then mentioning last month's agreement signed between JICA and ERD for the Grant Aid, Mr. Cho stated that even at this time JICA may suspend both the Technical Assistant Project and Grant Aid Project if establishment of WMD was not confirmed. In response Mr. CEO again ensured that DCC will deal with the issue sincerely and will solve the problem within the earliest possible time.
- To this Mr. CWMO informed that almost 95% of the work has been done for the establishment of WMD and now some official proceeding remains to be completed which requires some official pushing to expedite the

MR. Riad

process. Mr. CEO said that he will be talking with Secretary of the ministry to discuss about a solution of the problem. Then Mr. Cho requested Nasreen Akhtar Chowdhury, Deputy Secretary, ERD to help sincerely in this regard and Ms. Nasrin acknowledged the request.

#### 4. Discussion:

- Mr. Hasnat informed that from the budget summary it is evident repair cost has been reduced significantly and there is an increase in fuel cost. Mr. CWMO informed that litter consumption was reduced from last year but due to oil price hike fuel cost has increased from last year.
- Col. Md. Ashfakul Islam, Chief Engineer, DCC appraised that the Project activities are improving gradually but the problem is with the shortage of Engineers to implement the project. In this regard he informed that within the Engineering Department there is a shortage of Engineers as well hence he is also unable to depute some Engineers to WMD. But once WMD is established then it will be possible to recruit new Engineers as required and he also stressed the need to establish WMD quickly.
- To this end Mr. Riad highlighted that DCC has made much effort to develop the landfill site, and new trucks are coming soon; the landfill and trucks have to be operated properly otherwise surrounding environment may become polluted. Mr. CE inquired about whether LMU is providing soil cover or not at Matuail LF as without soil cover it is not possible to ensure sanitary landfill operation. In reply Dr. Tariq mentioned that as soil is expensive to use as daily cover, it has been decided to use the old waste instead as cover. He also mentioned using old waste as cover has an advantage to help the semi-aerobic system by increasing the decomposition process utilizing the micro-organism present in the old waste. Dr. Tariq also mentioned that final soil will be done using the soil.
- Mr. CE inquired about taking initiatives to start composting in DCC. In reply Dr. Tariq informed source segregation has been started in DCC and without proper source segregation the produced compost may be harmful for the plants as ingredients may have harmful materials. He also informed that at present DCC is using old wastes to construct working roads in the landfill site. Mr. CE emphasized that Chittagong City Corporation is doing good composting business. Then it was decided to visit the compost plant in Chittagong City Corporation during the 3<sup>rd</sup> Bangladesh SWM Conference.
- Then Mr. CE proposed to use bio-degradable bags for waste dispose by individual households. In response Mr. CWMO informed that from DCC would implement a model project in Dhanmondi area.
- Mr. Cho inquired about the theme of DCC's presentation during the 3<sup>rd</sup> BSWMC. In reply Dr. Tariq mentioned that during the last conference all city corporations shared their individual waste management practices and this time all city corporations will be focusing on specific practices and in this regard DCC will be presenting on WBA, Policy guidelines and networking. Mr. Syed Quadratullah, SE, WMD also expressed the need for coordination with all the city corporations and focus on developing policy guidelines on SWM for all cities.

#### 5. Progress Report 4

Then Mr. Riad mentioned that 20 copies of the draft of Progress Report 4 have been submitted to those present and requested the members to give any comments they may have on the report contents to the Steering

Committee Secretary, Mr. Syed Quadratullah, SE, by next Sunday, March 8<sup>th</sup>, 2009. Mr. Nurul Haque, CEO thanked the Project Team for preparing the Progress Report 4.

Then thanking all the members present, Mr. Nurul Haque declared the end of the Meeting.



Md. Nurul Haque  
Chief Executive Officer  
Dhaka City Corporation



Mr. Mahmoud Riad  
JICA Expert Team



8) 第8回ステアリング・コミッティ会議

**Eighth Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Eighth Steering Committee Meeting
<b>Date and Time</b>	July 2 <sup>nd</sup> , 2009                      15:30 – 16:30
<b>Venue</b>	Room # 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md .Nurul haque, Chief Executive Officer (CEO), Dhaka City Corporation (DCC)</li> <li>2. Ms. Nasreen Akhtar Chowdhury, Deputy Secretary, Economic Relation Division (ERD), Ministry of Finance</li> <li>3. Col. Maksudur Rahman, CWMO, DCC</li> <li>4. Mr. Moniruzzaman, CRO (DCC)</li> <li>5. Col Md. Abdul Quadir, Chief Engineer, DCC</li> <li>6. A S M Shaheen Reza, CS&amp;PO</li> <li>7. A.S.M. Emdadul Dastagir, General Manager (Transport), DCC</li> <li>8. Dr. Tariq Bin Yousuf, Project Director Landfill Improvement Project, DCC</li> <li>9. Mr. Syed Qudrat Ullah, Superintending Engineer, Waste Management Department (WMD), DCC</li> <li>10. Mr. Abul Hasnat Md. Ashraful Alam, Executive Engineer (Collection and Transport), WMD, DCC</li> <li>11. Mr. CHO Eiichiro, Senior Representative, JICA Bangladesh Office</li> <li>12. Mr. Hirozawa Jin, Representative, JICA Bangladesh Office</li> <li>13. Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>14. Mr. Naoki Hara, JICA Expert Team (JET)</li> <li>15. Mr. Akio ISHII, JET</li> <li>16. Ms. Rifat Ahmad, JET</li> <li>17. Mr. Mostafizur Rahman, JET</li> <li>18. Md. Shoriful Alam Mondal, JET</li> <li>19. Mr. Pallab Debnath, JET</li> <li>20. Md. Shahinur Rahman, JET</li> </ol>
<b>Agenda</b>	<ul style="list-style-type: none"> <li>➤ Implementation Plan for the 4<sup>th</sup> year</li> <li>➤ Review of Objectively Verifiable Indicators of PDM of the Project</li> <li>➤ Staffing to Waste Management Department</li> </ul>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Power Point Slides for the above three agenda</li> <li>2. Project Implementation Plan for the 4<sup>th</sup> year</li> </ol>



After welcoming speech by SE of WMD, Mr. Qudrat Ullah to all the members present, Commander Maksudur Rahman Chowdhury, CWMO, DCC requested participants to introduce themselves to other members of the Steering Committee (St/C). Then with the permission from Md. Nurul Haque, CEO, DCC, Mr. CWMO invited Mr. Naoki Hara, Chief Advisor of JET to give presentation. At the beginning Mr. Hara explained that presentation of the meeting was prepared and would be made by him on behalf of the Project Team since the Team has already started the activities of the 4<sup>th</sup> year and the DCC Counterpart were busy for the activities.

**Discussions:**

➤ **Implementation Plan for the 4th Year**

At first, Mr. Hara presented framework and outline of the Project, including Overall Goal of the Project, Project Purpose and five Outputs of the Project. Afterwards he reminded the members of St/C the ideas of Technical Cooperation of Project of JICA. He emphasized required initiative of St/C as well as importance of the 4<sup>th</sup> year. He also gave brief explanation on ward based approaches (WBAs).

➤ **Over view of PDM**

At this point Mr. Hara requested the St/C members to discuss on Objectively Verifiable Indicators (OVIs) of as the Mid-term Evaluation Mission pointed out necessity of further discussion and clarification last year. He firstly explained elements and structure of PDM, then proposal of the modification for indicators of the Project Purpose and the Overall Goal. For other proposal of modifications for the five Outputs, he requested to the members to read the proposals after the meeting and to send comments to the secretary of the St/C, SE of WMD in writing.

➤ **Staffing to Waste Management Department (WMD)**

Mr. Maksud Rahman Chowdhury, CWMO, DCC, explained that two types of selection committee meetings, one for Class II and higher class posts and another for Class III or lower posts would be held soon, that the file for the selection committee meetings had already reached to the Honourable Mayor, that he was about to sign and determine the date of the committee meetings and that process of recruiting would start after the committee meetings.

➤ **Discussion:**

As Mr. Cho inquired about the class of the drivers according to the salary grade in WMD, CWMO informed that in WMD organogram drivers shall be in Class III employee category.

Then to reply a inquiry from Mr. Cho regarding ownership of the workshops, Mr. CWMO informed that existing two workshops; Workshop1 and 2 shall remain under Mechanical Divisions of the Engineering Department, and that the new workshop to be constructed under Environmental Grant Aid Program will be under WMD. At this

point Dr. Tariq mentioned that the process of establishment of WMD should be a gradual process and it needs to attain some capacity as well as time to run in full swing.

Then Mr. Cho inquired whether the personnel of the workshops to WMD or not. In reply Dr. Tariq mentioned that under the Environmental Grant Aid Program some drivers and mechanics will be trained up who will work as the trainer for new employees of the workshop. At this point Mr. Zia insisted that the employee who will be given training through Environmental Grant Aid should be considered during transfer of the employee to WMD.

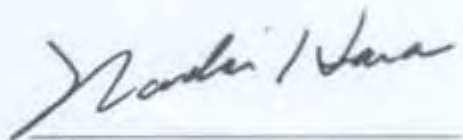
Then CWMO mentioned that as JICA Expert Team is closely working with DCC and may know the capacity of different staffs, hence they may recommend some name for transferring to DCC. In reply Mr. Hara said that as a external persons, it is not good for JET to recommend particular staffs, but rather in general JET can recommend those person who have developed their capacity through technical cooperation with JICA since 2003 as JET issued a letter to the previous CEO in March 2008.

SE of WMD inquired about strategy for revenue increase for SWM. In reply Mr. Hara informed that in the Master Plan has already recommended to re-evaluate and update values of the property for holding tax and increase percentage of conservancy rate, that during next year Master Plan will be reviewed, and at that time this issue will be considered.

At the end of the of the meeting, it was found that some new members of StC do not understand institution for Project implementation. For these members, Mr. Hara recommend for the new members to refer Record of Discussion and Minutes of Meetings concluded between JICA and relevant authority of the Government of Bangladesh in October and December 2006.



Md. Nurul Haque  
Chief Executive Officer  
Dhaka City Corporation



Mr. Naoki Hara  
Chief Advisor  
JICA Expert Team

9) 第9回ステアリング・コミッティ会議

Ninth Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City

<b>Meeting Name</b>	Ninth Steering Committee Meeting
<b>Date and Time</b>	14 <sup>th</sup> December, 2009          12.00-01.30
<b>Venue</b>	Room number 212, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md. Nurul Huq, Chief Executive Officer</li> <li>2. Brg Gen Dr. MD. Showkat Ali, Chief Health Officer</li> <li>3. Brg Gen Md. Abdul Qadir, Chief Engineer</li> <li>4. Ms. Nasreen Akhtar Chowdhury, Deputy Secretary</li> <li>5. Captain B.K Saha, Chief Waste Management Officer</li> <li>6. Bellal Hossain Mia, Chief Account Officer</li> <li>7. Mr. Moniruzzaman, Chief Revenue Officer</li> <li>8. A S M Shahen Reza, Chief Store and Purchase Officer</li> <li>9. Syed Qudratullah, Superintending Engineer, WMD</li> <li>10. Dr. Tariq Bin Yousuf, PD, LIP, DCC</li> <li>11. Dewan Mohammad Shah Alam, Add. CWMO</li> <li>12. Md. Mizanur Rahman, WMO, Budget (In charge)</li> <li>13. Ms. Saeda Makimoto, JICA Bangladesh</li> <li>14. Mr. Zaki Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>15. Mr. Naoki Hara, JET</li> <li>16. Mr. Takatoshi Arai, JET</li> <li>17. Mr. Mostafizur Rahman, JICA Expert Team</li> <li>18. Ms. Rifat Ahmad, JICA Expert Team</li> <li>19. Md. Shoriful Alam Mondal, JICA Expert Team</li> <li>20. Mr. Pallab Debnath, JICA Expert Team</li> <li>21. Mr. Mohammad Ali, JICA Expert Team</li> <li>22. Ms. Nandita Das, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Progress Report 5</li> <li>2. Staffing to Waste Management Department</li> <li>3. Revision of Indicators in PDM of the Project</li> <li>4. Others</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Draft Progress Report 5</li> <li>2. Presentation Material</li> </ol>

At the beginning Steering Committee members introduced themselves. Mr. Nurul Huq, Chief Executive Officer, DCC, requested Captain Bipan Kumar Saha, Chief Waste Management Officer (CWMO), DCC, to start the discussion as per agenda.

#### Agenda 1: Draft Progress Report 5

Captain B K Saha started the discussion on Draft Progress Report 5 with brief explanation about the project background, frame work and current issues to continue fulfillment of Project Purpose. To describe the Progress Report 5, he mentioned that the report show achievement of project purpose and five outputs of the project, which was measured as degree of attainment of indicators.

To inform the achievement of Project Purpose, CWMO mentioned that the indicators are already attained. He informed that around 2000-2100 tons of waste is collected and transferred to Matuail (about 1300 ton) and Amin Bazar (about 700-800 ton) landfill site, which is around 50% to 52.5% of total generated waste. He also mentioned that first two WBA wards ratio of satisfied residents were found 40% for SWM services. In a baseline survey during August, 2009 showed that more than 50% of the residents are satisfied with SWM service in 7 wards included in WBA program.

Then CWMO highlighted three urgent issues that need immediate attention;

- 1) Effective and efficient use of new vehicles provided with assistance of Government of Japan which needs an immediate staffing to WMD,
- 2) Control over the drivers (discipline and incentives) and
- 3) Assignment of jobs of WBA activities to the staff of Conservancy Wing to sustain and expand WBA.

Then Dr. Tariq Bin Yousuf, PD, LIP, DCC presented on the achievement of five individual outputs of the project as follows:

- Achievement of Output 1 and Community Ward Based Approach (WBA):
  - Establishment of Waste Management Department (WMD) in 2008 has officially approved combining the conservancy and engineering functions within a single department and to maintain a single chain of command and budget line.
  - Waste separation at source has started in some wards, a study to define the waste recycling trend and its implication is ongoing.
  - Strengthen and decentralize waste management services to ward level for implement the community based approach.
  - Workers manual for the cleaners describing the safety and sanitation of the working environment through proper work practices.
  - Preparation of community based SWM guideline,
  - Developing systematic and community oriented PCSP permission and monitoring system,
  - Partnership with the private sector, NGOs, corporate agencies established,
- Achievement of Output 2 :
  - Cleaners' worker manual
  - Community based SWM guideline
  - PCSP permission and monitoring system

- Achievement of Output 3 is :
  - Improvement of existing waste collection system and smooth transfer from primary to secondary container
  - Preparation for the introduction of new vehicle 35 Compactor, 45 Container Truck
  - Starting of construction works of workshop to improve in repair and maintenance of new vehicles
  - Capacity building of mechanics and drivers through training and workshop
  
- Achievement of Output 4:
  - Operation of Matuail Landfill is ongoing smoothly
  - Weighbridge is under operation and regular reporting is done
  - Leachate treatment has been continuing
  - Environmental monitoring of gas, surface water and ground water is done periodically as per the EMP.
  
- Achievement of Output 5:
  - Cost and revenue related to waste management has been defined.
  - Expenditure of SWM has been analyzed and approximate cost per ton for waste management has been calculated to be about \$20.

At this point, CEO enquired regarding the progress of construction works of Amin Bazar Landfill project. Chief Engineer suggested to present time bound progress of each component to be discussed in Steering Committee Meeting so that discussion can be done in the Steering Committee meeting to overcome any difficulties, therein

To reply the queries from CEO and Chief Engineer, Dr. Tariq said that, progress of Amin Bazar landfill project is about 55% and by June 2010 it is designed to be completed. But due to certain problem it is needed to extend for one year. He explained that lack of coordination among the contractors has made the working condition very challenging. Chief Engineer asked about the steps has yet been taken to solve the matter. Then to reply the query from the Chief Engineer, Dr. Tariq informed that this problem had already been discussed during implementation committee meeting and many letters had been issued to notify the concerned contractors who were found to be non-responsive. At this point, CEO suggested to keep the contractors under continuous pressure and Chief Engineer requested to present a time bound progress report.

#### **Agenda 2: Staffing of WMD**

Then Mr. Naoki Hara, Chief Advisor, JET discussed the present status of staffing of WMD. Briefly mentioning the chronograph, Mr. Hara emphasized the importance of the necessity and urgency of WMD. He explained that WMD has all major functions for Integrated Solid Waste Management, street and drain cleaning, promotion of community SWM, collection and transportation, final disposal as well as planning and budget proposal for SWM. He added that improvement of SWM required one organization which allow single chain of command for every aspect of SWM.

Then Mr. Hara mentioned Central Government (Ministry Local Government, Rural Development and Co-operatives) Issued Government Order for WMD in May 2009 and then DCC endorsed the order. After that Honorable Mayor of Dhaka City committed that the staffing should have been completed by mid-November, 2009 which had not yet been done. Then referring to the delivery of 100 waste collection vehicles through Environmental Grant Aid Program that will start February 2010, Mr. Hara strongly emphasized the importance of immediate completion of

staffing of WMD in order to ensure effective and efficient use of new vehicles. He also mentioned that before the delivery of vehicles, WMD should assign the drivers and should conduct training for the drivers.

Then Mr. Hara mentioned the processes/ tasks for staffing as below:

- Staffing with Personnel of Former Conservancy Department.
- Staffing of Engineering Wing.
- Transfer of Drivers of Waste Collection Vehicles.
- Staffing with Recruitment.
- Recruitment of Additional Drivers.

At this point, CEO asked if there was any program for drivers training. In response Mr. Syed Quadratullah, SE, WMD said that few drivers had already been trained and later the remaining drivers will be trained up. Mr. Hara informed that training was carried for daily operation and maintenance. Dr. Tariq added that 30 drivers and 30 mechanics have so far been trained up and there is budget to train 100 drivers in total.

Then CEO asked whether existing drivers can drive new vehicles properly or new recruitment is necessary. In response Mr. SE told that new recruitments will be necessary. To reply a query from Chief Engineer, CWMO informed that recruitment of the drives shall be under revenue budget. Mr. Shah Alam added that heavy equipment drivers will be shifted to WMD for driving the compactors and new drivers shall replace their current location.

At this point Chief Engineer proposed to make separate committee for staffing and solve the matter immediately through steering committee as it has sufficient power to execute the process. CEO added that another subcommittee can be formed to support and assist the steering committee for staffing.


Ms. Saeda Makimoto exclaimed with sorrow that, a series of discussions took place between DCC and JICA representative, asking for an action plan with whom, how, when WMD will be established; but so far no concrete decision has been made by DCC regarding staffing. She mentioned it to be very surprising and disappointing to JICA. To this end she warned DCC regarding the excise duty of port for the grant aid vehicle if the process is not finished on time.

### Agenda 3: Revision of Indicators in PDM of the Project

Then Mr. Hara mentioned the revision of indicators in PDM incorporating the comments from JICA Advisory Committee and JICA Head quarter as below.

- Control of the Drivers of Waste Collection Vehicles
  - To measure achievement of the Project amount of waste transported to landfills has to be measured.
  - Due to the uncontrollable situation, Project Team proposed the waste measurement needs external conditions of cooperation of the drivers.
  - JICA Advisory Committee and HQ insisted that the Drivers should be controlled by including them in WMD.
- Conservancy Inspectors, Cleaners, Drivers and Workshop Staff
  - Project Team proposed that to measure the motivation of them.
  - JICA Advisory Committee and HQ insisted that their motivation is essential for improvement in SWM of Dhaka City.
  - They suggested showing the attainment even qualitatively if quantitative analyses are impossible.

- Further discussion with JICA Bangladesh, JICA HQ will be necessary.
- Further discussion within the Project Team will be required.
- Approval by the Steering Committee at the end of this JFY.
- Modified Indicators will be applied in Terminal Evaluation to be conducted in July or August 2010.



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Md. Nurul Haque  
Chief Executive Officer  
Dhaka City Corporation



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Mr. Naoki Hara  
Chief Advisor  
JICA Expert Team

10) 第10回ステアリング・コミッティ会議

Tenth Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City

Meeting Name	Tenth Steering Committee Meeting
Date and Time	15 <sup>th</sup> March, 2010 15.30-16.30
Venue	Room number 212, DCC
Attendant	<ol style="list-style-type: none"> <li>1. Md. Abul Kalam Azad, Chief Executive Officer</li> <li>2. Brg Gen Dr. Md. Showkat Ali, Chief Health Officer</li> <li>3. Brg Gen Md. Abdul Qadir, Chief Engineer</li> <li>4. M. S. Zaman, Secretary, DCC</li> <li>5. Captain B.K Saha, Chief Waste Management Officer</li> <li>6. Mr. Moniruzzaman, Chief Revenue Officer</li> <li>7. Mr. Bellal Hossain Mia, Chief Account Officer</li> <li>8. A. S. M. Emdadud Dastagir, G.M. DCC</li> <li>9. Mr. Syed Qudratullah, Superintendent Engineer ,WMD</li> <li>10. Dr. Tariq Bin Yousuf, PD, LIP, DCC</li> <li>11. Dewan Md. Shah Alam, Add. CWMO, DCC</li> <li>12. Mr. Hiroyuki Miyake, JICA Advisory Committee</li> <li>13. Mr. Mitsuo Yoshida, JICA Advisory Committee</li> <li>14. Mr. Shigeki Furuta, JICA Bangladesh</li> <li>15. Ms. Saeda Makimoto, JICA Bangladesh</li> <li>16. Mr. Zaki Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>17. Mr. Naoki Hara, JET</li> <li>18. Mr. Akio Ishii, JET</li> <li>19. Mr. Ko Takeuchi, JET</li> <li>20. Ms. Rifat Ahmad, JICA Expert Team</li> <li>21. Md. Shoriful Alam Mondal, JICA Expert Team</li> <li>22. Mr. Pallab Debnath, JICA Expert Team</li> <li>23. Mr. Hamidullah Sarkar, JICA Expert Team</li> </ol>
Agenda	<ol style="list-style-type: none"> <li>1. Progress Report 6</li> <li>2. Activity Plan for Next Financial Year (April 2010-February 2011)</li> <li>3. DCC's Arrangement for Collection Vehicles and Workshop to be Program</li> <li>4. Others</li> </ol>
Material	<ol style="list-style-type: none"> <li>1. Draft Progress Report 6</li> <li>2. Presentation Material</li> </ol>



At the beginning Md. Abul Kalam Azad, Chief Executive Officer, requested participant of the meeting to introduce themselves. Afterward Chief Executive Officer, DCC, requested Captain Bipan Kumar Saha, Chief Waste Management Officer (CWMO), DCC, to start the discussion as per agenda.

Captain Bipan Kumar Saha explained in brief regarding the project current status. On his presentation he described on the integrated approach of the Project. He also explained four ward based approaches in concise. He mentioned combined technical cooperation and physical investment by government of Japan through JICA like Debt Cancellation Fund, Environmental Grant Aid Program.

#### Agenda 1: Draft Progress Report 6

Captain Bipan Kumar Saha explained Progress Report 6 in short.

On his discussion he mentioned the progress of WBA 1. At first he described necessity of the ward offices. In this financial year project constructed only one ward office instead of five person incharge could not provide with Land clearance. Also renovated two ward offices.

JET provided Safety gears in total 36 wards which include 20 in this fiscal year. Also distributed 3000 copies of Cleaner's Manual. He also mentioned the issues like full set up of Safety and Sanitation Committee and ensures the use of safety gears.

Captain Bipan Kumar Saha mentioned issues of WBA 3, he said prompt designation of Assistant CWMO (planning) is necessary, as well include WBA activity in the job of WMD staff also necessary.

He mentioned that fixed time station collection has been introduced to ward 45 and working successfully, newly designed hand trolleys have been introduced. He also said improvement in existing collection system has been introduced in Ward 84, 50, and 53.

After mentioning Ward Based Approaches, in this year he gave explanation on five project activities. He mentioned the necessity of staffing of WMD. CWMO also said that DCC can apply the PCSP registration, monitoring and evaluation form to all 90 wards. He mentioned drivers and truck cleaners of 100 collection vehicles should be assigned by early May for training and operation. He also mentioned that budgeting procedure for WMD has determined. He also presented waste management costs of DCC for six months of 2009-10 FY.

At this point he mentioned the degree of attainment of two indicators. First one is around 49-51% of wastes per day are transported to landfills and disposed properly. The other one is ratio of satisfied residents increased from 21% to 63% in Ward 36 and Ward 76 between the time of commencement and two years after WBA implementation. The ratio increased from 42% to 68% on average, in W44, W63, W69 and W75 on average.

#### Agenda 2: Activity plan for next FY (April 2010 to February 2011)

At this point he mentioned as below,

- The next financial year will be the last year of this technical cooperation Project.
- WMD will concentrate on setup management system of Project activities for WMD to continue Project activities even after the termination of the Project.

- New activities and expansion of WBA will be limited with existing human resources of WMD.
- Substantial inputs will be placed on vehicle operation especially those to be provided through the Environment Grant Aid Program.
- Prior to termination of the Project, review of M/P, participation to Terminal Evaluation, finalizing manuals and guidelines, compilation of Final Report and Closing Seminars are to be completed.
- Amin Bazar Landfill management is to be setup.
- Leachate treatment at landfills is to be sustainable.

**Agenda 3: DCC's arrangement for collection vehicles,**

- Appointment of Drivers, Cleaners and Supporting Staff
  - Operation and Maintenance of the Collection vehicles and the Workshop
- After discussion Md. Abul Kalam Azad, CEO asked for question or remarks from the audience.
- Dr. Yoshida, Advisory committee member, pointed three issues for DCC to take care to sustain the ongoing waste management activities, those are continuity, quality, peoples understanding. He mentioned that DCC must continue the system to sustain the project activities, maintain quality work is another essential issue, for that reason Dr. Yoshida suggested to increase high officials' involvement. He also asked to increase people's awareness, do more motivational works.
  - Chief Engineer Mr. Qadir pointed out on certain issues. First one is that he wanted to know the study progress clearly, mentioning the target and achievement. Second one is budget of this project. He also wanted to know relationship between JICA and JICA expert Team.
  - In addition to Chief Engineer, Chief Executive Officer added that Progress of project should be quantified. CEO emphasize should be given to Motivational awareness. He wanted to know how many awareness programs was conducted, also asked to invite Mayor, and CEO for any motivational activities. He also said that DCC is working for staffing of WMD, very much concern regarding these issues.
  - Response to Chief Engineer Ms. Makimoto, Representative, JICA Bangladesh, explained JICA has contracted Expert Team for working on this project, JICA can show the planed and actual man month of the expert but due to JICA policy contract can not be shown to DCC.
  - Captain Bipan Kumar Saha, CWMO added, if DCC does not know the expenditure to execute in future DCC might face problem. So he requested to explain the expenses to make the budget.
  - In response to CWMO, Mr. Hara said instead of showing cost we are giving emphasize to train counterpart how to estimate the cost.
  - At this point Ms. Makimoto, Representative JICA Bangladesh added, we have these all cost so in case DCC need we can show.

Agenda 4: Others

At this point Dr. Tariq, Project Director of Land fill Improvement Project explained the Amin Bazar land fill project progress. He mentioned that project consist in 7 schemes. Six schemes are under Progress, one is remaining to give for contract.

- Dr. Tariq requested security for DCC Staffs who will work at Amin bazar Land fill site and infrastructural facility like floodlight, Weigh Bridge.
- In response to this point Md. Abul Kalam Azad, CEO asked CWMO to visit the site, and ensured that security will be provided if necessary.
- Apart from this Dr. Tariq added, on March 16<sup>th</sup>, 2010 first batch of 100 vehicles will be shifted from Japan and by the end of March it will be in Chittagong port. Within one month it can be available to DCC after completing the formalities at port.
- Dr. Yoshida added, last year an official order for WMD was issued but still it is not functioning, he asked CEO to take this matter more intensively.
- Reply to this point CEO said that, by mid of August all issues will be solved.

With a closing speech Md. Abul Kalam Azad, CEO, DCC asked to close the session.



Md. Abul Kalam Azad  
Chief Executive Officer  
Dhaka City Corporation



Mr. Naoki Hara  
Chief Advisor  
JICA Expert Team

  
21/03/10  
CWMO

11) 第 11 回ステアリング・コミッティ会議

**Eleventh Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City**

<b>Meeting Name</b>	Eleventh Steering Committee Meeting
<b>Date and Time</b>	24th August, 2010      14.30-15.30
<b>Venue</b>	Seminar Room, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md. Abul Kalam Azad, Chief Executive Officer</li> <li>2. Brg Gen Nasir Uddin, Chief Health Officer</li> <li>3. Brg Gen Md. Abdul Qadir, Chief Engineer</li> <li>4. Captain B.K Saha, Chief Waste Management Officer</li> <li>5. Mr. Moniruzzaman, Chief Revenue Officer</li> <li>6. Mr. Bellal Hossain Mia, Chief Account Officer</li> <li>7. A. S. M. Emdadud Dastagir, G.M. DCC</li> <li>8. Mr. Syed Quadratullah, Superintendent Engineer ,WMD</li> <li>9. Dewan Md. Shah Alam, Add. CWMO, DCC</li> <li>10. Mr.Abul Hasnat Md. Ashraful Alam, EE, WMD</li> <li>11. Ms. Nasrin Akhter Chowdhury, Deputy ecretary, ERD</li> <li>12. Mr. Quzi Monirul Islam, Deputy Chief, Ministry of Environment and Forest</li> <li>13. Md. Saiful Islam, Sr. Assistant Chief.</li> <li>14. Dr. M Feroz Ahmad, Member JICA Evaluation Team, Professor, BUET</li> <li>15. Mr. Masahiro Oseko, Member JICA Evaluation Team,</li> <li>16. Ms. Akiko Sanada, JICA HQ,</li> <li>17. Mr. Hiroyuki Miyake, JICA Advisory Committee</li> <li>18. Mr. Mitsuo Yoshida, JICA Advisory Committee</li> <li>19. Mr. Masanobu Kashimura, JICA Bangladesh</li> <li>20. M. Miwa Kaito, JICA Bangladesh</li> <li>21. Ms. Saeda Makimoto, JICA Bangladesh</li> <li>22. Mr. Zaki Md. Ziaul Islam, Program Officer, JICA Bangladesh Office</li> <li>23. Mr. Naoki Hara, JET</li> <li>24. Mr. Akio Ishii, JET</li> <li>25. Ms. Rifat Ahmad, JICA Expert Team</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Parking space for Waste Collection Vehicles by EGAP</li> <li>2. Functioning or Workshop construction by EGAP</li> <li>3. Ward SWM office in Ward 75</li> <li>4. Terminal Evaluation</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>1. Hand outs</li> </ol>

At the beginning Md. Abul Kalam Azad, Chief Executive Officer, requested participant of the meeting to introduce themselves. Afterward he requested Captain Bipan Kumar Saha, Chief Waste Management Officer (CWMO), DCC to start the discussion as per agenda.

**Agenda 1: Parking space for waste collection vehicles provided by EGAP.**

Captain Bipan Kumar Saha described current situation of the Environmental Grant Aid Program vehicle parking. These vehicles are currently parked in Workshop of Mechanical division 1, 2 and DCC garage in temporary basis. Taka Ten cores have been allocated in this FY for construction of new parking places.

**Agenda 2: Workshop construction and functioning**

Construction of the workshop by Environmental Grant Aid Program (EGAP) has been completed. DCC is working for recruitment; meanwhile for temporary arrangement DCC has a plan to take support from Mechanical-1 to function the work shop.

**Agenda 3: Progress of staffing**

From EGAP, DCC has received 100 vehicles. Currently DCC has many collection vehicles which need to be abolished immediately. DCC has planned to recruit additional 50 drivers and 100 cleaners for the EGAP 50 vehicles. Recruitment must do immediately; CWMO added DCC is working on it.

**Agenda 4: Ward Solid Waste Management Office in Ward # 75**

In total so far 13 ward offices are constructed by JICA and DCC. Ward office at Ward 75 was demolished due to leasing the space for a market. It was done in absence of CI or any concerned person. Ward 75 councilor's office will be used as ward office temporarily. CWMO also added that in future, an office will be provided in the new market building.

**Agenda 5: Terminal Evaluation**

At this point Dr. Yoshida explained in brief, Joint evaluation team is consist of ten members, and started the evaluation on 8<sup>th</sup> August. He introduced Mr. Oseko member of the evaluation team and asked to explain in brief regarding findings of terminal evaluation.

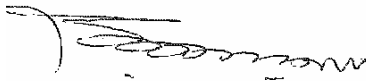
On his brief discussion he explained, from the view point of five evaluation criteria relevance, effectiveness, efficiency, impact and sustainability comparing plan and outcomes. The Evaluation Committee has prepared few recommendations. Based on project design matrix (PDM) Output 1 and Output 3 rated B which means almost but not fully achieved the planned outputs by the end of the project and rest three out puts were rated A as these are considered achieved satisfactory by the end of the project. As for Project purpose objectively variable Indicator 1 (OVI 1) More than 52.5% (or 2053 ton/day) of waste is transported to landfill sites and disposed properly by the end of the project was rated "A-". Considering the weighbridge data of Landfill site it seems volume of waste generation has increased significantly but from the statistics it is found that target will be achieved almost by the end of the Project.

OVI2, the ration of city residents in DCC who are satisfied with the collection services provided by DCC (or private companies working in privatized zones) reaches 50 % by the end of the project from the current level of 36% ( Master Plan Study 2005) is rated as A, as this is achieved.

Dr. Yoshida added five recommendations, (1) is completion of staff allocation of WMD, (2) utilization of 100 new vehicles procured by EGAP, (3) encourage communication in various levels, (4) expand the ward based waste collection and finally improve the landfill operation and management.

After the brief discussion Dr. M Feroz Ahmed, Professor BUET and member of JICA Evaluation Team expressed his observation. He said that the evaluation is quite objective. For bringing efficiency in solid waste management Public Private Partnership (PPP) may be necessary. He also recommended for the extension of the project, he added to give more importance on the improvement of landfill.

At the end CEO gave a brief speech, in his speech regarding staff allocation he informed that, Ministry of Local Government has given permission for recruiting 50 drivers and 100 cleaners. It will take time to recruit them. Meanwhile existing drivers can drive 50 vehicles city dwellers will be benefited. He also informed that construction of mechanical workshop is almost complete by EGAP. Ten core taka has already been sanctioned for the parking place. In terms of sustainability he requested JICA to provide more technical support. He also requested JICA to build a hospital for cleaner's medical treatment.



23.12.10

Md. Abul Kalam Azad  
Chief Executive Officer  
Dhaka City Corporation



Mr. Naoki Hara  
Chief Advisor  
JICA Expert Team

12) 第12回ステアリング・コミッティ会議

Twelfth Steering Committee Meeting for Project for Strengthening of Solid Waste Management in Dhaka City

<b>Meeting Name</b>	Twelfth Steering Committee Meeting
<b>Date and Time</b>	26 <sup>th</sup> January, 2011 14.30-15.30
<b>Venue</b>	Room no 212, Seminar Room, DCC
<b>Attendant</b>	<ol style="list-style-type: none"> <li>1. Md. Abul Kalam Azad, Chief Executive Officer</li> <li>2. Brig. Gen. Md. Nasir Uddin, Chief Health Officer</li> <li>3. Brig. Gen. Md. Abdul Quadir, Chief Engineer</li> <li>4. Brig. Gen. Abul Hossain, In coming Chief Engineer</li> <li>5. Captain B.K Saha, Chief Waste Management Officer</li> <li>6. Md. Yousuf Ali Sarder, Deputy Chief Revenue Officer</li> <li>7. A. S. M. Emdadud Dastagir, Deputy Secretary &amp; G M of Transport, DCC</li> <li>8. Mr. Syed Quadratullah, Superintendent Engineer, WMD</li> <li>9. Mr. Khandaker Millatul Islam, Manager of Transport, DCC</li> <li>10. Ms. Khadiza Begum, Deputy Secretary, ERD</li> <li>11. Md. Mahaboob Alam, AE, WMD, DCC</li> <li>12. Mr. Masanobu Kashimura, JICA Bangladesh</li> <li>13. Mr. Naoki Hara, JET</li> <li>14. Ms. Ayumi Koyama, JET</li> <li>15. Ms. Naoko Kubota, JOCV</li> <li>16. Md. Mostafizur Rahman, JET</li> <li>17. Md. Shoriful Alam Mondal, JET</li> <li>18. Mr. Pallab Debnath, JET</li> <li>19. Md. Hamidullah Sarkar, JET</li> </ol>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. Project Completion Report</li> <li>2. Revised Master Plan</li> <li>3. Final Seminar</li> <li>4. Others</li> </ol>
<b>Material</b>	<ol style="list-style-type: none"> <li>5. Handouts on project completion report presentation</li> <li>6. Handout on Revised Master Plan</li> </ol>

Welcoming everybody to the Twelfth Steering Committee meeting Md. Abul Kalam Azad, Chief Executive Officer, DCC requested Captain Bipan Kumar Saha, Chief Waste Management Officer (CWMO), DCC to initiate the discussions as per the agenda of meeting. Briefly describing the agenda Mr. CWMO requested Mr. Syed Quadratullah, SE, WMD, DCC to give presentation on the achievements of the project outputs and good practices.

## Agenda 1: Project Completion Report

### • Achievement of the Project

#### Status

- Around 2,000 ton/day of Wastes and 1700 ton/day are transported to Landfills and disposed properly.
- Waste collection capacity has substantially increased by using 44 out of 100 EGAP vehicles and 27 vehicles by Amin Bazar Landfill Project.
- Satisfied residents with Secondary Collection Service have reached up to 50% according to the survey in July 2010, while the result was 36% in 2004 from the same respondents.

#### Issues

- Full stuffing of WMD has not yet been achieved.
- Proper use of CNG container carriers has not been ensured
- Expanding WBA is all wards of DCC needed and existing WBA wards' activities to be sustained.
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### • Attainment of Out put

#### Output 1: Capacity for management and coordination of solid waste management activities is improved.

##### Status

- Most of group leaders can prepare Annual Activity Plans for project Activities.
- COs of each Zone and each sections of WMD has started cost estimation for the budget proposal from 2010.
- Eight (8) good practices have compiled.
- Revised M/P has been prepared.
- Activities for Ward Based Approach are officially being implemented.

##### Issues

- Many important activities have been delayed due to delay in staffing of WMD.

#### Output 2: Capacity for participatory solid waste management program is improved.

##### Status

- 40 CIs/COs have been trained through PRA, TOT, WBA, etc. trainings.
- 26 CIs/COs for organizing community activities, 24 for organizing community meetings, 20 for organizing kick-off meeting, 19 for facilitation of community meetings, 11 for documentation, 10 for TOT and 10 for presentation are well experienced.
- The Community SWM guideline is prepared by JET, DCC C/P distributed and continuously revised.
- Community SWM is being implemented in the 18 wards of DCC following the guideline.
- Improved permission and monitoring system for the PCSPs have been developed.
- COs, CI, PCSPs of Cicle-1&2 are trained.
- Execution of the improved system is going on.



- More than twenty successful community initiatives are identified, such as, closure of illegal open dumping points, reduction of dustbins, withdrawal of containers, improving cleanliness by the public awareness raising, introducing primary, collection in narrow streets, uncovered areas including slums, introduction of fixed-time station collection etc.

Issues

- Potential COs/CIs should take initiatives to expand community SWM under the support of WMD HQ.
- Guideline has to be revised continuously.
- Still many CIs/COs do not have clear concept on the principles and process of Community SWM
- Monthly monitoring reports are not regularly submitted by the PCSPs

Output 3: Capacity for solid waste collection and transportation is improved.

Status

- Now 19 wards are under new collection system by the introduction of 30 compactors for 30 areas of these wards.
- Out of 46 CIs of WBA 2 target wards all of the CI can recognize the safety and sanitation for the cleaners.
- Almost all the cleaners of the 46 wards are aware of safety and sanitation.

Issues:

- Expansion of the new collection system
- Continuation of the safety gear distribution and ensuring the use
- Coordination of different types of secondary collection methods
- Recruitment of the vacant posts of WMD workshop.

Output 4: Capacity for operation and management of final disposal is improved.

Status

- Temporary Landfill Management Unit (LMU) has been established in 2009, and performing operation well.
- LMU has developed a systematic reporting system.
- Leachate treatment is ongoing with 6-8 hours/day aeration and re-circulation. Intermediate Leachate Treatment Facility has been constructed as a pilot project to introduce cost efficient Leachate treatment.
- LMU has been submitting operation data of weighbridge to headquarter of WMD HQ.

Issues

- Permanent set up of LMU is needed.
- Immediate formation of LMU for Amin Bazar Landfill Site and staff allocation is needed.
- Adequate aeration for leachate treatment need to be done at Matuail.
- Drain out of rain water and leachate from the Matuail Extension.
- Regularization of daily soil covering by changing shifting hours for waste dumping

- Starting of environmental monitoring by specialized laboratory following EMP
- Continuous Coordination between Mechanical Department, Transport Department and LMU to be strengthened.

Output 5: Capacity for financial management on solid waste management is improved.

**Status**

- SWM cost and revenue data have been collected monthly since FY2006/07, input regularly, and reported monthly and annually.
- According to the budget committee decision, a WMD budget preparation meeting was held and this was the first bottom-up budget preparation work by WMD itself. Further improvement is required year by next year.
- In cooperation with community group, execution of the community SWM budget has started.

**Issues**

- The SWM cost efficiency is presently under study.
- More precise cost analysis is required to attain the objective.
- Sometimes difficulties to collect the data from the related departments that affect the timely preparation.

● **Good Practices of the Project**

Eight Good Practices of Clean Dhaka Project have been identified by the project team as follows:

1. Development of SWM at the Ward-level as Ward Based Approaches (WBA)
2. Awareness Raising of the Citizens and other Stakeholders by PR Activities
3. Organizing CUWG and supports for their activities linked with improvement of secondary collection by DCC
4. Develop guidelines and permission procedure for PCSPs
5. Introduction of fixed time station collection system with compactor
6. Improvement in operation and maintenance of final disposal
7. Analysis Of Actual SWM Cost Structure
8. Establishment of a Secretariat of members of the six (6) city corporations to coordinate and implement SWM programs together

➤ **Discussion:**

- At the beginning of discussion CEO inquired about the subject matter for the expansion of new collection system. In reply Mr. Naoki Hara, Chief Advisor, JET explained that target for the "Project for Strengthening of Solid Waste Management in Dhaka City" has almost been achieved by 2010 but the Master Plan is until the 2015. Continuous capacity enhancement by DCC is necessary to increase the covered waste to meet up the updated demand of services. Though the new collection

system can contribute to increase the collection and transport capacity main objective of the new collection system is to eliminate dustbins or container where waste are deposited for collection and transport, a long time and resident near there are suffering deteriorated environment. To this end Mr. CWMO added that by the introduction of "Mini Transfer Station", environmental suffering created by the road side containers has been reduced considerably and hence it should be increased in future.

- Then addressing to the achievements presented for Landfill Group, Mr. CWMO mentioned that from 2008 DCC has been allocating the budget for landfill operation and maintenance Mr. Mahbub Alam, Assistant Engineer, WMD informed that PCR for Matuail Sanitary Landfill Project was prepared, submitted Implementation Monitoring and Evaluation Division (IMED) representatives already visited the landfill site.
  - There might be a confusion regarding the Amin Bazar Landfill Project, Matuail Landfill Project and Clean Dhaka Project. CWMO explained the issues and made everybody clear about the difference between Clean Dhaka Project and landfill improvement projects.
  - Then SE (WMD) emphasized that although construction of the Matuail Sanitary Landfill and the expansion had been completed in 2008, most important task is the operation and management of landfill sites in a sustainable way.
  - CEO asked the status of leachate treatment facility for Amin Bazar Landfill site. Mr. CWMO informed that construction work at Amin Bazar Landfill will be completed by June 2011 and leachate treatment facility is under construction. Beside that he also informed that dumping operation at Amin Bazar landfill site started earlier after construction of embankment in 2007.
- **Recommendations**

**To Dhaka City Corporation:**

- Activities of Ward Based Approach: Construction /renovation of ward offices in all wards, develop & strengthening of monitoring system by CO, CIs, regular reporting to WMD HQ, ensure sustainable functioning of Safety and Sanitation Committee, proper guidance and supervision for ensuring safe working environment for cleaner, continuation and expansion of WBA in all community units of existing WBA wards, careful selection of new target wards for expansion, coordination with Transport Department and Engineering Department and regular WBA Team and WBA Core Group Meeting.
- Development of Waste Management Department: Prompt staffing to WMD and further organizational development in line with the proposal in the Clean Dhaka Master Plan and decentralization of collection and transport to zones.
- Continuous Capacity Development of WMD Staff: Training of WMD staffs with on-the-job training and off-the-job training.
- Annual Activity Plans and Budget Proposal: Continuous preparation, implementation, monitoring and feedback of Annual Activity Plans and proper budgeting and expenditure monitoring.

- Continuous Public Awareness Raising Activities: Continue good relations with mass media, community participation and regular social work and campaigns and raising environmental awareness.
- Formulation of Clean Dhaka Master Plan II: Start formulating the second master plan in 2013.
- Support to Primary Collection Service Providers: Objective monitoring, control and support of PCSPs.
- Improvement in Vehicle Maintenance: Make WMD Workshop functional and train assigned staff of WMD workshop.
- Development of New Landfill: Site selection according to relevant laws/regulations in consultation with RAJUK and considering expansion of lifespan of existing landfill sites.
- Operation of Sanitary Landfill: Immediate setup of an LMU for Amini Bazar Landfill is urgent, and permanent staffing to LMU is required.
- Enhance Cost Analysis: Continuation of cost analysis is necessary for efficient SWM.

**To Government:**

- Decentralize Operational Matters to City Corporations and Municipality.
- Enhancement of Regulatory Capacity with support of DCC.
- Proper categorization of different types of waste, clarification of management of categorized waste, setting up to proper charging system.
- Enforcement of the laws/regulations.
- Continuous SWM Networking among City Corporations with DCC's support.

**To NGOs:**

- Participation in Awareness Raising Activities.

**To JICA**

- Extension of the Project up to 2015.
- Dispatch of a Volunteer to WMD Workshop.

**To Donors**

- Assistance for landfill development/ set-up.
- Assistance for waste collection vehicles.
- Assistance for drain cleaning equipments vehicles.
- Assistance for cleaners' hospital.
- Assistance for capacity building.
- Assistance for cleaners' living condition and education.

**➤ Discussion**

- Emphasizing the importance of expansion of WBA to all wards, CWMO explained current situation by mentioning the space constraint for the ward office construction, shortage of core manpower,

limited coverage of WBA etc. He also mentioned that WBA is the most important tool to deliver the SWM service most efficiently to the community.

- Then to reply a query from CEO, Mr, Hara informed that in practical more than half of the cleaners wear safety gears during the working hours. But the problem is JET has distributed safety gears since almost two years ago and now the condition is very poor; hence regular replenishment of safety gears are recommended to be done regularly.
- Then highlighting the recommendation for annual activity plan and budget proposal, CWMO informed that DCC is gradually taking over the responsibilities of SWM activities through utilizing the DCC budget and continuing the Project activities independently.
- Regarding the public awareness CWMO insisted to extend its coverage and bring all wards under campaigning activities.
- Regarding support to the PCSPs, CWMO informed that PCSPs are sometimes politically backed up and hence sometimes hindrance occurs. However DCC is trying to cope with the situation and developed a good monitoring system.
- Regarding the WMD workshop, CWMO thanked CE for kind assistance for allocating some staffs to the workshop and to let start the operation. He also mentioned that without full staffing of WMD full functioning of workshop may not be possible.
- To reply a query from CEO regarding development of new landfill site SE (WMD) informed that investigation of tentative locations of landfill site is ongoing. To this end CWMO informed that for northern landfill site, location in Gazipur is under consideration with a view of unifying land filling for the neighboring municipalities and for the southern landfill Rupgonj is under consideration. Beside the search for future landfill sites, CWMO emphasized the importance of waste reduction strategies.
- Regarding dispatching volunteer for the WMD workshop from Japan, CWMO informed that the request letter has already been sent. Then as CEO inquired about the responsible department for vehicle washing, CWMO informed that Transport Department is in charge of vehicle washing. Then CEO strongly asked the Manager Transport to ensure vehicle washing. Then pointing at the illegal dumping of waste in Dhaka University area by DCC driver, CEO strongly inquired about the particulars of the driver. In reply Manager of Transport informed that investigation is under process and assured to report to Mr. CEO by following day.

### Lessons Learned

- Effective Implementation of technical cooperation project with parallel physical supports.
- Learning by practical works with provision of facilities, equipment and materials.
- Providing opportunity of presentation to encourage counterpart participation at Initial Stage.
- Raising prides and motivation of the counterpart staff.
- Difficulty of project implementation with organizational assumptions.
- Networking for sharing experiences among City corporations / municipalities.

## 2. Revised Master Plan

Using the printed summary outline of the revised M/P Mr. Hara briefly described the topic/ issues covered by the revised M/P. He highlighted three particular additions in revised M/P; recycling and legal aspect.

### ➤ Discussion

- New Chief Engineer, DCC highlighted that recycling of waste has to be encouraged with a view to reduce waste volume and thus sustain dumping capacity at the landfill sites. To this end CEO mentioned that improved system of SWM, like waste to energy approach, electricity generation, waste reduction etc should be incorporated in the revised M/P by JET. Then SE (WMD) mentioned that all these approaches have already been suggested in the revised M/P.
- Then as CEO proposed to incorporate the cost in the revised M/P, Mr. Hara assured to follow his suggestions in the final version of revised M/P.
- Then CEO asked about the proposals on formulation of rules and regulation of SWM and Mr. Hara informed its inclusion in the revised M/P. To this end as CWMO mentioned that DOE is preparing the SWM guidelines and rules, CEO strongly insisted that DCC should prepare their own rules and regulation as SWM is sole responsibility of DCC.
- Then as CEO requested further support for new vehicles from JICA, Mr. Masanobu Kashimura, JICA Bangladesh Office informed that at first DCC must has to ensure the use of unused vehicles. Then CWMO inquired whether JICA will be allowing using unutilized 18crore taka from EGAP if 100 vehicles are properly used and Mr. Kashimura said there are many other unresolved issues with DCC before committing for new support.
- Then Mr. Hara mentioned about the general practice of any aid that receiving country has to be ready before the aid is available at that country.

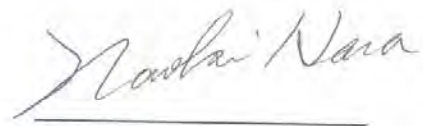
## 3. Final Seminar

- CWMO informed steering committee members about the upcoming final seminar to be held on 13 February, 2011 at Dhaka Rigency Hotel. He also confirmed the participation of CEO and Honorable Mayor in the final seminar.

Finally thanking everybody present in the meeting, CEO declared the end of the meeting.



Md. Abul Kalam Azad  
Chief Executive Officer  
Dhaka City Corporation



Naoki Hara  
Chief Advisor  
JICA Expert Team