

**Local Government Engineering Department
People's Republic of Bangladesh**

**The Project for Developing
Inclusive City Governance
for City Corporation**

Final Report

Volume 1

General Edition

March 2014

JAPAN INTERNATIONAL COOPERATION AGENCY

PADECO Co., Ltd.

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**Local Government Engineering Department
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List of Abbreviations

ADB	Asian Development Bank
ADP	Annual Development Program
ARC	Administrative Reform Committee
ARIPO	Acquisition and Requisition of Immovable Property Ordinance
ARP	Administrative Reform Plan
ARAP	Abbreviated Resettlement Action Plan
ATP	Ability To Pay
BBS	Bangladesh Bureau of Statistics
BDT	Bangladesh Taka
BME	Benefit Monitoring and Evaluation
C/P	Counterpart
CBO	Community Based Organization
CBSG	Capacity Building Service Group (name of a local consulting company)
CC	City Corporation
CD	Capacity Development
CDA	Chittagong Development Authority
CDC	Community Development Committee
CDCC	City Development Coordination Committee
CDU	Capacity Development Unit
CEO	Chief Executive Officer
ChCC	Chittagong City Corporation
CG	Community Group
CLUG	Committee on Urban Local Governments
CNG	Compressed Natural Gas
CoCC	Comilla City Corporation
CPU	Comprehensive Planning Unit
CRDP	City Region Development Project
CSCC	Civil Society Coordination Committee
DAP	Detailed Area Plan
DC	Deputy Commissioner
DEF	Draft Environmental Framework
DG	Director General
DOE	Department of Environment
DPD	Deputy Project Director

DPHE	Department of Public Health and Engineering
DPP	Development Project Proposal
DRAP-PF	Draft Resettlement Action Plan Policy Framework
DSM	Design, Supervision, and Monitoring
EA	Executing Agency
ECA	Environment Conservation Act
ECC	Environmental Clearance Certificate
ECR	Environmental Conservation Rules
ED	Engineering Department (of CC)
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPZ	Export Processing Zone
ES	Environmental Specialist
ESE	Environmental and Social Expert
FY	Fiscal Year
GCC	Gazipur City Corporation
GICD	Governance improvement and capacity development
GOB	Government of Bangladesh
GOJ	Government of Japan
GPD	Governance program development
GRC	Grievance Redress Cell
GRM	Grievance Redress Mechanism
GV-TCP	Governance Technical Cooperation Project
HD	Health Department
IA	Implementing Agency
ICGP	The Project for Developing Inclusive City Governance for City Corporation
ICGP(Prep)	Preparatory project of ICGP (This project)
ICGP (Loan)	Prospective JICA loan project of ICGP
ICT	Information Communication Technology
IDPCC	Infrastructure Development Plan of City Corporation
ICGIAP	Inclusive City Government Improvement Action Program
IEE	Initial Environmental Examination
INGOs	Implementing NGOs
ISC	Inter-ministerial Steering Committee
IVR	Interactive Voice Response
JICA	Japan International Cooperation Agency

KOICA	Korean International Cooperation Agency
LAC	Assistant Commissioner Land
LAO	Legal Affair Office
LCS	Labor Contracting Societies
LGD	Local Government Division
LGED	Local Government Engineering Department
LO	Land Office
MGSP	Municipal Governance and Services Project
MDS	Management, design, and supervision
MIMS	Municipality Information Management System
M/M	Minutes of Meeting
MMC	Market Management Committees
MOEF	Ministry of Environment and Forestry
MoLGRD&C	Ministry of Local Government Rural Development & Cooperatives
MGSP	Municipal Governance and Services Project
MSP	Municipal Services Project
NCC	Narayanganj City Corporation
NILG	National Institute of Local Government
NGO	Non-government organization
NOC	No Objection Certificate
NSP	National Urban Sector Policy
O&M	Operation and Maintenance
PAP	Project Affected Person
PGCB	Ministry of Power, Energy & Mineral Resources Power Grid Company of Bangladesh
PD	Project Director
PDP	Pourashava Development Plan
PIUCC	Project Implementation Unit at City Corporation
PMO	Project Management Office
PP	Pilot Project
PS	Pourashava (a type of municipality in Bangladesh)
PTW	Production Tube Well
QCBS	Quality- and cost-based selection
R/D	Record of Discussion
RHD	Road and Highway Department

RAJUK	Rajdhani Unnayan Kartripakkha (Capital Development Authority of the Government of Bangladesh)
RpCC	Rangpur City Corporation
OSSC	One Stop Service Centre
SC	Steering Committee
SCM	Stakeholder Committee Meeting
SMS	Short Message System
TLCC	Town Level Coordination Committee
TOR	Terms of Reference
TQC	Total Quality Management
TT	Task Team
UGIAP	Urban Governance Improvement Action Program
UGIIP	Urban Governance and Infrastructure Improvement (Sector) Project
UN	United Nations
UPPR	Urban Partnership for Poverty Reduction
UMSU	Urban Management Support Unit
UMU	Urban Management Unit
WASA	Water Supply & Sewerage Authority
WB	World Bank
WG	Working Group
WLCC	Ward Level Coordination Committee
WIT	Work Improvement Team
WIP	Work Improvement Project
WTP	Willingness To Pay
3D	Three Dimension

Structure of This Final Report

This report consists of six volumes.

(1) Volume 1 (This Volume)

Volume 1 explains general and common issues relevant to all the targeted CCs. The structure of Volume 1 is as follows;

Executive Summary

Chapter 1 Overview of the Project

Chapter 2 Infrastructure Development Plan of City Corporation (IDPCC): Concept and Procedures

Chapter 3 Current Situation of Institutional Structure and Governance in City Corporation: Concept and Procedures

Chapter 4 Governance and Financial Reform Program of City Corporation: Concept and Procedures

Chapter 5 Public Finance in City Corporations

Chapter 6 Preparation of JICA Loan Project: Concept and Procedures

Chapter 7 Environmental and Social Consideration of Subprojects

Chapter 8 Implementation Arrangements

Chapter 9 Operation Arrangements

Chapter 10 Project Cost Estimate

Chapter 11 Recommendations and Further Activities

(2) Volume 2, 3, 4 and 5

Each of these four volumes is allocated for each target CC. Each of the target CCs needs Infrastructure Development Plan, Governance and Financial Reform Plan and List of JICA Loan Project. If a reader of this Final Report is only interested in Narayanganj, he/she can refer to Volume 1 and 2.

Volume 2

This volume is for Narayanganj CC and has three Parts.

Part 1: Infrastructure Development Plan of NCC

This Part is an action plan of infrastructure development of NCC, and will be used as a separate document

Part 2: Governance and Financial Reform Program

This Part is a proposal of governance and financial reform program of NCC, and will be also used as a separate document

Part 3: JICA Loan Project

This Part shows the priority project list of JICA Loan Project and selecting procedure for NCC.

Volume 3

For Comilla CC

Structure is the same as Volume 2

Volume 4

For Rangpur CC

Structure is the same as Volume 2

Volume 5

For Gazipur CC

Structure is the same as Volume 2

(3) Volume 6

Volume 6 is on the Chittagong CC and the volume only covers the infrastructure portion of the project.

Part 1: Infrastructure Development Plan of ChCC

This Part is an action plan of infrastructure development of ChCC, and will be used as a separate document

Part 2: JICA Loan Project

This Part shows the priority project list of JICA Loan Project and selecting procedure for ChCC.

Executive Summary

E.1 Introduction

The Project for Developing Inclusive City Governance for City Corporation (hereinafter referred as “ICGP (Prep)”) has started in November 2012 under the R/D between JICA and GOB issued after the official approval of the Ministry of Local Government, Rural Development and Cooperatives in December 2012. The Project initially targets four City Corporations (CCs) in Bangladesh, namely, Narayanganj City Corporation (NCC), Comilla City Corporation (CoCC), Rangpur City Corporation (RpCC), and Gazipur City Corporation (GCC).

Later in June 2013, ChCC was added as the target CC. ChCC has the largest seaport in Bangladesh and the second largest city in population. The city has started in 1990, which makes it the third oldest after Dhaka and Rajshahi. The ChCC is added as it is one of the most important CCs in the country in terms of trade in Bangladesh and ChCC’s economic relation and opportunity with foreign investors is significant.

Bangladesh urbanization has been rapidly continuing in these decades. Bangladesh urbanization has been rapidly continuing in these decades. Urban population in Bangladesh is 28.4% in 2011. The ratio of urbanization is 2.96% during 2010-2015, while the world wide urbanization is 1.85% annually. Cities are not coping well with the rapid urbanization due to many aspects.

Urban planning in the country has not been exercised well due to lack of institutional capacity and funding. Although GOB has pledged promotion of decentralization in official documents and in the Fifth Five-Year Plan of the country (1997–2002), these provisions have not been fulfilled properly.¹ In the highly urbanized area of Dhaka CC, there are abundant issues in urban governance such as co-existence of local government bodies and single purpose organization, juristic problem and lack of strategic policy leadership, functional overlap, and national-local mix-up². These issues will be or have already been existent in the targeted 5CCs. The Sixth Five-Year Plan (2011-2015) also supports decentralization and mentions the needs for planned urbanization and public services. However, this promotion requires more mechanisms and efforts.

Considering these backgrounds, ICGP (Prep) covers two important aspects of CC’s development simultaneously: governance and infrastructure. Prompt and proper response to residents’ demand on infrastructure could be made because CC government is closer to them than the central government. On the other hand such response requires the proper governance. The governance requirement describes as Inclusive City Governance Improvement Action Program (hereinafter referred as “ICGIAP”) and Administrative Reform Plan (hereinafter referred as “ARP”) for each CC. The infrastructure requirement shows as the Infrastructure Development Plan for City Corporation (hereinafter referred as “IDPCC”).

This project suggests JICA Loan Project, which finances the subprojects to be given high priority in IDPCC. Each CC sets up the long term development vision and the strategic approaches responding to the demands of the residents in a timely manner. Then aiming at the vision and approaches, ICGP (Prep) identified the subprojects, which are in accordance to the projects.

¹ Golam Rahman. 2008. Town Planning and the Political Culture of Planning in Bangladesh. AH development Publishing House p. 86

² Ibid, p. 222

ICGP (Prep) suggested JICA Loan Project simultaneously includes engagement in ICGIAP that intends to improve four components: Transparency, Accountability, Participation, and Predictability. If the criteria that ICGIAP Task (Implementation Modality) are attained at the first performance review, the second phase and third phase of subprojects would be financed.

E.2 Objective of ICGP (Prep)

By creating IDPCC and ICGIAP which aim to enhance governance structure, To establish a framework for the improvement of Urban Governance and Infrastructure Development so that the five targeted CCs can enhance economic growth potential and improve the QoL(Quality of Life).

E.3 Project Outputs

The outputs of ICGP (Prep) are:

- 1) To make Infrastructure Development Plan for City Corporation(IDPCC) of the targeted CCs,
- 2) To make Administrative Reform Plan (ARP) of the target CCs,
- 3) To develop the Inclusive City Government Improvement Action Program (ICGIAP),
- 4) To compile the practical experiences on development planning for CCs

E.4 Project Areas

The project areas comprise four newly developed, mid-sized city corporations, namely NCC, CoCC, RpCC, and GCC, and a large and historical city corporation, ChCC. The map of the present 11 CCs is shown in Figure E-1 as well as the outline of the five target CCs in Table E-1.

E.5 Project Period

The project period is for 16 months, from November 2012 to February 2014.



Source: United Nations 2004

Figure E-1: Map of Bangladesh with Locations of the CCs

Table E-1: Outline of the Targeted CCs

CC name	Narayanganj CC	Comilla CC	Rangpur CC	Gazipur CC	Chittagong CC
Division	Dhaka	Chittagong	Rangpur	Dhaka	Chittagong
District	Narayanganj	Comilla	Rangpur	Gazipur	Chittagong
Abbreviation	NCC	CoCC	RpCC	GCC	ChCC
Area(km ²)	72.43	53.04	203.19	329.53	155
Population	7,09,381	326,386	585,049	983,640	2,692,579
Number of employees	9,794	6,154	2,879	2,985	17,371
Year established	2011.5	2011.7	2012.6	2013.1	1990.7
Actual Expenditures (Taka, 2010-2011)	374,592,367	256,265,526	235,096,326	730,933,943	9,580,675,000
Additional Value added for major industry (per district) (thousand BDT)	13,200,391	1,368,537	173,787	85,348,222	146,593,382
Total facilities (per district)	68,517	108,878	64,465	61,000	174,290
Total employers (per district)	349,099	304,729	199,381	307,952	653,588
EPZ (export processing zone)	Admzee EPZ	Comilla EPZ	-	-	Chittagong EPZ
Million USD	274.1	176.9			2095.1
Rank (2013)	4th	5th			1st Karnaphuli EPZ 379.6 3rd
Total Japanese companies in CCs (In EPZs) 2013	5 (4)	5 (4)	1	2	25 (18)
Mayor (Election Year)	Dr. Salina Hayat Ivy (2011.11.30)	Monirul Haque Sakku (2012.01.05)	Sharfuddin Ahmed Jhantu (2012.12.22)	M A Mannan (2013.06.06)	Mohammad Monjur Alam (2010.06.18)
Tourism, scenic places	Fort, river port	Moenamoti Heritage	Rangpur Palace Paharpur Heritage	Mucti Judda Statue Hindi Temple	Seaport, Chitagon Hills, Karnaphuli River

Note: Numbers of employees and annual expenditures were collected from interviews with CC members conducted by ICGP Team in 2013.

Population of each CC is referred from population census of BBS in 2011. (ChCC officers mentioned that 5.5 million for ChCC is now used commonly, such as in the latest ADB reports.)

E.6 Structure of the Report

This report consists of 6 volumes, 1 general edition and 5 respective CC editions. In the General edition, the structure of the report is as follows:

Chapter 1	Overview of the Project
Chapter 2	Infrastructure Development Plan of City Corporation (IDPCC): Concept and Procedures
Chapter 3	Current Situation of Institutional Structure and Governance in City Corporation: Concept and Procedures
Chapter 4	Governance and Financial Reform Program of City Corporation: Concept and Procedures
Chapter 5	Public Finance in City Corporations
Chapter 6	Preparation of JICA Loan Project: Concept and Procedures
Chapter 7	Environmental and Social Consideration of Subprojects
Chapter 8	Implementation Arrangements
Chapter 9	O&M arrangements
Chapter 10	Project Cost Estimate
Chapter 11	Recommendations and Further Activities

There are five “CC editions.” Four of the CC editions, NCC, CoCC, RpCC and GCC, consisted of three PARTs. PART 1 covers IDPCC of the CC, which will be the base for the IDPCC itself. PART 2 indicates Governance and Financial Reform Program of each CC. PART 3 explains the JICA loan project, including selection (environmental and social consideration, and prioritization) and implementation (assessment and structure.). On the other hand, ChCC edition does not cover governance part, so it only contains two parts.

E.7 Approaches of the Project

The project puts a great emphasis on *inclusive* city development. The word *inclusive* contains special policy targets for pursuing ICGP and the concept has been explained to the CCs: The word *inclusive* implicates three (3) values regarding CC governance. These are:

1. the *inclusive* planning and implementation that should make highly integrated governance by overcoming the vertical and non-interactive decision making system among various sectors of CC governance, which have been demanded by a larger number of its people;
2. the *inclusive* planning and implementation that can make fair burden sharing among the present generation and the future generation; and,
3. the *inclusive* planning and implementation in which both central and CC government can collaborate, to maximize the benefits of the project.

The first value aims the inclusive planning and implementation can create great efficiency in development if proper coordination among the sectors occurs. They have been discussed in all CCs. Presently; each sector of urban infrastructure or services is planned separately. As the CCs work closely in the field, such proper coordination can be arranged through CC’s efforts and institutional improvement.

The second value includes the implications of actual cost sharing and environmental burden consideration. Actual cost sharing refers to bearing of the cost of operation and maintenance by charging utility fees. Considering that CC will serve future generations, the generations could bear the loan repayment of initial costs and operation & maintenance of infrastructure in coming era. Planning and implementation should be considered as to how to attain the fair cost sharing over generations.

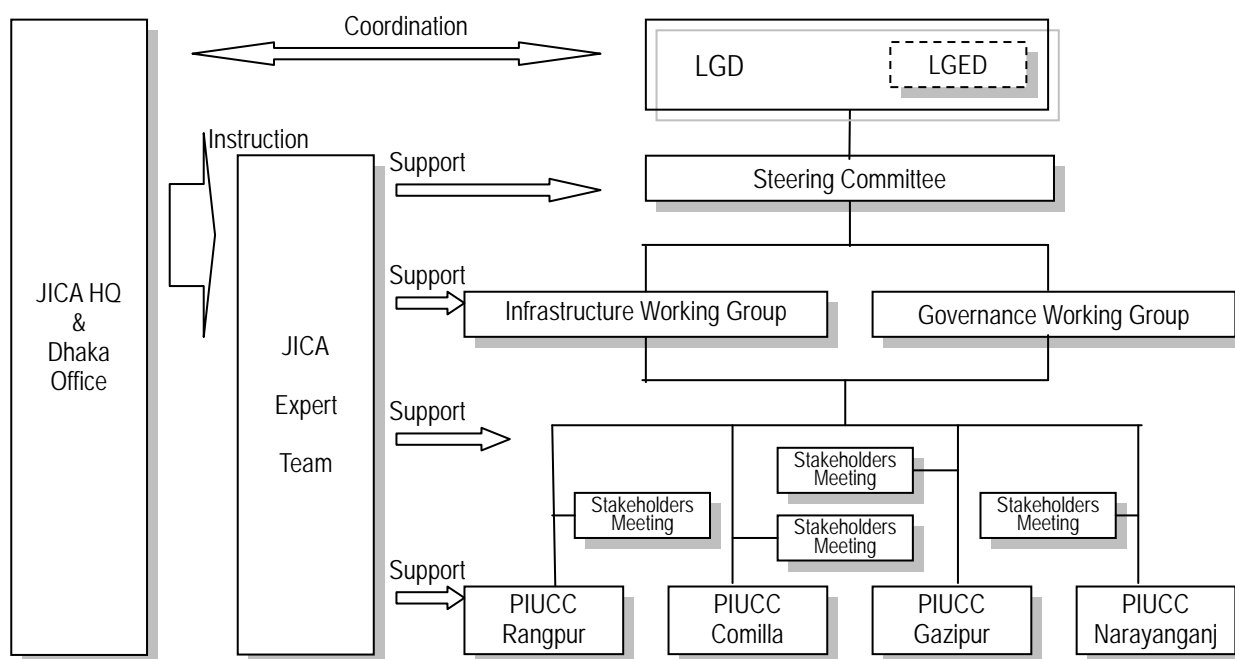
Environmental burden consideration pertains to potential/future influence on the environment. If the present generation does not apply proper planning and implementation on environmental issues, cumulative damage on the environment will be critical. If the present generation does not care to retain a proper environment, huge burdens will be borne by future generations. Considering that CC will serve the next generation, these decisions should be made in this generation.

The third value means integrated work of central and CC government. The projects examples are major arterial roads or fixed rails, straddling the borders of several cities. They are only planned and implemented at the national level, though their impacts and influence over the local level are significant. If CC can coordinate with the national government and/or autonomous agencies and can participate in national project planning from the very beginning, the synergy effects of the projects are enormous.

ICGP (Prep) considers that the establishment of CC does not merely mean a simple scaling-up of PS-type governance, but it requires more challenges for good governance both in quality and quantity. With such a concept and view-point, the joint work of the Infrastructure Development Plan has been commenced with each PIUCC.

E.8 Project Structure

ICGP (Prep) held a number of meetings attaining its objectives, and each meeting has played an important role in ICGP (Prep)'s goal.



Note: Chittagong CC was added to this structure later.
 PIUCC = Project Implementation Unit

Figure E-2 Implementation Structure of the Project

Steering Committee is the highest decision making body of ICGP (Prep) that governs the activities and output. The Steering Committee is chaired by the Secretary, Local Government Division (LGD), Ministry of Local Government, Rural Development & Cooperatives and attended by high officials of LGD, Local Government Engineering Department (LGED), other related ministries and agencies, JICA representative and the expert team leader. Three meetings were held in LGD.

Infrastructure Working Group is the body that monitors and gives advice to the targeted CCs regarding the process of Infrastructure Development Plan that includes 1) setting vision and strategy, 2) subproject selection, and 3) basic planning of priority subprojects and others. The Infrastructure Working Group has held five meetings at LGED.

Governance Working Group is the body which supports the team to achieve inclusive city governance. This working group provides appropriate guidance to the target CCs regarding governance that is relevant to infrastructure development. The Governance Working Group has held three meetings at LGD.

Project Implementation Unit of CC (PIUCC) is the core of the “bottom-up” approach. Every topic, such as vision setting and infrastructure development planning, is discussed first by the PIUCC. Ideas from PIUCC are examined at Stakeholder Committee. Then, after the necessary amendments, the ideas go to Working Groups. The ideas are finally approved by the Steering Committee as official achievement of ICGP (Prep).

Stakeholder Committee Meetings of this project would be a pilot case for participation mechanism of development governance for CCs. At this moment, similar committee expected to work at CC level as TLCC of previous PS would be named “Civil Society Coordination Committee (CSCC)”. All the CC has gone through at least 2 meetings (One meeting in GCC) regarding progress concerning the Stakeholder Committee Meeting.

E.9 Outcomes of ICGP (Prep)

ICGP (Prep) and the future project consist of following outcomes:

- Outcome 1:** Development of Infrastructure Development Plan for City Corporation-IDPCC,
- Outcome 2-1:** Present Issues of Governance and Institutional Arrangement of CCs,
- Outcome 2-2:** Issues and Recommendations in Financial Status of 5 CCs,
- Outcome 3:** JICA Loan Project

E.9.1 Outcome 1: Development of Infrastructure Development Plan for City Corporation-IDPCC

1) Insufficient Funding

ICGP (Prep) has questioned each CC on prospective funding for necessary infrastructure of 5 CCs and each CC infrastructure investment in 2011/12 (Table E-2). ChCC is the highest as BDT 75.2 billion, followed by NCC BDT 48.7 billion, RpCC BDT 17.7 billion, GCC BDT 16.0 billion and then CoCC BDT 11.8 billion. In this statistics, ChCC also ranks first at BDT 1.9 billion, followed by GCC BDT 610 million, RpCC BDT 480 million, NCC BDT 340 million and CoCC BDT 130 million.

There is a substantial gap between the funding for necessary infrastructure and actual infrastructure. Hence the lack of fund will be a critical hindrance of urban development including transportation, water and sanitation, safety, and daily lives. In result, not only internal fund, but also external fund such as loan from donors seems to be needed.

Table E-2: Necessary Infrastructure and Actual Infrastructure Investment in Value in 5 CC

	NCC	CoCC	RpCC	GCC	ChCC
Necessary Infrastructure Total (million BDT)	48,683.50	11,816.50	17,645.20	16,043.30	75,151.40
Development Expenditure (million BDT)*	337	128	484	605	1,850

Source: Hearing and Inclusive list submitted by CC to ICGP Team

*Note: Amount is actual expenditure, but not includes recurrent cost.

2) Review of Infrastructure Sector

Major infrastructure issues in each CC were identified through a number of preliminary meetings held in each CC. ICGP Team found the major issues in each sector and these issues in each sector have similarity in all CCs, otherwise, it is explicitly written.

In sector-wise review, water and road sector has the most serious situation to pursue urban living. Table E-3 shows the water and road coverage ratio in 5CCs. Though ChCC and NCC have relatively higher water coverage rate, the coverage rates are very low in CoCC, GCC and RpCC. Road area coverage rates are as low as less than 10 % in all 5 CCs.

Table E-3: Water and Road Coverage Rate in 5 CC in 2011/12

	NCC	CoCC	RpCC	GCC	ChCC
Water coverage rate	40.23%	25% (approx.)	5.53%	11.39%	47.0%
Road area coverage ratio in area	2.83%	9.16%	4.43%	2.29%	6.12%

Drains are also under critical conditions at all the CCs. The most of the drains are dilapidated and have not been properly connected to the outfall. Water logging causes serious problem in many zones. Rehabilitation activities of drains are required. Development of drain networks is essential for city dwellers.

Solid waste management improvement is a serious and urgent issue for all CCs. At the most advanced area, the solid wastes produced in household are collected daily by community paid workers. They carry the waste to the dustbin by Rickshaw Van. Using traditional tools, waste is carried to dumping site by garbage trucks owned by City Corporation. Medical or hazardous waste separation is not conducted. There is no formal way/plant for recycling of solid waste. Landfill condition is not sufficient for sanitary consideration and remaining dumping space is being reduced in size gradually.

Sanitation is another critical issue. Limited slaughter houses and public toilets are available, which are not sufficient to keep good environment of each City Corporation. To sustain better environmental quality, CCs should get appropriate number of slaughter houses and public toilets sufficient to serve the population of them.

3) Creation of IDPCC (Infrastructure Development Plan)

These issues will not be solved in the conventional, unplanned way of investing in infrastructure. Proper planning and strategic sequential implementation are needed for CC's infrastructure to be developed further. Therefore, ICGP (Prep) proposes IDPCC for each corporation, so that each CC can have the proper idea of developing their areas.

IDPCC defines the four objectives:

- 1) Share common understanding of how the CC should be developed by making vision and approaches,
- 2) Develop the plan with broader range of stakeholders' participation,
- 3) Put all the prospective infrastructure subprojects in the inclusive subproject list,
- 4) Make clear linkage between administrative-fiscal reform and infrastructure development,

There are five important elements for each CC to work on this IDPCC. Firstly, it makes the "Inclusive" project list, not the specific donors' list. Secondly, it establishes the consensus of project ideas to achieve 5 year output. Thirdly, it makes easier to arrange the funding resources for the inclusive list. Fourthly, the amendment of the rolling plan in every 3 years is determined and it gives the sufficient opportunity to revise the plan appropriately respond the latest situation of CC. Lastly, with this IDPCC, conformity with master plans can be discussed more in CCs which already established the master plans.

Since December 2012, CCs and ICGP Team have worked on the Vision and Approaches making. Each CC has first identified its population projections, excavation of local resources, and forecast of industry. Then CC members have created the infrastructure development in a long-term vision. The meeting members are a group consisting of CC officers such as engineers, town planners, and so on. Moreover, approaches are created as specific guidance to support the vision.

JICA experts (including both urban development experts and participatory experts) carried out these meeting by form of participatory approaches by maximizing the incorporations of ideas of PIUCC members. These vision and approaches are presented at the stakeholders meeting, represented by citizen groups leaders. Table E-4 shows the outcomes of each CC.

Table E-4: Vision and Approaches of 5CC Infrastructure Development

No	CC	Vision	Approach
1	NCC	“To build an environmental friendly, clean, healthy, safe and poverty- free planned city to provide necessary services and industrial development to all city dwellers.”	<ul style="list-style-type: none"> • Infrastructure development that is environmental friendly and sustainable • Total solid waste management • Less disaster, crime, traffic and boat accident • Infrastructure that support industry and basic human needs • Elaboration of Master Plan and its execution • Strategic area priority setting
2	CoCC	“Build a planned beautiful green city and keep it neat & clean”	<ul style="list-style-type: none"> • Elaboration of Master Plan and its execution • Green landscaping of the public areas • Equity public services to urban and suburban areas • Good public services of road network, drainage, street lighting, market, bus terminal, community center, etc.
3	RpCC	“Make our Rangpur Poverty-free, Environment Friendly, Beautiful, and Safe City”	<ul style="list-style-type: none"> • Infrastructure that support industry and basic human needs • Good environment for nature and human life • Total solid waste management • Less disaster, traffic accident and crime • Equity of public services to urban and suburban areas
4	GCC	“Make a green, poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering natural environment”	<ul style="list-style-type: none"> • Elaboration of Master Plan and its execution • Total solid waste management with participation and PPP • Good environment for nature and human life • Infrastructure that support industry and basic human needs • Smooth traffic flow with various transportation modes • Enhancement Governance that manages and coordinates broader public services
5	ChCC	To upgrade Chittagong Metropolitan City as a “Modern Cosmopolitan City” and an efficient Local Government Institution capable of addressing the future challenges with the increasing demand for better Urban Facilities and Amenities for new generation citizens.	<ul style="list-style-type: none"> • To facilitate every Urban Facilities and Amenities to its citizens. • To ensure a Comprehensive City Planning in Chittagong on way to provide a better Working Environment for its citizens. • To develop Chittagong as the “3 – Dimensional Commercial Capital” of the country where Trade / Commerce, Industry and Tourism would be encouraged.

Note: All the visions and approaches by each CC are approved by SCM except ChCC, approved by councillors’ meeting only.

E.9.2 Outcome 2-1: Present Issues of Governance and Institutional Arrangement of CCs

Urban Governance and Infrastructure Improvement (Sector) Project-UGIIP funded by ADB has been referred when summarizing governance part of ICGP. The Project has made Urban Governance Improvement Action Program-UGIAP for governance improvement along with their loan. Similar to this project, ICGP has the governance and financial reform program that can be the target to continue the JICA loan project.

The action program is called Inclusive City Governance Improvement Action Program (ICGIAP), and it consist of four major areas of governance issues, namely, transparency, accountability, participation and predictability (hereinafter referred as TAPP of ICGP). After the discussion with PIU in each CC, ICGP Team proposed predominant issues in governance. Table E-5 summarized Present issues and strategic topics of Governance of CCs.

Table E-5: Present Issues and Strategic Topics in Governance

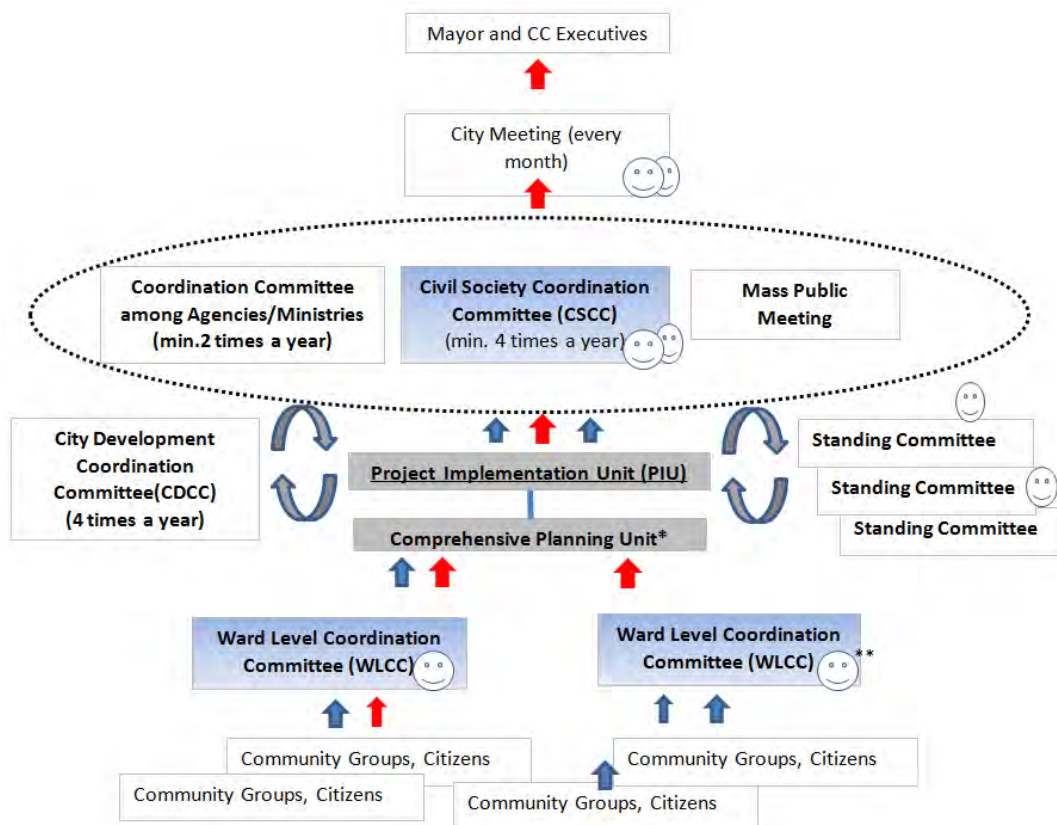
Area	Objectives	Issues	Strategic Topics
Transparency	To increase transparency in CC's service and create consensus between CC and citizens	Citizens are not aware of the service offered by city corporation	Information dissemination by mass communication tool
		Ignorance of city governance	Revision of Citizen Charter
Accountability	To make sure of efficient and effective public service in infrastructure development based on defined budget plan	Inefficient urban development activities	Coordination system in infrastructure development between CC and related agencies
		Weak capacity to carry out functions	Capacity Development (Training for officials, organizational and institutional reform)
		Inefficient public service	Administrative reform with decentralization
		No comprehensive long-term development plan	Master Plan/Implementation of IDPCC
		Weak tax collection and management system	Tax reform and increase of tax collection
Participation	To promote citizen's involvement in policy making, implementation, monitoring and evaluation	Few opportunities for people to complain to/request city corporation	Formation of citizen's coordination committee
		Limited use of local human resource for policy and decision making	Formation of Stakeholders Coordination Committee and integrate community organization in CC service delivery
Predictability	To secure law enforcement and consistent budget plan	Weak Institutional or organizational capacities to enforce law, rule and regulations	Coordination for law enforcement
		Weak regulation and its enforcement for private sector activities	Capacity Development for law enforcement and law making
		Urban planning without defined budget plan	Budget planning for infrastructure development

Source: ICGP team

1) Participatory Development

Participation is another core pillar of Administrative Reform Plan. ICGP has tested various structures and eventually it has proposed participatory mechanism for future. In practice of the formation process of IDPCC, ICGP (Prep) has partly developed a flow of participation in planning. But it focuses on only PIUCC, Civil Society Coordination Committee (CSCC which is also works as Stakeholder Meeting), Mayor, CC Executives. For more appropriate and active mechanism, several institutions at various levels are suggested as imperative factors for good governance to take place in ICGIAP.

Figure E-3 illustrates a future conceptual mechanism of citizen participation in planning. The structure consists of all different layers of organizations/institutions from the bottom to the top: Community groups/citizens, WLCC, Standing committee, PIU, City Development Coordination Committee (CDCC), CSCC, City Meeting, Mass public meeting, and Mayor with CC Executives.



*ICGIAP proposes a setting up of Comprehensive Planning Unit as a subsequent institution of PIU of ICGP (Prep) as the primary institutional body for a broader, comprehensive city planning.

**The human face icon represents "participation of councilors."

Source: ICGP Team

Figure E-3: Conceptual Mechanism of Participation in Planning for ICGIAP

Table E-6: Institutions for Participation in Planning

Institutions	Function
A Standing Committee	Standing Committees are issue-specific discussion groups attached to city council. The mayor and councilors can be member.
B City Meeting	City Meeting is a regular monthly meeting which consists of a mayor, CC’s executive officers, councilors and others. This meeting shall endorse the result of CSCC. City Meeting is held every month.
C Civil Society Coordination Committee (CSCC)	Stakeholder Committee Meeting of the ICGP (Prep) consists of representatives from various community organizations, standing committees, national government agencies and relevant officers of CC. For the IDPCC related purpose, this meeting examines draft ideas of IDPCC elaboration, execution and revision prepared by CPU. ICGP (Prep) has an idea to rename this and keep it as Civil Society Coordination Committee (CSCC). It would be a permanent committee as a part of NCC’s planning system.
D Comprehensive Planning Unit (CPU)	For the IDPCC related purpose, Comprehensive Planning Unit (CPU) is a taskforce to lead elaboration, implementation and revision of IDPCC. CPU drafts the IDPCC and proposes revision of IDPCC to the CSCC. CPU consists of planner, engineer, health doctor, and relevant CC officers.
E City Development Coordination Committee (CDCC)	CDCC consists of member of City Meeting and representative of each relevant national government agency. This is a good occasion to exchange information on IDPCC and relevant projects of the national government agencies. NCC has held this regular meeting; the format of the Coordination Meeting can be improved.
F Ward Level Coordination	Ward Level Coordination Committee is organized in every ward and meets regularly to discuss important issues of the ward including infrastructure and

Institutions	Function
Committee (WLCC)	public services. The councilor chairs the meeting and coordinates collaboration between CC administration and community groups.

2) Institutional Structure of CCs

New CCs have already proposed new organization charts. The proposed manpower of NCC and RpCC are around 4 times greater than the present number, while that of GCC is around double in the central office. In the case of CoCC, the present number of officers is less than 10% of the number in the central office, and 13% of the zonal office. Since ChCC has been given the status of CC for long time, the number of officials approved by the ministries has almost been fulfilled completely or more than the approved number in the central office. The proposed organization charts of the new CCs are in the process of assessment by LGD, MoF and MoPA, and may be revised. After the approval of the proposed organization charts, CCs will start the recruitment of new officials, but it will not be done all at once. They will employ part-time staff until the approval, and can gradually change the status of employment from part-time to permanent; meanwhile, CCs can also employ new officials according to their capacity in terms of finance.

Standing Committees are listed in the CC Act (page 6940, 50). Every CC has already formed standing committees mentioned in the CC Act. Section 50, [2] of the CC Act states that “the Corporation may, according to the decisions of the Corporation meeting, constitute additional Standing Committees for such purpose as the Corporation thinks fit”. NCC has formed Standing Committees for “Women and Children Affair”, “Arbitration and Conflict Mitigation”, “Law and Discipline”, “Divorce Mitigation Affairs”, “Poverty Reduction Affairs”, “Eviction Affairs” and “Taxation Affairs”. CoCC has formed additional Standing Committees for “Transportation Affairs”.

The procedure of recruitment of CC officials starts with the approval of LGD. The request of approval for recruitment should follow the approved organization chart. CC forms a committee for recruitment of officials/staffs. Applicants are screened through three steps at the CC level and the recruitment committee is headed by the CEO when they recruit officers whose salary scale is less than 10 grades, namely class 2, 3 and 4 employees; but it is chaired by the Mayor when they recruit officials of 3 to 9 grades with salary scales of class 1 officials.

Higher class officials such as CEO, secretary, chief revenue officer and magistrate are usually deputed from respective BCS cadre. For those officials from BCS cadre, CCs requests LGD to depute them to the CC. Once LGD approves CC’s proposal, LGD requests MoPA to give approval for deputation. Other class 1 and class 2 officers (Engineers, Doctors, Conservancy Officer, Admin/Accounts officers etc.) are recruited by the government (LGD) based on the requirements/proposal submitted by the CC.

Table E-7 summarizes items for administrative reform. Items are categorized into three areas, namely, 1) Law, Rules and Regulations, 2) Organization, and 3) Administrative Procedure. The items showed here are associated with the amendment of existing law or issue of rules and regulations. The details of each item are explained below.

Table E-7: Summary of Administrative Reform Plan

	Issue	Activities	Action by
1. Law, Rules and Regulations	1. Unimplemented functions in CC Act.	1. Strategic plan to achieve functions mentioned in the CC Act. 2. The extent of punishment is specified for each offence as laid down in the schedule-5 (sec.-92) of the Act.	Local Government Division
	2. Rules, regulations and bylaws.	1. Rules be made as per sec. 120(2) of the Act by the Govt. on the items laid down in schedule-6 and be published in the official Gazette. 2. Regulations be made by the CC with the prior approval of the Govt. as per sec.121 [1], [2] of the Act on the items laid down in schedule -7 and be published in the official Gazette. 3. Bylaw be made by the CC on the order of the Govt. as per sec.122, [1], [2] of the Act on the subjects as laid down in schedule -8 and be published in the official Gazette.	Local Government Division and City Corporation
	3. Co-ordination, Decentralization and partnership	1. Effective co-ordination mechanism established between CC and other Govt. agencies. 2. Functions of national agencies that are not effectively implemented may be considered to be decentralized to CC. 3. Established partnership mechanism with people, private section and other Local Govt. Agencies.	Local Government Division
	4. Tax and revenue.	1. Amendment of model tax schedule 2003 and CC tax rules 1986.	Local Government Division
2. Organizaition	1. Organogram.	1. Organogram is prepared in conformity with the functions laid down in the CC Act considering adequate staff structure.	Local Government Division
	2. Comprehensive Planning Unit.	1. Establishment of comprehensive planning unit for effective physical planning as well as building control.	Local Government Division
	3. Function of different Department/sections.	1. Set functions appropriately in the relevant Department/ sections of CC considering the organogram.	Local Government Division
	4. Monitoring	1. Establish functional linkage between Urban Wing in LGD, UMSU in LGED and CC in governance improvement activities. Urban Wing conducts monitoring on governance activities in CC, and UMSU provides technical support for monitoring. Urban Wing also gives advises from the view point of overall supervisory.	LDG, LGED USUM
3. Administrative Procedure	1. Appointment of officer, staff and consultant.	1. Procedure for appointment of officer, staff and consultant are laid down in a rule to be made by the Govt. as per sec.66 of the Act.	Local Government Division
	2. Tax assessment procedure.	1. Prepare tax assessment manual/guideline for assessors.	Local Government Division
	3. Personnel to prosecute the offenders under CC rule.	1. Specific personnel are assigned to prosecute the offender under the CC Act in the relevant court of law.	Local Government Division and City Corporation

Source: ICGP Team

UGIIP applied governance related performance indicators to qualify PS to receive grant for infrastructure development. The indicators are basically set for every activity in UGIAP. Moreover, criteria of UGIAP activities are evaluated according to achievements in “Task” set in each activity. ICGP, taking the good practices of UGIIP, sets performance criteria for each activity proposed in ICGIAP. Each CC will be evaluated by Performance Review at the end of the 1st and 2nd batches. The following steps are taken as procedure of evaluation.

E.9.3 Outcome 2-2: Issues and Recommendations in Financial Status of 5 CCs

Regarding ratio of CC’s own revenue source to total revenues of CC, the extent of autonomy depends on the extent to which CC as local authority can raise revenues independently and allocate their resources for expenditure. However, for all four CCs except ChCC, ratio of CC’s *own source* does not account for the large part of total revenues of CC, and the ratio amounts to only between 17% and 39%. GCC is the highest ratio among four CCs (39%), and followed by RpCC at 20%. Ratio of own source in NCC and CoCC does not reach 25% of their total revenues.

Table E-8 Financial Status of 5CCs

	NCC	CoCC	RpCC	GCC	ChCC
Total Revenue (thousand BDT)	3,091,629	1,844,117	1,407,200	609,570	3,454,968
Own Resource (thousand BDT)	546,134	30,200	429,450	237,515	2,689,946
Own resource ratio (%)	17	18	30	39	78

It is essential that CCs should enlarge income from their own sources, not only holding tax but also other sources. Therefore, it is proposed in ICGIAP that CCs take actions for;

- Re-identification of source of tax
 - examine re-identification of new tax sources which CCs can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) at Taxation and Tax realization standing committee
- Diversification of earnings from Business Operated by CCs
 - examine diversify business operated by CCs in order to increase earnings in CCs at Finance and Establishment Standing committee

Holding tax to CC’s own source (revenue account) is recognized as the most important sources in the local bodies. Ratio of *holding taxes* (tax on buildings/lands, lightning rate, conservancy rate and water rate) to total own source are average around 25% in four CCs (except ChCC). RpCC shows the highest ratio 35%, followed by GCC with 30%, then, NCC is at 27%. CoCC is only 9%.

Regarding the tax collection efficiencies and the number of holdings, for three CCs (CoCC, RpCC and GCC), the percentage of collection efficiency has reached more than 80%. Such high efficient rate does not indicate that tax collection in three CCs is well performed, yet sustainable financial management need more improvement. On the other hand, NCC’s tax collection efficiency in 2011–2012 was only 55%. This is also caused by both a lack of number of tax collectors and low capabilities of the tax collection section.

It is essential that CCs should improve capabilities to enlarge income from holding tax. Therefore, it is proposed in ICGIAP that CCs take actions for;

- Improvement of capability of tax assessment
 - Deploy senior (high qualification) tax assessors who can play the role of training tax assessors at the staff level.
 - Increase the number of tax assessors and collectors at the staff level (one assessor/collector per 1,000 holdings).
 - Initiate the use of tax assessment manual/guidance for assessors prepared by PMO.
 - Introduce software for tax assessment database.
- Interim tax assessment carried out annually and collection increased
 - Conduct interim assessment regularly
 - Identify missing holdings and bring them to assessment registration
 - Prepare quarterly progress reports
 - Review progress of interim assessment in the CC monthly meetings.
 - Prepare report and submit to PMO on a quarterly basis.
 - Continue the process even after the completion of the project.
- Link holding tax ID and construction registration
 - Create a system that registers the holding tax ID number (client ID) when construction registrations are carried out.

In case of charges for water supply, for three CCs except NCC, current financial status in water supply sector is breakeven (i.e. tariff can only cover O&M expenditure) or negative. When increasing O&M expenditure accompanied with the expansion of relevant facilities in the future, it would cause deficit in the revenue/expenditure of water supply sector.

Therefore, it is proposed in ICGIAP that CCs take actions to:

- Introduce “financially independent accounting system (self-supporting accounting system)” in water supply
 - Create a financially independent accounting system (revenue-expenditure related to water supply in one account)
 - Carry out cost recovery for O&M cost in water supply through properly adjusted water tariff

“Financially independent accounting system” is an accounting system for specific sectors. Under the system, a special account is established. In principle, all relevant costs of one sector should be expensed by revenues from the said one sector in order to realize cost recovery in the sector. And no cross subsidy from a general account is allowed.

For the water supply sector, it should be planned that revenues from tariffs and holding tax (water rate) is earmarked for expenditures of O&M and repair/rehabilitation of water supply. Basically, the previously mentioned income should not be used for other purposes. Subsequently, financial control (management of profit and loss) will be taken under one independent account. If required, tariff will be amended to realize cost recovery in consideration of inflation.

The charge for waste management shows various conditions in each CC. For CoCC and RpCC, the revenues from conservancy rate and expenditure for O&M are negative. In NCC and GCC, the balances of revenues and expenditure for O&M are positive at this stage. For all four CCs, current waste treatment is still at the primary level (i.e. without any treatment such as sorting, composting, cover soils and leachate treatment). If proper waste management is realised, O&M cost would increase a certain level. The deficit would be serious and it ultimately undermines the sustainability of finance in CCs.

In the waste management sector, currently the relevant revenue/expenditure has been mixed up with the revenue/expenditure of another sector. No one has specifically controlled the balance (revenue minus expenditure) of the waste management sector because it is invisible in the current accounting system and financial statement.

Therefore, it is proposed in ICGIAP that CCs take actions to;

- Introduce “financially independent accounting system (self-supporting accounting system)” in waste management sector
 - Create a financially independent accounting system (revenue-expenditure related to waste management in one account)
 - Carry out cost recovery for O&M cost in the waste management sector through properly adjusted Conservancy rate of Holding Tax

As for the waste management sector, like the water supply sector, revenues from holding tax (conservancy rate) should be earmarked for expenditures relevant to O&M for the waste management sector. Subsequently, financial control (management of profit and loss) will be taken under one independent account. If required, amendment of tax rate will be examined to realize cost recovery.

In regard to Financial Management and Data Quality, in the four CCs (except ChCC), computerized accounting systems have been introduced owing to UGIIP. However, it is still at a primal level and not fully functional to treat accounting transactions appropriately. Accounting data, budgetary data and tax database are not linked in the IT systems. It should be emphasized that data quality issues are significant.

Accordingly, budgetary/financial situation cannot be grasped immediately by the management of CCs, and it makes financial management hard to carry out. It could hinder the CCs in making appropriate decisions for their management. Upgrading/modification of the computerized systems are required.

To improve the above, a set of reform plans (e.g. introduce software for accounting and budget control, establish linkage system between accounting and budget control) is proposed as ICGIAP.

It is proposed in ICGIAP that CCs take actions to;

- Establishment of computer system that integrates account, tax database and budgeting
- Ensure implementation of the integrated computer systems by training staffs in CC

E.9.4 Outcome 3: JICA Loan Project

(1) Outline of JICA Loan Project

JICA Loan Project finances the subprojects which are given high priority in IDPCC. As well as identifying these subprojects, each CC sets up the long term development vision and the strategic approaches responding to the demands of the residents in a timely manner.

Implementing JICA Loan Project simultaneously includes engagement in ICGIAP that intends to improve four components: Transparency, Accountability and Participation, Predictability (TAPP). If the criteria that ICGIAP targets are attained at the first phase, the second phase and third phase of subprojects would be financed.

Schedule of the subprojects is, in principle, considered as shown in Figure E-4. 1st batch subprojects mentioned 6.2.2 will start procurement as soon as L/A is signed, at the same time Request for Proposal regarding the consultant service will proceed. EOI (Express of Interest) and short listing would be made in advance by LGED. After the selection of the consultant and preparation of detail designs, 2nd batch subprojects can start. Capable CCs can start some component of 2nd batch subprojects ahead of the schedule. However, before the start of 2nd batch, achievement of ICGIAP is to be confirmed. If substantial delay of ICGIAP is observed, JICA may suspend the commencement of whole or a part of 2nd batch subprojects for the particular CC.

After the basic design and detail design, Feasibility Study subprojects can start. Before the start of feasibility study, the same practice of 2nd batch subprojects above is executed by the following loan.

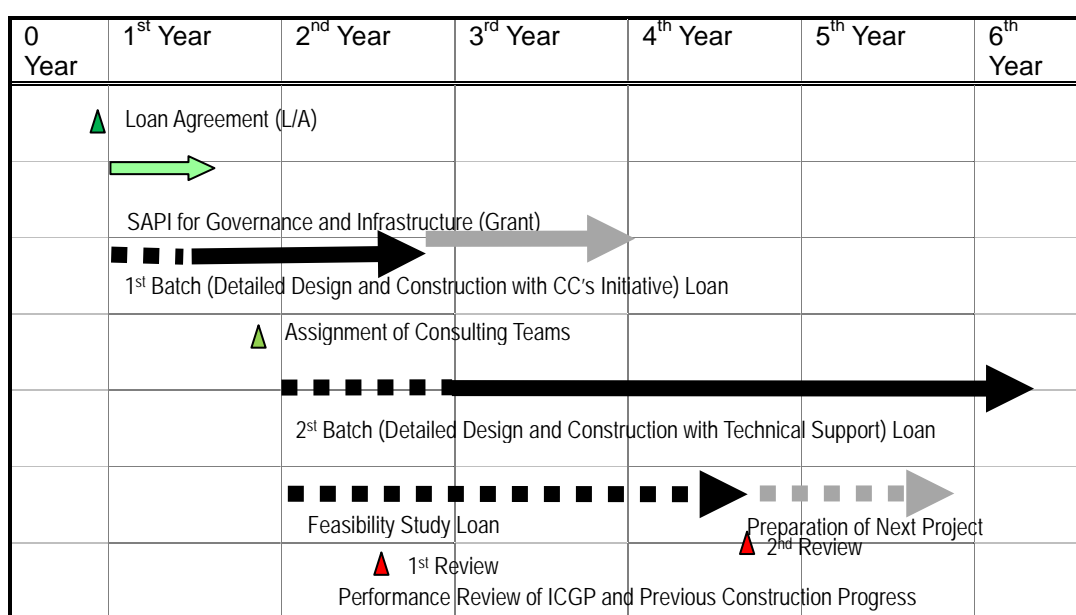


Figure E-4: Schedule of the Project

As one of the medium and/or long term targets of CC development is to reduce the financial burden of the central government, subprojects shall be economically viable and cost recovery mechanism shall be duly designed. Equal financial contribution among several generations is also to be considered by the long term repayment scheme of ODA loan. Therefore, accountable system should be mandated in accordance with the progress of loan proceeding.

(2) Target Issues of Performance Review

It is important to improve governance in parallel with infrastructure; therefore, the both targets are closely linked in the JICA Loan Project. Performance Review (hereafter PR) is conducted two times along with the schedule of the batches in ICGP. The independent consultants hired by PMO review all activities in ICGIAP, while evaluation for the entitlement to receive the 2nd batch of infrastructure development fund is implemented on selected thirteen items. Criteria to receive fund for the 2nd (1st PR) and the feasibility studies (2nd PR) are 13 categories. The consultant conducts Preliminary Performance Review (PPR) six months before the PR. They check the progress of ICGIAP, and facilitate implementation if necessary.

(3) Procedure of Performance Review

CCs are required to meet the “minimum requirement” of selected thirteen activities. If any of the criteria is not achieved, then the CC is not allowed to take steps for the 2nd batch. Procedure of PR consists of 11 stages as explained below;

Table E-9: Procedure of Performance Review

Step	Procedure	Action by	Schedule
1	Preliminary Performance Review(PPR)	PMO, Consultant Team for PR	1st Qrt / 2nd year
2	Conduct 1 st Performance Review(PR)	PMO, Consultant Team for PR	3rd Qrt / 2nd year
3	PR workshop	PMO	End of 3rd Qrt / 2nd year
4	Declaration of CC for 2nd batch	LGD	Beginning of 4th Qrt / 2nd year
5	Reallocation of the remaining fund from the 1 st batch according to the result of PR	PMO	4th Qrt / 2nd year
6	Revision of the infrastructure list for yen loan according to the revised IDPCC	PMO	4th Qrt / 2nd year
7	Conduct 2 nd Performance Review	PMO, Consultant Team for PR	3rd Qrt / 4th year
8	PR workshop	PMO	End of 3rd Qrt / 4th year
9	Declaration of CC for Feasibility Study	LGD	Beginning of 4th Qrt / 4th year
10	Reallocation of the remaining fund from the 1 st batch according to the result of PR	PMO	4th Qrt / 4th year
11	Revision of the infrastructure list for yen loan according to the revised IDPCC	PMO	4th Qrt / 4th year

Source: ICGP Team

(4) Publicity of ICGIAP Achievements

Though there will only be thirteen criteria for the loan program following batches in ICGIAP (Table E-8), CCs should commit to all items of ICGIAP to improve the status of governance. Thus, the performance of other items will be also evaluated by the consulting team. The achievement of all performances of ICGIAP will be publicized to citizens through mass media and other sources so that the efforts of all CCs on governance will be accountable and transparent. Moreover, citizens will be aware of the governance of CCs and feel the responsibility as citizens to check the performance of CCs.

Table E-10: Thirteen Criteria of ICGIAP for JICA Loan Project

TAPP	Areas / Activities
Transparency	Improvement of Openness and Information Dissemination
	1.1 Activities for e-governance initiated
	1.2 Mass Communication Cell established and campaign plan developed and implemented as planned
Accountability	2. Administrative Reform
	2.1. City Development Coordination Committee (CDCC) established
	2.3 Capacity Development Committee (CDC) established, and implement trainings according to ARP
	Tax Reform
	3.2 “Financially independent accounting system” in water supply sector and waste management sector

	Financial Reform
	4.1 Diversify earnings from Business Operated by CCs
Participation	Citizen's Awareness and Participation
	5.1 Establishment of Civil Society Coordination Committee (CSCC) and make it functional
	5.2 Establishment of Ward Level Coordination Committee (WLCC) and make it functional
Predictability (Legal Framework)	Urban Planning and Environmental Improvement
	6.2 Establishment of Comprehensive Planning Unit and make it functional
	6.4 Environmental Conservation Act and rule
	6.6 Solid Waste Management
	Coordination System for Law Enforcement
	7.1 Law Enforcement Unit (LEU) established
	7.3 Capacity development for Standing Committee for Law and Discipline implemented

(5) Subproject Outline

Responsibilities of infrastructure development are classified by the central government and CC. Most of the subprojects are designated under the responsibility of CC. However some subprojects are beyond the responsibility of CC at this moment³. Without revision or shift of responsibility, these subprojects might be implemented by the central government for technically sound development.

In order to promptly respond to the demands of the residents, project components are integrated to be implemented. For example, road rehabilitation and drainage improvement as well as street lightning shall be implemented at the same time, if it is appropriate. Water pipe installation shall be coordinated with the road development plan.

Project component is regularly reviewed in the process of rolling plan so that accountable and transparent infrastructure planning could be realized. Output of ICGP regarding JICA Loan Project consists of 1st batch: the projects to be implemented as soon as the procurement process is completed (based on the fact that the investment size is not large, LCB (Local Competitive Bid) would be applied); 2nd batch: detail design for tendering should be prepared before starting the procurement process (LCB would be applied); and the feasibility study: Firstly the review of master plans should be conducted. Then the basic design and detail design for tendering should be prepared before starting the procurement process (based on the fact that the investment size is large, ICB (International Competitive Bid) would be applied). As for 2nd and the feasibility studies, the consultant employed by the loan shall be assisted for designing, procurement and supervision of construction.

Table E-11 summarizes the selected subproject of each CC. 1st and 2nd batch includes the infrastructure construction and feasibility study includes proposed subprojects in the future.

³ For example, intervention, including fly over construction, to major roads under management of the Road and Highway Department (RHD) is supposed to be done by the organization. Regarding water supply, there is over-laps of responsibility between CCs and WASA or DPHE.

Table E-11 Summary of Subproject List of each CC

NCC 1 st and 2 nd batch Rehabilitation/Upgrading of city roads, bridge and drain: 340km Installation of street lighting system: 1600nos Rehabilitation and beautification of canal: 20km Installation of water supply system: 25km	Feasibility Study Review/update of transport master plan Feasibility study of Sitalalhaya bridge
CoCC 1 st and 2 nd batch Rehabilitation/Upgrading of city roads and side drain: 130km Installation of street lighting system: 7,500nos Improvement of urban drain: 40km Installation of water supply system: 98km	Feasibility Study Review/update of transport master plan Feasibility study of surface water utilization Feasibility study of river embankment road
RpCC 1 st and 2 nd batch Rehabilitation/Upgrading of city roads and side drain: 105km Installation of street lighting system: 2,500nos Improvement of urban drain: 96km Installation of water supply system: 98km Construction of bus and truck terminal: 5,000m ²	Feasibility Study Review/update of transport master plan Feasibility study of ring road development
GCC 1 st and 2 nd batch Rehabilitation/Upgrading of city roads and drain: 70km Construction of urban drain: 40km Installation of water supply system: 40km	Feasibility Study Review/update of transport master plan Feasibility study of flyover and river cross bridge
ChCC 1 st and 2 nd batch Rehabilitation/Upgrading of major road: 27km Construction of overpass: 3 locations Improvement of major canal: 16km Reconstruction of school cum cyclone shelter: 8 locations	Feasibility Study Feasibility study of land reclamation

(6) Environmental and Social Consideration

Environmental consideration of the subprojects plays the important part of ICGP's JICA loan. Though CC level there are no specific rules and regulations, there exist laws and regulations at the national level such as: The Environmental Conservation Act 1995 (ECA), Environmental Conservation Rules, 1997 (ECR), Acquisition and Requisition of Immovable Property Ordinance 1982 (ARIPO), Environmental Court Act 2000, Environmental Impact Assessment (EIA) Guidelines for Industries by the Department of Environment and Environmental Guidelines for the LGED Projects. City Corporations (CC) have to follow the regulations of national level for the project implementation.

ICGP identifies the current gaps and proposes measures to be taken for the subprojects to minimize the gaps of requirements between GOB and JICA. The topics that are compared here are analysis of alternatives and mitigation measures, scope of impacts to be assessed, information disclosure and consultation with stakeholders, consideration for ecosystems and biota, and monitoring. Generally JICA guideline has more elaborated in descriptions of each category and additional analysis needed to be accepted as a JICA Loan Project.

Social consideration is another important issue for JICA loan project. The subprojects currently selected by the ICGP do not expect neither land acquisition nor involuntary resettlements. Therefore, in principle, none of the subprojects should require preparation of Resettlement Action Plan

(RAP) or Abbreviated Resettlement Action Plan (ARAP). However, there would be chances of finding Project Affected Person (PAPs)⁴ and adverse social impacts once the design of the projects are elaborated further and more detailed assessment is conducted during the upcoming detailed project design phases. The potential impacts include following general items and required mitigation measures to be taken at the detailed project design. Depending on the feasibility studies (F/S) and detailed design (D/D) of the subproject, the all items may not be applicable to the ICGP subprojects.

(7) Baseline Survey and Economic Analysis for Subprojects

Considering the performance indicators of infrastructure development decided by ICGP Team, baseline survey was conducted to recognize the current situation. The survey was focused on the sector of the selected projects in each CC. The sectors that subprojects of ICGP belong in CCs are summarized in Table E-10.

The subprojects of ICGP (Loan) will generate economic benefits for the residents in target areas. For the subprojects which benefits can be quantitatively verified, economic analysis adopts one of the standard methods, economic internal rate of return (EIRR). EIRR is calculated by estimated project costs and economic benefits. For the subprojects which quantitative validation is difficult, qualitative analysis will be applied. For the estimation of economic benefit and the identification of the current situation, baseline survey is conducted and its results are utilized for the assumptions for the estimation of economic benefits.

Table E-12 summarized the EIRR of the subprojects. As long as the subprojects with quantitatively calculated, the EIRR exceeds 12 %. Based on the typical social discount rate and a threshold rate of economic analysis, these subprojects are considered economically feasible.

Table E-12: Covered Sectors and EIRR of Subprojects by CC

								Unit (%)
	1	2	3	4	5	6	7	8
	Road, Bridge	Drain	Street Light	Water Supply	Overpass	Bus Terminal	Truck Terminal	Cyclone Shelter
NCC	12.88	X	X	54.50				
CoCC	83.62	X	X	14.20				
RpCC	72.80	X	X	108.32		12.19	12.19	
GCC	22.78	X						
ChCC	21.61	X			87.02, 138.48, 202.33			X

Source: ICGP Team

Note : X marks are the categories which utilized qualitative analysis.

(8) Structure of Implementation, Operation and Maintenance

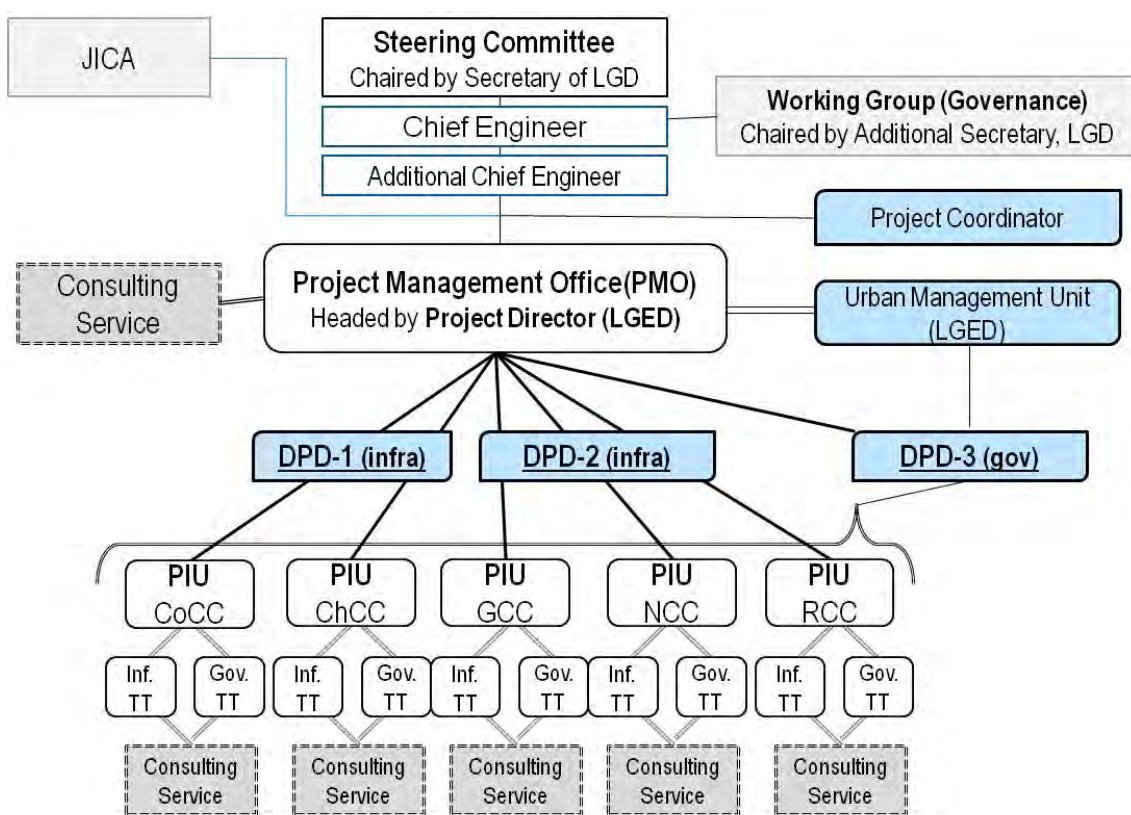
The present status of implementation for infrastructure projects is discussed in the Chapter 8 and 9. The implementation stage contains three parts: Project preparation, supervision, and O & M.

The stage of project preparation includes selection of projects and procurement. Basically the responsible department of project preparation is Engineering Department. Though selection of projects and procurement need several steps for approval, the final approval of the each step is

⁴ PAP (Val unable groups) under the international donor standard includes: those without legal title to land or other assets; households headed by females; elderly and disabled persons; indigenous peoples; minority communities; and households with incomes below the poverty line (ADB's Policy on Involuntary Resettlement 1995)

always made by mayors. Supervision stage mainly includes four processes (supervision of construction, payments to contractors/suppliers, disbursement application, final inspection). O&M works are conducted by each responsible department/section for each sector (road, drainage, lightening water supply, and other municipal facilities).

ICGP Team reviewed implementation structures in UGIIP and NOBIDEP and proposed structure suitable for this project as Figure E-5. Steering Committee chaired by Secretary, LGD, Project Management Office (PMO), headed by LGED Senior Engineer assigned and Project Implementation Unit (PIU) established in each City Corporation (CC). Working Group (WG) for Governance is chaired by Additional Secretary, LGD, Project Coordinator, a senior engineer proficient at urban and JICA project and Consultant will support the activities. Civil Society Coordination Committee (CSCC) is established for stakeholders’ participation for all stage of implementation by CC.



Source: ICGP Team

Note: Abbreviations are as followings. PIU: Project Implementation Unit, DPD: Deputy Project Director, UMSU: Urban Management Support Unit, Inf.TT: Infrastructure Task Team, Gov.TT: Governance Task Team

Figure E-5: Implementation Structure for JICA Loan Project

PIU plays important part of the institutional arrangement in each CC are headed by CEO and composed of Secretary, engineers and other related officers. Staff allocation and TOR are carefully determined.

Engineering Department of each CC is a key entity responsible of preparation, implementation, operation and maintenance of subprojects. Mayor, CEO and other stakeholders have been involved in approval and decision making process for subprojects. Demarcation of roles is also

proposed in Chapter 8 by activity necessary for implementation of each subproject. The demarcation focused on development of autonomy of each CC.

Both international and local consultants will be hired to assist PMO and PIUs in implementation of the batch 2 subprojects, feasibility study of the selected subprojects, governance improvement, monitoring and evaluation. Procurement of consultants will be in a single package which includes sub-groups of general management, engineering (Design, Supervision, Management: DSM), governance and monitoring and evaluation. QBS method is adopted for the selection, following the standard in Bangladesh. Each consultant TOR is prepared before the loan project start to operate.

ICGP proposes that each targeted CC of ICGP will formulate and implement an “Operation and Maintenance Action Plan” at the implementation stage of the project. The objective of the O&M Action Plan is to enhance sustainability of CCs’ infrastructure by strengthening capacity for O&M of the infrastructure. It is essential to set a plan embracing institutional, financial and technical aspects, so that CCs can ensure sustainability of service delivery.

The following contents have to be included in the O&M Action Plan:

- a) Institutional Arrangement for O&M Implementation
- b) Planning of O&M
- c) Budgeting framework of O&M
- d) Implementation of O&M
- e) Monitoring
- f) Measures for technical capacity

Each CC will submit the O&M Action Plan to PMO by June, 2015, and PMO will examine and approve the Infrastructure O&M Action Plan. The proposed O&M Action Plan will consist of the following items per contents a) to f).

O&M Action Plan will cover two time frames; mid-term (i.e. 5 years) prospect and annual actions. Annual actions will be based on mid-term planning and updated year by year to reflecting result of monitoring. The format for the proposed structure of an O&M Action Plan is temporarily suggested by ICGP (Prep). The format will be finalized by PMO and loan consultants and filled by CCs.

O&M Action Plan in CCs will be subject to periodic monitoring and revision. Each CC will report achievement of planned outputs to PMO in yearly basis by using the format as proposed above. O&M Action Plan will be updated annually by each CC to reflect feedbacks from PMO and loan consultants, the latest infrastructure conditions and availability of financial/institutional resources.

(1) Cost Estimate

The basic cost of the project consists of three (3) components, i.e. training and capacity development, construction cost for each CC and equipment procurement cost which amounts to 18,857 million BDT in total (equivalent to 24,137 million JPY), of which 18,028 million BDT (equivalent to 23,075 million JPY) is to be financed by the Japanese ODA loan. Including other necessary cost such as price escalation, physical contingency, consulting services, administration cost, VAT, import tax and interest during construction, the total project cost will be 29,550 million BDT in total (equivalent to 37,924 million JPY) in total, of which 23,977 million BDT (equivalent to 30,690 million JPY) is the loan portion. The summary of the total

project cost is shown in Table E-13.

Table E-13: Summary of Overall Project Cost

Breakdown of Cost	Foreign Currency Portion (million BDT)			Local Currency Portion (million BDT)			Total (million BDT)			Share (%)
	Total	JICA	GOB	Total	JICA	GOB	Total	JICA	GOB	
Component1 (Governance Improvement and Capacity Development)	65	65	0	620	108	512	685	173	512	2.3%
Component2 (Infrastructure Development)	0	0	0	17,471	17,471	0	17,471	17,471	0	59.1%
Component3 (Equipment)	384	384	0	318	0	318	702	384	318	2.4%
Price Escalation	11	11	0	2,448	2,395	53	2,459	2,406	53	8.3%
Physical Contingency	46	46	0	2,086	1,997	88	2,132	2,043	88	7.2%
Consulting Services	745	745	0	755	755	0	1,500	1,500	0	5.1%
Land Acquisition	0	0	0	0	0	0	0	0	0	0.0%
Administration Cost	0	0	0	699	0	699	699	0	699	2.4%
VAT	0	0	0	3,742	0	3,742	3,742	0	3,742	12.7%
Import Tax	0	0	0	152	0	152	152	0	152	0.5%
Interest during construction	10	0	10	0	0	0	10	0	10	0.0%
Commitment Charge	0	0	0	0	0	0	0	0	0	0.0%
Total	1,261	1,251	10	28,289	22,726	5,563	29,550	23,977	5,573	100.0

Source: ICGP team

E.10 Recommendations

ICGP (Prep) has successfully finished with developing IDPCC, ICGIAP, ARP and JICA Loan Project. Before discussing the further activities concretely, there are three recommendations for Bangladesh CCs for effective implementation and expansion of ICGP principles.

First recommendation is to enhance the institutional capacity for inclusive city development planning through acquiring, storing and analyzing the basic urban data at each CC. Presently at each CC, all pieces of data needful to proper future planning (including these on natural, socio economic, urban planning (mapping), and infrastructure) are insufficient. In addition, even if they exist, storing or analyzing them is not properly done. Institutional capacity to acquire, store and analyze these types of information will help the CC officers and citizens to consider the future of their own CC more constructively and create visions and approaches of each CC more concretely. Coordination among CCs, relevant central government departments, academics and various donors also need to be enhanced for this capacity building.

Second recommendation is to create a sound system of sharing the actual cost and environmental burden. Sharing the actual cost refers to bearing of the cost of construction, operation and maintenance and this can be done by charging utility fees. Then the future generations could bear the loan repayment of initial costs and operation and maintenance of infrastructure in coming era. Rapid infrastructure development can only be materialized by the present generations' financial burden, and such investment provides the better opportunity to economic growth for future generations. Indifference to environmental issues of the present generation will create cumulative damage on the environment. Accumulated damage on environment will not be able to be recovered easily. Therefore, initial investment to sound technology and proper planning will reduce potential/future influence on the environment.

Third recommendation is create a knowledge platform for sharing urban management among Bangladeshi and Japanese cities. Japanese cities have experienced various urban issues including environmental, social and economic ones. The solutions and recommendations through those practical experiences by these cities may be highly constructive and applicable for Bangladesh cities. Systematic sharing of knowledge and experience could be established. Subprojects which utilize Japanese technology should be continuously sought by each CC.

Fourth recommendation is to set up a well organized infrastructure planning system from national to local level. There should be four stages of infrastructure development namely i) National ii) Regional (division), iii) Country (district) and iv) Local (CC, Pourashava, Upazila and Union) level. The national infrastructure development plan shall be a policy plan that states the purpose, strategy and approach of the infrastructure development. It should be consistent with “Sixth Five year Plan (2011-15)”, “Millennium Development Goals”, “Making Vision 2021 a Reality” and “National Urban Sector Policy (draft). Regional-Country-Local plan are physical plan of infrastructure. Every infrastructure relevant agencies at the national level should coordinate to prepare visualized regional and country level plans with specific infrastructure. Preparing master plan at CC level would be important, however, without consistency of the upper hierarchy plans, CC master plan cannot be functional properly.

Chapter 1 Overview of the Project

This chapter represents as the introductory part of the report. It covers background of the project, similar project by other donors, process of the project, and pilot studies of the project.

1.1 Background of the Project

(1) The Procedures

This final report intends to summarize the progress of The Project for Developing Inclusive City Government for City Corporation (hereinafter referred as “the Project”). The Project targets the newly established City Corporations (CCs) in Bangladesh, namely, Narayanganj City Corporation (NCC), Comilla City Corporation (CoCC), Rangpur City Corporation (RpCC), and Gazipur City Corporation (GCC). These four CCs are newly established and institutional and manpower arrangements have not yet been made. Some of the newly established CCs were selected to examine the roles and differences between PS and CC. The Project is to identify their issues, analyze their needs, and propose how to plan and enhance public services. In June 2013, Chittagong CC (ChCC) was added as the fifth CC of this Project.

The expert team has identified issues of CCs. Governance issues include Accountability, Participation, Predictability and Transparency. All the four CCs have not completed their structural preparation as discussed in the governance section. On the other hand, Infrastructure issues of each target CC is analyzed in the volumes of each CC. Common problems include roads, drainage, water supply, sanitation, and solid waste management. Each CC needs significant investment for infrastructure development, operation and maintenance to enhance its public service level. In addition, there are some issues in the planning of 4 CCs as well. Planning capacity and practice of CCs are in their developing stage as described in the volumes of each CC.

The Project is executed based on the scope agreed between JICA and GOB in August 2012, concluded as written in the R/D. The Project period is 16 months, starting in November 2012 and ending in February 2014. The goal of the Project is to establish a framework for the improvement of urban governance, thus improving appropriate execution of infrastructure development and public services. As a result, the four targeted CCs can enhance the capacity of economic growth and improve the quality of life of their residents. Based on the Project, Inclusive City Government Project (hereinafter referred as “ICGP”) will be planned and implemented using local budget as well as various donors’ support.

(2) The Policies to Support Municipal Government

The GOB has mentioned the importance of autonomy in various government literatures in recent years. Here in this section those various national policies are described that show why Bangladesh needs to work on City Corporations’ urban development and its governance. The Project aims to enhance the autonomy of city corporations by its institutional development, capacity development and infrastructure construction. Three policies, making Vision 2021, Sixth Five Year Plan FY2011–FY2015, and National Urban Sector Policy, are chosen to show enhancement of autonomy of Bangladesh municipal government. These policies by GOB match to the Project aims.

1) Making Vision 2021 a Reality by General Economic Division

Making Vision 2021 a Reality is a national development concept paper presented in 2010 which aims “to build Bangladesh into a resilient, productive, innovative and prosperous nation with a caring society consisting of healthy, happy, and well-educated people.”

The development priorities of the Making Vision 2021 a Reality plan are: i) Ensuring effective governance; ii) Promoting innovation among people for digital Bangladesh; iii) Creating a caring society; iv) Addressing globalization and regional cooperation challenges; v) Ensuring broad-based growth and food security; vi) Providing energy security for development and welfare; vii) Building a sound infrastructure; and viii) Mitigating the impacts of climate change. Though each priority has some correspondence with ICGP, item i) and vii) especially correspond to the ICGP goals.

2) Sixth Five Year Plan FY2011–FY2015

Sixth Five Year Plan FY2011–FY2015, published in 2011 by the Planning Commission under the Ministry of Planning, has the target of improving city governance. The FY2011–2015 edition includes the chapter of “urban transition management” which expresses serious concern over the country’s rapid urbanization full of poor city management, low efficiency and massive corruption. The strategies for “urban transition management” include: improvement of city governance, balanced development of urban centers, urban resource mobilization, sound real estate market, assistance to NGO for improvement in housing, initiation of better urban land management, better environmental management, sustainable urban transportation, provision of infrastructure /services, and urban poverty reduction. The plan is also to integrate climate change issues within the planning framework. The chapter strategies exactly match the IGCP goals.

3) National Urban Sector Policy drafted in 2011

National Urban Sector Policy (NSP), originally drafted in 2006 and revised in 2011 by Committee on Urban Local Governments (CULG), has objectives to ensure regionally balanced urbanization through decentralized development and hierarchically structured urban system which devolve authority at the local urban level, and strengthen local governments through appropriate powers, resources and capabilities so that they can take on necessary responsibilities for a wide range of functions.

The document includes the objectives to:

- ensure regionally balanced urbanization through decentralized development and hierarchically structured urban system;
- ensure optimum utilization of land resources and meet increased demand for housing and urban services through public-private and other partnerships;
- protect, preserve and enhance the urban environment, particularly water bodies;
- devolve authority at the local urban level and strengthen local governments through appropriate powers, resources and capabilities so that these authorities can take on necessary responsibilities for a wide range of functions;
- develop and implement urban management strategies and governance arrangements for enhancing complementary roles of urban and rural areas in sustainable development; and
- ensure good governance by enhancing transparency and establishing accountability.

All these points widely match the ICGP goals.

(3) Selection of the Targeted CCs

The Project chooses targeted cities that are relatively new. NCC started in 2010, CoCC in 2011, RpCC in 2011 and GCC in 2012. Though 11 CCs now exist, the difference between PS and CC

is still ambiguous as they both acts are in an identical manner. Yet, several differences can be observed between them, such as in case of CCs, they have extended autonomy including management of schools, larger revenue, and designation as a central city of each division.

As the CC's identity is still not clearly defined, ICGP Team can contribute to make each targeted CC a role model for new CCs as a municipality – a municipal body that is autonomous, stably-financed, and sustainable in all aspects.

These national level goals go well with the CC's establishment and enhancement. Therefore ICGP's orientation to support CCs, both in infrastructure and governance, is appropriate in the Bangladeshi context.

1.2 Similar Projects by Other Donors

Table 1-1 shows the projects focusing the similar areas as ICGP. These projects are conducted by ADB, WB and UN. These projects finance the basic infrastructure development such as roads, water supply, sanitation, drainage, street lights, and waste management. Simultaneously the projects deal with the issues of governance, financial management, gender, urban poor, and urban planning. ICGP Team has contacted each organization and sought necessary collaboration in each project. ICGP (Prep) has tried avoiding the duplications with these projects.

Table 1-1: Projects by Other Donors

Project name	Duration	Target Area	Covered topics	Lesson Learned (Prospected)
UGIP 1	2003-2009	22 Pourashava	Mix of urban governance and nrastructure	Institutional sustainability is weak. Some of the activities stopped after the project
UGIIP2	2008-2014	35 Pourashava	Mix of urban governance and nrastructure	Finacial and organizational capacities were insufficient to sustain the activities initiated by the project.
CRDP by ADB	2011–2016	Dhaka and adjacent cities, and Khulna and adjacent cities	Urban environment Regional and urban planning	Cities need to consider their impacts to neighboring cities and surrounding areas.
MSP by WB	1999–2012	130 municipalities including all 5 CC areas	Urban infrastructure Financial and management capacity of municipality	Small municipalities need to have their own capacity to plan the invested infrastructure
MGSP by WB	2002–2020	12 urban and local bodies (includes CoCC and RpCC)	Improve municipal governance, basic urban infrastructure services in selected Urban Local Bodies	The Project helped the small municipal government both physical and institutional aspects.
UPPR by UNDP	2007–2015	23 cities and towns (All 5 CCs)	Infrastructure development for urban poor; Promotion of pro-poor policies and supported in partnerships	Expansion 16-> 23 cities Small contract increased on infrastructure works by municipality.

Source: ICGP Team

1.3 Process of the Project

Various committees and meetings have been established as agreed in the Record of Discussion for the Project between the two Governments. The official notice for Record of Discussion (R/D) was issued by ERD on 13th of August 2012 (Annex A-1).

Figure 1-1 shows implementation structure of the Project. The working procedure adopts the “bottom-up” approach. Every topic, such as vision setting and infrastructure development planning, is first discussed by the PIUCC of each CC. Ideas from PIUCC are examined at Stakeholder Committees. Then, after the necessary amendments, the ideas go to Working Groups. The ideas are finally approved by the Steering Committee as official achievement of the Project. Inception Workshop and Interim Workshop are additionally proposed by the counterpart to disseminate the Project principle and approach to broader stakeholders to obtain cooperation and comments.

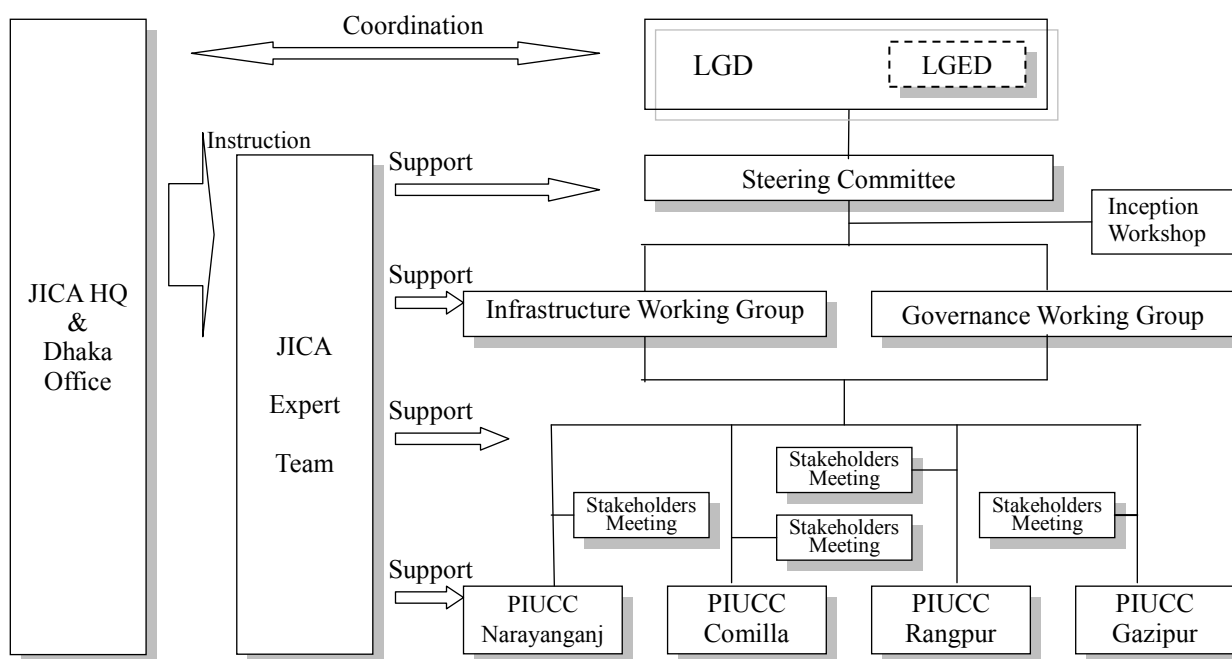


Figure 1-1: Organization Structure of the Project

The following four committees and meetings have been agreed in the Record of Discussion. The status of each committee is as shown in the next section.

(1) Steering Committee and Workshops

The Steering Committee is the most important group that governs the activities and output of the Project. The Steering Committee is chaired by the Secretary, Local Government Division, Ministry of Local Government, Rural Development & Cooperatives and attended by high officials of LGD, LGED, other related ministries and agencies, JICA representative and ICGP team leader. The workshops, inception, interim and final, where the report progress is discussed, are attended by the same members chaired by the Secretary, LGD. Therefore, workshops are treated as the steering committee. The progress of the committee and workshops are clarified in Table 1-2.

Table 1-2: Progress of the Steering Committee and Workshops

Steering Committee		
1	Approval	This committee has been approved by LGD with the letter dated 31 st December 2012 and delivered to the authorized members. Letter of approval with the member list is shown in Annex A-2.
2	Situation of activity	<p>Two Steering Committee meetings and two workshops have been held so far.</p> <p>1st meeting on 9th Jan., 2013 The meeting introduced the methodology of ICGP including IDPCC preparation. Honourable mayors attended this meeting. The Steering committee also discussed the participants of future meetings. Record of meeting is shown in Annex A-3.</p> <p>Inception workshop held on 29th Jan., 2013 This workshop was a one-day workshop. In this workshop, the content of the inception report was discussed. The augmentation session and workshop session were held. Participants could join the latter session interactively and active participation was seen. Record of meeting is shown in Annex A-4.</p> <p>2nd meeting on 22nd April, 2013 Progress of ICGP including the infrastructure list of each CC was explained. Governance progresses (ICGIAP and ARP) were also explained to the committee. Importance of solid waste management, involvement of RAJUK for master of NCC and GCC were discussed. Record of meeting is shown in Annex A-5.</p> <p>Interim workshop on 24th September, 2013 In this workshop, the content of the interim report was discussed. The workshop was attended by Mr. Abu Alam, Md. Shahid Khan, Secretary, LGD and Mr. Ashoke Madhab Roy, Additional Secretary (Urban wing), and LGD with other steering committee members such as Chief Engineer, LGED, and CEOs of CCs. The meeting consisted of presentations on ICGP outline, planning and IDPCC, governance and finance. Record of meeting is shown in Annex A-6.</p> <p>3rd meeting on 10th December, 2013 The meeting was attended by Mr. Abu Alam Md. Shahid Khan as Chairperson as well as CEOs of 5CCs. The meeting decided the followings: Project would be extended up to February 2014 with the approval of JICA as there are some important tasks will have to be done before the DPP submission. E- Procurement would be introduced in local bidding which may be done in trial basis at least in 50% areas. Through ICGP project, technical assistance from JICA would be extended for remaining six City Corporation for improving the Governance system (ICGIAP) for all CCs. There is no negative comment on the contents of the Project achievements as well as proposal of the expected Loan Project. Thus general contents of the draft final report have been approved. Record of meeting is shown in shown in Annex A-7.</p>

(2) Infrastructure Working Group

This working group monitors and gives advice to the targeted CCs regarding the process of Infrastructure Development Plan that includes 1) setting vision and strategy, 2) subproject selection, and 3) basic planning of priority subprojects and others. Table 1-3 shows the progress of the Infrastructure Working Group.

Table 1-3: Progress of Infrastructure Working Group

Infrastructure Working Group		
1	Approval	The Infrastructure Working Group has been approved by LGD with the letter dated 31 December 2012 and delivered to the authorized members. Letter of approval with member list is shown in Annex A-8.
2	Situation of Activity	<p>Five meetings were held as follows:</p> <p>1st meeting on 15th Jan. 2013 IDPCC as output of ICGP, objective and nature of CCIPD. After a report of PIUCC discussion results the following topics were discussed: Infrastructure problems, importance of master plan and detailed area plan, Infrastructure Development Plan prepared as a rolling plan, and List of subprojects. Record of meeting is shown in Annex A-9.</p> <p>2nd meeting on 7th Apr. 2013 This working group mainly focused on the report from PIUCC concerning development vision and strategies. Preparation of infrastructure list was explained by ICGP. Selected pilot project along with environmental and social considerations were also explained by ICGP experts. Meeting minutes is shown in A-10.</p> <p>3rd meeting on 11th May. 2013 The meeting focused infrastructure sub-sector and how to prepare IDPCC. Regarding the inclusive list, ICGP Team explained explicitly on the detail. In the context of the inclusive list, the existing and proposed infrastructure items was decided to be prepared by each CC. The meeting started to list up existing and proposed infrastructure items. Meeting minutes is shown in A-11.</p> <p>4th meeting on 10th July. 2013 The working group discussed the tentative subproject lists along with vision and approaches of each CC. Mr. Abdul Gaffar, former additional chief engineer of LGED, joined as the advisor of ICGP. He raised concern over some project lists of CCs which he felt were not conforming to the visions. The meeting adjourned with the decision that PD Nurullah would visit each CC to finalize the JICA and inclusive list. Meeting minutes is shown in A-12.</p> <p>5th meeting on 21st Sep 2013 This meeting was attended by usual members plus DDC ltd, who is in charge of the basic design of the JICA loan projects. Though the project lists were supposed to be finalized, some CCs expressed their desire to make further changes to the list. JICA Expert Team Leader, Mr. Matsuzawa, mentioned that frequent changes to the list will delay the process and some projects, such as solid waste management, can be addressed in some other JICA project. Ms. Hagiwara, JICA representative, confirmed that the end of September should be the final period for the submission of project lists and some long-term benefit of the projects should be taken into consideration. Meeting minutes is shown in A-13.</p>

(3) Governance Working Group

In order to achieve the Inclusive City Governance concept, improvement of governance should be considered simultaneously with the infrastructure development planning. This working group provides appropriate guidance to the target CCs regarding governance that is relevant to infrastructure development. Table 1-4 explains the progress of this working group.

Table 1-4: Progress of Governance Working Group

Governance Working Group		
1	Approval	This committee has been approved by LGD with the letter dated 31 December 2012 and delivered to the authorized members. Letter of approval with member list is shown in Annex A-14.
2	Situation of activity	<p>Three meetings were held in this period.</p> <p>1st meeting on 10th Feb., 2013 Report from PIUCC concerning development vision and strategies. Direction for CC governance and financial reform ICGP Project Director (PD) explained the ICGP (Prep) activity progress and defined the purpose of the meeting with regards to the governance and finance of CC. ICGP governance expert gave presentation on issues of governance and lack of improvement. ICGP finance expert gave analysis of financial issues. Record is shown in A-15.</p> <hr/> <p>2nd meeting on 21st April, 2013 Progress of ARP and ICGIAP were explained in the meeting. At the meeting it is also discussed the importance of planning for integrating governance and infrastructure. Record is shown in A-16.</p> <hr/> <p>3rd meeting on 9th Sep. 2013 Governance and finance experts of the ICGP Team explained the full shape of ICGIAP and ARP. Meeting minimum requirements and being fully satisfactory, are two criteria necessary for further enhancement of the governance of the CCs as well as the JICA loan project' trigger of the performance review. Tax reforms and management tariffs on water supply and waste were discussed. Meeting minutes is shown in A-17.</p>

(4) Stakeholder Committee

The PS Act advocates a participatory system that consists of three tiers, namely, Community Based Organization (CBO), Ward Level Coordination Committee (WLCC) and Town Level Coordination Committee (TLCC). On the other hand, the present City Corporation Act does not have clear rules for participation of civil societies. As it is evaluated that practice of PS achieved better participation of residents, LGD and LGED recognize that a similar participatory system is to be designed for infrastructure development of CCs.

The Stakeholders' Committee of the Project is formulated to become an important basis to test possible participatory system of CCs. At this moment, similar committee expected to work at CC level as TLCC would be named "Civil Society Coordination Committee (CSCC)". The formation of the Stakeholders' Committee for ICGP was approved by LGD as shown in the official order (Memo No.46-040-00-00-256.2012-27), dated 8th January 2013 (see Annex A-18). During the reporting period, there were six (6) meetings for the Stakeholder Committee in four CCs.

Table 1-5 shows the results of the Stakeholders' Committee held during the reporting period.

Table 1-5: Progress of Stakeholder Committee Meeting Preparation

Stakeholder Committee	
1	<p>Situation of activity</p> <ul style="list-style-type: none"> • NCC <p>The first Stakeholder meeting in Narayanganj was held on 9th February 2013, chaired by Dr. Salina Hayat Ivy, honorable Mayor, with 71 participants. In this meeting, both Dr. Ivy and Mr. Nurullah provided good explanation of objectives of ICGP and the Stakeholder meeting, which was followed by a presentation by Mr. Sakamoto providing further details regarding the overview of the project and infrastructure list. The tentative conclusion prepared by ICGP regarding the CC's governance and finance were also presented. Then, Mr. ABM Aminullha Nuri, CEO, briefed the results of PIUCC meetings which had been held twice before the Stakeholders' meeting. Having been informed of the developments of vision and strategies, the chairperson welcomed Q&A sessions. Attending to the questions and recommendations for further steps from the participants, the meeting was concluded with speeches. Meeting minutes is shown in A-19.</p> <p>The second Stakeholder meeting in Narayanganj was held on 20th July 2013, chaired by Dr. Salina Hayat Ivy, honorable Mayor, with 65 participants including Mr. Nurullah(Superintendent Engineer and Project Director of ICGP), Mr. Takeo Matsuzawa(Team leader for ICGP), and also a guest participant from JICA HQ, Mr. Yoshibumi Bito, Director, South Asian Division 4. The major objective of this SM was to confirm the inclusive project list and the Infrastructure list for JICA. Following the welcome speech by Chairperson, Mr. A.B.M Amin Ullah Nuri, Chief Executive Officer, presented the vision, priority sectors and analysis, and project selection for ICGP which were followed by a Q&A session. From the Participants, several ideas such as Low cost housing project for slum dwellers and 3D transport model (bus, railways and etc.) were suggested. Having series of speech by Mr. Nurullah, Mr. Matzuzawa and Mr. Bito respectively, the meeting was concluded by the honorable Mayor. Meeting minutes is shown in A-20.</p> • CoCC <p>The first Stakeholder meeting in Comilla was held on 13th March 2013, inaugurated by Mr. Monirul Haque Shakku, honorable Mayor, with 84 participants. First, Ms. Mani Mala Roy briefed on ICGP as well as the Stakeholders' committee. Then, Mr. Md. Nuruzzaman, CEO of CoCC, presented the results of the foregoing two PIUCC meetings: setting Vision and Strategies, preparing subproject lists based on Vision, prioritizing subprojects with costs, and having some discussion regarding Governance-related issues and actions. After Mr. Nurullah of LGED informed the developments of the infrastructure projects discussed in the PIUCC meetings, the participants were invited to a Q&A session. Attending to the questions and recommendations for further steps from the participants, the meeting was concluded with speeches. Meeting minutes is shown in A-21.</p> <p>The second Stakeholder meeting in Comilla was held on 10th September 2013, inaugurated by Mr. Monirul Haque Shakku, honorable Mayor, with 70 participants including Ms. Ritsuko HAGIWARA from JICA Bangladesh Office. Mr. Hideo SAKAMOTO updated the initiatives of JICA in the next course, by referring to the composition of two different phases, attention on the Governance and qualified-work approach. Then Mr. Abdul Wadud, CEO of CoCC briefed about the vision, approaches selected project list and the numeric indicators. In the Q&A session, there were active discussions; a councilor participant pointed out the</p>

limited target area (from No.1 to No.18) and asked for opportunities for the other parts of the City, which ICGP addressed accordingly. The meeting was concluded with speeches by Ms. Hagiwara and then the Honorable Mayor. Meeting minutes is shown in A-22.

- **RpCC**

The first Stakeholder meeting in Rangpur was held on 28th April 2013, inaugurated by Mr. Sharfuddin Ahmed Jhantu, honorable Mayor, with 90 participants. First, Mr.Md.Nurullah briefly explained the role of LGED, JICA, and ICGP project. Then, Mr. Tokuoka, the JICA Expert made a series of presentations on Governance issues and the concepts of ARP were explained. Mr. Nurullah of LGED informed the developments of the infrastructure projects as a result of discussions in PIUCC meetings. After that, the participants were invited to a Q&A session. Attending to the questions and recommendation for further steps from the participants, the meeting was concluded with the speeches. Meeting minutes is shown in A-23.

The second Stakeholder meeting in RpCC was held on 10 November 2013. The project reviewed the RpCC vision, approaches, and sectoral priority, which has been discussed in the first RpCC meeting. Then JICA sub project list was introduced with selection process, summary of the selected sub project, infrastructure work schedule and operation and maintenance. Governance progress on ICGIAP and ARP was introduced also in this meeting. Participants wanted to know whether the office building is included, which is not because this project is mainly focusing on basic human needs. ICGP Team also explained that acquisition of land is not covered, as it is not considered efficient in terms of time. It also explained that not necessarily all the wards are covered, as the selection criteria is based on the certain standards. The Team also explained that the infrastructure project can start in the next financial year if everything goes smoothly. Meeting minutes is shown in A-24.

- **GCC**

In Gazipur, considering the reschedule of Mayoral election, the City Administrator was assigned as the acting Chairperson for the Stakeholder meeting.

The first meeting in Gazipur was held on 19th April, 2013, with 75 participants. Mr. Md. Nurullah, Project Director, explained objectives of ICGP and the “inclusiveness” that the project envisions and welcomed the participants for discussion. First, the vision prepared at PIUCC was reviewed and revised as “Make a green, poverty free and safe liveable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering natural environment.” In the following session, some participants from different stakeholders, that is, CC administration, poor community, and women’s committee, expressed opinions and recommendations. Lastly, Administrator of GCC, made a closing remark as the current delegate for mayor. Meeting minutes is shown in A-25.

The second meeting was cancelled several times because of Hartal and other political uncertainty. Although the material is prepared by ICGP Team, selected JICA proposed list will be discussed without ICGP Team.

(5) Project Implementation Unit of City Corporation (PIUCC)

PIUCC is one of the most important counterparts of the Project and the main target group of technical transfer in terms of improvement of infrastructure planning and governance. This committee was approved by LGD with the letter dated 31st December 2012. The approval letter refers to the member list that is shown in Annex A-26.

Total of 17 PIUCC meetings were held in all the four (4) targeted CCs: six in NCC, five in CoCC, three in RpCC and GCC. Table 1-6 summarizes the results of discussion for each PIUCC.

Table 1-6: Progress of PIUCC Activities and Preparation

PIUCC	
1	<p>Status of activities</p> <ul style="list-style-type: none"> • NCC <p>First PIUCC meeting of NCC was held on 14th January 2013. The CEO chaired in the meeting, and it was organized in as Workshop. The development vision was confirmed and the strategies of infrastructure development were discussed. Meeting minutes is shown in A-27.</p> <p>In the second PIUCC, held on 4th February with 19 attendants, the discussion agendas were infrastructure and governance. For the infrastructure part, it was reported as the first candidate subproject which was to be carried out through joint work with the Engineering Department of NCC. Then, the participants were invited to review the “Priority Sector,” and discuss it in order to modify the list of candidate subprojects, which were approved in conclusion. For the governance part, the issues analysed by ICGP regarding governance and public finance were presented. Meeting minutes is shown in A-28.</p> <p>The third PIUCC was held on 10th March with 16 attendants. In this PIUCC, after the review of candidates of 40 subproject list with location initially prepared by NCC, PIUCC reviewed the location map, which failed to fulfil the requirements of ICGP. PIUCC agreed that the revised version will be sent by 15th March. Then, NCC vision and strategies were reviewed again and approved as ‘To build an environment friendly, clean, healthy, safe and poverty-free planned city to provide necessary services to all city dwellers.’ Finally, the six (6) criteria for the prioritization of the subprojects were analyzed and given weight from 1 to 6 for each criterion. The standards given as such, PIUCC attempted to score the subproject lists (the results will be shown in the Subproject list selection in Chapter 4.): Meeting minutes is shown in A-29.</p> <p>The forth meeting was held on 20th April, with 28 of participants with attendance of Dr. Salina Hayat Ivy, Honorable Mayor, and Mr. Iwano, Country Officer of JICA HQ. The agendas were: ICGP’s governance related support (ICGIAP and Administrative Reform Plan); Review of the NCC Vision and Strategies; Discussion on NCC Subproject List; and Discussion on Criteria for selecting priority subproject. The ideas of pilot projects in the field of Three Dimensioned (3D) planning Supporting System for NCC and; dissemination of CC Information via Short Message Service (SMS). The meeting was concluded with a speech by Dr. Salina Hayat Ivy. Meeting minutes is shown in A-30.</p> <p>The fifth meeting was held on 19th July, with a small group of 6 (including four (4) ICGP members). From NCC, Mr. Abul Barkat Muhammad Amin Ullah Nuri (CEO) and Mr. Md. Abdul Aziz (Executive Engineer) attended. The agendas were: Preparation for the</p>

stakeholder meeting which was scheduled to be held on the following. Dr. Kono briefly elaborated on the comments on how to strengthen the linkage between Vision and concrete ideas of infrastructure planning through Presentation. Mr. Nuri agreed to use the files for his own presentation on Stakeholders' Meeting scheduled on the following day. He also welcomed the idea of "100% indicators" to set their own goals. Further, he raised some issues on two new projects: Bridge over Shitalakkhya river and pump station in Six wards were discussed as well. These projects were mentioned by the Honorable Mayor Dr. Saline Hayat Ivy'). Meeting minutes is shown in A-31

The Sixth PIUCC meeting was held on 5th October 2013 with 32 of attendees. The meeting was presided by Dr. Salina Hayat Ivy, honorable Mayor, In this meeting, mainly there was shared about the progress of two pilot projects. One was information dissimulation through SMS system develop and 3D planning tool for 16 No ward. Participants agreed and satisfied with two pilot project progresses. Mr. ABM Nuri, CEO informed the house already they have developed some messages regarding city services and also disseminated to people. They need to develop Tax Automation system for increasing their tax. Ms. Salina Hayat Ivy told that 3D is a better planning tool that can be used for other areas of city corporation without affecting water body or natural resources. Meeting minutes is shown in A-32.

- CoCC

The first PIUCC meeting of CoCC was held on 21st January 2013. Vision, strategies for both infrastructures, and governance were discussed. The meeting result is given in Chapter 5.3 of this Report. Meeting minutes is shown in A-33.

For the second meeting on 11th February, there were 36 participants with attendance of Mr. Moniu Haque Shakku, Honorable Mayor. Following a series of speeches led by Md. Nuruzzaman, Chief Executive Officer as well as Mr. Monirul Haque Shakku, Honorable Mayor, ICGP pointed out some governance and fiscal reformation issues that had been analyzed; then, the discussion moved to the infrastructural development plan. The participants reviewed the prepared plans covering the six (6) sectors for comments. Meeting minutes is shown in A-34.

On 14th March 2013, the third meeting was held with 36 participants with attendance of Mr. Shakku, Honourable Mayor. In this PIUCC, demographic projections of 50 years were presented and then, strength and potentials were discussed. Later, the criteria for prioritization of subprojects became the target of discussion and PIUCC reached a conclusion with given weights. (Shown in Chapter 4). Meeting minutes is shown in A-35.

In the fourth PIUCC meeting, which was held on 18th April, there were 32 participants with attendance of Mr. Shakku, Honourable Mayor. In the beginning, Mr. Al-Amin, Town Planner presented the progress of Master Plan Formulation of CoCC, which was followed by the presentation on the results of the issue analysis of Governance prepared by Dr. Taisuke Tokuoka. After the review of Vision and Mission of CoCC, the infrastructure subproject list and plans of pilot projects were introduced. Meeting minutes is shown in A-36.

In the fifth PIUCC meeting, which was held on 9th September, there were 7 participants including Mr. Abdul Wadud, CEO, Mr. Md.

Noorullah, Executive Engineer, CoCC Chief Engineer, and Mr. Mainuddin Chisty, CoCC Assistant Engineer/town planner. From COMCAP Project, Dr. Kono (Urban Development Expert) and Mr. Yamamoto (Infrastructure, planning and cost estimation Expert), Ms. Mani Mala Roy (Participatory and Social Development Expert) and Mr. Md.Zahurul Pasha (Officer in Infrastructure) attended. The agenda was the progress of ICGP and the preparation for the stakeholder meeting which was schedule on the following day. Meeting minutes is shown in A-37.

- **RpCC**

The first PIUCC was held on 18th March with 20 attendants. After outlining ICGP, the trends and projection of RpCC were discussed in three parts: Demographic Trend, Industrial Layout (projection in 5, 25, and 50 years respectively), and Property and Resource (capital). Based on these discussions, PIUCC members set the following vision “Make our Rangpur a Poverty-free, Environment Friendly, Beautiful, and Safe City.” Finally the infrastructure strategies were discussed in the given categories: Master Plan, Drain, Road, Street-light, Water-supply, Market, Solid waste management, Bus and truck terminal, Education, and Recreation center. Meeting minutes is shown in A-38.

The second PIUCC was held on 25th April, chaired by Mr. Ruhul Amin Kha, CEO, with 24 attendants. The first agenda was the progress of the Master Plan, which was presented by Mr. Khondakar M Ansar Hossain, General Secreatry for Bangladesh Institute of Planners, or EPC. Then Dr. Tokuoka of ICGP presented the importance of Governance of RpCC and introduced ICGIAP and ARP. After that, PIUCC members reviewed RpCC’s Vision and Strategies, which was followed by discussions on Infrastructure Development Plan and Criteria for prioritization. Meeting minutes is shown in A-39.

The third PIUCC meeting was held on 10 November 2013 at Rangpur. The meeting was presided by Mr. Ruhul Amin Khan, Chief Executive Officer, RpCC with the participants of fourteen members. The discussion topics are of the meeting were JICA selected project list presented by Mr. Yohei Soma, Expert- JICA, Vision and Approaches presented by Ms. Dr. Noriko Kono, Expert-Urban Development, JICA and Governance areas also presented by Mr. Dr. Taisuke Tokuoka, Expert- Governance, JICA. Meeting minutes is shown in A-40.

- **GCC**

Gazipur CC was approved in January 2013, and the city mayoral race was conducted in July. During this reporting period, one (1) PIUCC was held in GCC in September.

The first PIUCC in GCC was held on 31st March at Gazipur City Corporation, with 20 attendants. After briefing on ICGP, the trends and projection of GCC were discussed in three parts: Demographic Trend, Industrial Layout (projection in 5, 25, and 50 years respectively), and Property and Resource (capital) Analysis which were categorized into six (6) types of resources. Based on these discussions, PIUCC members set the following vision “Make a liveable city by preparing a comprehensive development plan and implementing it properly through people’s participation without hampering natural environment.” Finally the infrastructure strategies were discussed in the given categories: Transportation, Power Supply, Water Supply, Drainage, and Sewerage/Sanitation. Due to time limitation, the issues of each category were

discussed but discussions on the short-term strategies did not fully take place. Meeting minutes is shown in A-41.

The second PIUCC meeting was held on 15th April in Tongi PS with 26 participants and the attendance of Mr. Md. Rakibul Hasan, CEO of GCC. After the introduction session, first Dr. Tokuoka of ICGP raised the agenda of Governance Issues and Fiscal Reform. Then, the recent developments in GCC regarding infrastructures and Master Plan were questioned and discussed along with the current issues, and possible projections in 5, 25, and 50 years with numerical indicators. Meeting minutes is shown in A-42

The third PIUCC was held on 22 May 2013 with 20 participants in GCC. The meeting was arranged by GCC management team. Basically the draft final infrastructure project list was shared and took feedback and comments from PIUCC members. At the same time the importance of KAIZEN pilot project initiative also discussed details by Mani Mala-Expert, ICGP. It is told that KAIZEN is an effective tool to the improvement of workplace as well as it can do the improvement of human quality, skill and also change the mentality positively towards the greatest interest out of individual interest within the using existing resources. At the same time, eligible participants of the training date and venue also is shared in this meeting. Meeting minutes is shown in A43.

3	Further schedule	PIUCC will discuss the ICGP's next phase that will start next year.
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1.4 Pilot Projects

1.4.1 Objective

(1) General Objective

The Project has been preparing infrastructure development projects, ICGIAP, and ARP; and number of infrastructure-related projects and reform plans to enhance CC's administration will be proposed. Under the conditions given, the pilot projects have been carried out to validate effectiveness of these proposals. Effective approaches of the pilot projects will be incorporated into proposed ICGP (Loan), with its outlook on necessary financial and personnel resources.

(2) Selection Process

For effective implementation of the pilot projects, candidate projects were thoroughly discussed among ICGP Team based on the following purpose and criteria. The projects which are not selected are shown in Annex A-44.

(3) Purpose

Purpose of the pilot project implementation is to:

- a) Promote CC's readiness for future infrastructure development plan and governance enhancement for better public service delivery (e.g., in areas of urban traffic, water supply, solid waste disposal, and drainage);
- b) Validate effectiveness of the candidate infrastructure projects, ICGIAP, and ARP to be proposed ICGP (Loan); and
- c) Raise awareness of critical development issues

(4) Criteria

The selected candidate projects were required to meet the following requirements:

- a) Addressing the CC's highest development concerns;
- b) Directly related to the candidate infrastructure development projects, ICGIAP, and ARP to be proposed in the ICGP final report;
- c) Manageable within CC's current personnel and financial resources, with necessary cooperation from relevant organization(s);
- d) Manageable within a limited time – a couple of months for planning, estimation, arrangement, implementation, evaluation, and recommendation;
- e) Manageable within a limited cost – not more than a couple of million BDT;
- f) Delivering unique and visible outputs and outcomes (if any) for the current CC's development issues; and
- g) One pilot study targeting only one CC, not multiple CCs

1.4.2 Summary of the Pilot Projects

ICGP (Prep) considered the topics used at PPs should be the roadmap for achieving the larger goals for coming ICGP related projects. Seven results of the PPs are among the most useful lessons learned for the next SAPI, ICGP (Loan), JICA Governance Technical Cooperation Project (GV-TCP), and JICA Urban Planning Technical Cooperation Project (UP-TCP). 3D pilot study can be used in enhancement of the JICA (loan) to be more effective, and 3D consultant can be hired in this kind of occasion. Rangpur Beautification, which has not been done by PS supports, is being done at the Project. This helps CC to prepare the implementation arrangement for the coming ICGP (Loan).

The Project finds PP for sending SMS in NCC in the purpose of dissemination tool for citizens as one of the most effective tools for Transparency / Accountability for CC. This will be used for ICT usage in the ICGIAP in the next ICGP (Loan) and GV-TCP. One of the concrete measures for the Participation, the Project conducted the pilot project of the CBO waste management in CoCC. The PP revealed that the existing CBO is useful for participation enhancement. Consequently ICGP (Loan) will include 3R project.

As one of the example of accountability enhancement, the Project focused on holding tax, which is the largest resource for CC. The management of this tax has been in manual in all CCs. The computerized assessment system for RpCC is tried in PP and the Project decides to introduce this system to all CCs in GV-TCP. KAIZEN (TQM) training in CC was used for changing mind-set of the CCs' officers. In GCC, all the officers felt drastic changes in their mind and the affectivity of the training was confirmed. The KAIZEN will be used in GV-TCP.

1.4.3 Details of Each Project

The following seven projects were selected as pilot projects under ICGP (Prep). Project outline, outputs, impacts, and lessons learned are described in the following paragraphs.

(1) 3D Presentation on NCC

The pilot project was implemented by NCC with collaboration with a private local consultant. Main objectives of the project were to build an easy-to-understand, user friendly town planning process; to help a proper decision making in infrastructure development; and to encourage IDPCC making through effective presentation.

The 3D presentation was introduced in the following six phases:

1. Analysis of present situation and issues
2. Analysis of collected data
3. Preparation of 3D modeling

4. Refinement of 3D modeling
5. 3D presentation
6. Final refinement of 3D presentation

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- The 3D presentation was well received by the participants as shown in a post questionnaire - the 3D presentation also revealed that CC lacks of mapping/planning capacity and an opportunity for joining in its development planning process.
- The final presentation was carried out on October 5, 2013 at the NCC conference room, with the presence of honorable Mayor. The presentation focused on the NCC's Ward 16th, and the followings were discussed:
 - Widening of existing narrow roads
 - Linking up of missing road networks
 - Provision of new roads
 - Proposal for community services and facilities
 - Tree plantation

The presentation first showed the existing NCC's Ward 16th with its several pictures and 3D animation. The animation showed both existing and future conditions of the Ward 16th. The post questionnaire was distributed to 25 participants – NCC officers and councilors. 88% of the participants were male. 20% of the participants were in thirties, 32% in forties, 16% in fifties, 12% in sixties, and 8% in seventies. 44% of the participants were from the Ward 16th and the rest attended from other Wards.

After the presentation, 72% of the participants felt affection for their daily work for NCC. 92% felt much motivated to their infrastructure projects. 92 % of the participants were eager to have another opportunity to discuss the betterment of NCC. 72% of the participants thought that 3D modeling is useful for CC's development planning process. 60 % of the participants were familiar with places shown in the 3D presentation – while 36 % of them were not.

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- ***Data collection:*** Allocated time for data collection was not enough to get sufficient results. Even 2D data of the selected sites were not available at NCC office, and additional time for collection such data was needed. Lack of mapping/planning capacity of NCC office was identified as one of the major weaknesses – such type of basic data should be prepared in the officers' daily work so that NCC office can be the center of mapping data or at least the best referral.
- ***Careful treatment for participants' expectation:*** Despite the experts' explanation about the 3D modeling “demonstration”, participants misunderstood that the physical features shown on the presentation will be provided through the ICGP(Prep) or subsequent projects such as ICGP (Loan) and GV-TCP. Timing and occasion to introduce 3D modeling needs to be carefully decided. Actual designing phase of infrastructure projects will be a possible time to introduce 3D modeling.

- **Motivation:** 3D is one of the best approaches to motivate people to participate in CC's development planning process. The post questionnaire showed that the participants were preferred to be involved in CC's development planning process, but there had not been enough opportunities for them to do so – they also answered in the post questionnaire that they do not know how to get involved in such development planning process. 3D presentation showed that some kinds of visualization approach should be repeated at all relevant CC's development planning meetings – such as stakeholder meetings and CSCC.

(2) Dissemination of CC Information by Short Message Service (SMS) in NCC

The pilot project was implemented by NCC with collaboration with private bulk SMS text messaging software developers. Main objective of the project was to provide citizens with NCC's public information through SMS and examine its effectiveness as a tool to disseminate information.

The bulk SMS text messaging service was introduced in the following five phases:

1. Analysis of present situation and issues
2. Establishment of information committee & clarification of its rules and responsibilities
3. Development of bulk SMS text messaging software
4. Announcement of bulk SMS text messaging service
5. Delivery of SMS text messages

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- More than 4,400 citizens received NCC's public information through SMS.
- 100 citizens were randomly asked for their views and opinions about the pilot project – 42 citizens were responded. Most of the respondents expressed their appreciation to the Mayer's active SMS initiative, and the questionnaire result showed that they were positive to receive more SMS messages regarding NCC's administration.

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- **Information management:** There was a difficulty at the stage of collecting citizens' basic information (name, mobile contacts etc.) from NCC's various sources. The citizens' information was managed in different formats (handwriting and different computer formats), ID numbers, and languages (English and Bengali). In order to establish an integrated database system at NCC, rules and regulations regarding information management need to be well discussed and established.
- **Gradual steps to introduce ICT-based information management:** The pilot project identified that better ICT-based information management requires several ICT applications. For instance, in order to facilitate increased holding tax collection rate through SMS, which was found one of the NCC's top priority concerns, holding tax database; holding tax assessment and billing software; and SMS text messaging software will be necessary. Interactive Voice Response (IVR) system and call center system were also suggested to facilitate active interaction between NCC and its citizens.

- **Citizens' active participation:** During the pilot project, citizens' mobile contacts were collected through the existing sources at NCC. In order to expand beneficiaries, citizens' active self-registration process will be necessary.
- **Operating cost:** During the pilot project, 10,000 BDT for registration and 1.2 BDT per SMS message were charged. In order to maintain SMS as a general tool to disseminate NCC's public information, necessary budget needs to be allocated.

(3) Coordination Meeting in CoCC

The pilot project was implemented by CoCC with collaboration with a local consulting firm. Main objectives of the project were to review and redefine members of coordination committee, to develop procedures for the coordination committee, TOR for the coordination committee, formats for meeting minutes, and guidelines for the coordination committee.

These arrangements were introduced in the following six phases:

1. Selection of coordination committee members
2. Setting-up of rules and regulation for the coordination committee
3. Preparation of carrying out the 1st coordination committee
4. Preparation of carrying out the 2nd coordination committee
5. Questionnaire survey
6. Preparation of guidelines

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- As a part of pilot activities, the local consultant carried out a survey to collect information on the concerned national agencies' functions and several existing issues need to be coordinated at CDCC (City Development Coordination Committee). CDCC was held twice by CoCC by the pilot project's support. At the CDCCs, CoCC Mayor, CEO, and representatives of relevant national agencies discussed the data prepared by the local consultant. The 1st and 2nd CDCCs advanced participants' decision on the selection of coordination committee members, TOR, and guidelines.
- Coordination committee members were selected in the following composition:
 - The number of CDCC members was agreed around 40 in total
 - Around 15 members (depending on the number of standing committee) were selected as heads of standing committee.
 - Other 25 members, except Mayor, were selected as representatives of national agencies
 - As there are different standing committees and national agencies in each CC, members of CDCC may differ by CC.
- Major TOR for CDCC was agreed as to share issues need to be solved for finding out solutions; and to share and update activity plans. Each relevant agency submitted its activity plan quarterly to CDCC for possible coordination and/or avoiding any duplication. Action points were requested to be recorded in meeting minutes to monitor progress at the subsequent meetings.
- Guidelines of CDCC explain the detailed procedure and functions on "meeting and voting", "agenda", "minute", and "secretariat". It was also agreed that CDCC meeting needs to be held with the 2/3 attendance from the CDCC members; its discussion basically needs to be chaired by Mayor – Deputy Chair could be nominated by Mayor if necessary; its agenda needs to be distributed in both soft and hard copies at least one week prior to the meeting;

its meeting minutes need to be circulated within two weeks after the meeting; its agenda needs to contain discussion points and action points that are going to be reviewed in a subsequent meeting; and various secretarial support for the meeting is arranged by CoCC.

- Most of national agencies agreed with strong demand to hold regular coordination committees.

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- ***Meeting frequency:*** During the pilot activities, ICGP Team requested relevant agencies to have a meeting for data collection, and answer a questionnaire. Though all the relevant agencies agreed to organize the meetings with CoCC, they practically could not spare enough time for the requested activities due to time constraint. For example, during the pilot project implementation, District administration and police could not send any officials for the CDCC. As it usually happens to any kind of coordination meetings organized with officer at the different level such as District-level and Upazila-level, even meeting frequency is quarterly. Considering this situation, it will be effective to organize the meetings with all members' participation only when there is any need for coordination – meetings at the beginning and the end will be vital to plan and review the meetings though.
- ***Selection of CDCC members:*** As the number of representatives from national agencies is around 25, it will be difficult to share plans and issues from all agencies in a single meeting. Moreover, issues that are shared in CDCC are not always relevant to all members. Therefore, it was recommended that CDCC forms a task force to discuss specific issues and take necessary actions. The task force will be headed by representatives of any relevant agencies or concerned officials of CC. They will organize separate meetings to discuss the raised issues in detail. The decision and achievement are shared in CDCC for consultation with other members if necessary, or it should be at least reported in the subsequent CDCC. As another idea, it can be proposed that CDCC holds meeting when any needs arise. In this case, CDCC should have solid secretariat consisted of CC officials to carry out necessary functions. Other members of CDCC are basically members of general meetings which may be held upon request. The major functions of secretariat are to collect plans of all national agencies; to find out needs of coordination and issues to be solved; and to call relevant agencies to special meetings to discuss and make decisions on specific issues. Any other agencies can also request secretariat to organize both special meetings and general meetings for problem solution. By centralizing CDCC's function as secretariat, members of CDCC can effectively be involved in making important decisions.
- ***District Coordination Meeting:*** There is another coordination meeting at the district level which is chaired by District Commissioner. In the District coordination meeting, national agencies which locate their offices in the District are invited to discuss necessary coordination and make decisions. Since the membership of the District level coordination meeting and its functions are similar to CDCC, coordination between the two is important. If Chairs of the two meetings agree, one meeting can be replaced by other necessary meetings. If appropriate, CDCC can also be organized in collaboration with District coordination meeting.

(4) Action Research for Collaboration between Community Organizations and CoCC

The pilot project was implemented by CoCC with collaboration with a local consulting firm and community organizations. Main objective of the project was to find out possible models of

collaboration among existing Community Groups (CGs), CoCC administration, and councilors through experimental actions in the pilot Ward. In detail, the pilot project aimed at listing up active CGs in CoCC; identifying potential fields of collaborative actions with CGs; evaluating the identified collaborative actions; and articulating roles of stakeholders – all relevant people in CoCC, CGs, and the councilors.

The collaborative actions were introduced in the following five phases:

1. Preparatory meeting with CoCC administration
2. Preparation of carrying out the Ward-level kick-off meeting
3. Pilot implementation of collaborative actions with CGs
4. Preparation of monitoring and evaluation
5. Preparation of carrying out the Ward-level evaluation meeting with relevant stakeholders

At the early stage, the pilot project team identified existing CGs in the targeted Ward and found that solid waste management was one of the most urgent issues to be addressed. Action plans were designed to make better project performance and get more involvement from residents in the targeted Ward.

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- Out of total 27 Wards in CoCC, one of the largest Ward, Ward No.18, with its population of approximately 25,000 (4,500 households), was selected as a pilot Ward. The pilot project team identified 17 existing CGs, which were once organized by the external project supports such as UGIIP-II and UPPR. Out of the 17, the pilot project team selected 6 active CGs in their areas, which are categorized in CBO/CDCs (originally organized by UGIIP-II/UPPR), housing estate groups, parishad (local-level discussion and conflict settlement body), and samity (mutual support group).
- Ward counselors, chief medical officer, and the representatives of the selected 6 CGs attended the Ward-level kick-off meeting held on July 2013 to share results of baseline study. Followed by the kick-off meeting, a number of meetings at the levels of CoCC and CGs were carried out.
- It was identified that there had been no regular public service delivery for waste management in the pilot Ward. After careful analysis and discussion, two public services in waste management, drainage cleaning and daily household garbage collection, were selected to be carried out as the collaborative actions.
- To examine a degree of recurring costs to be imposed to residents, which was often discussed in the local meetings, the pilot project team conducted simple willingness to pay (WTP) and ability to pay (ATP) surveys at the targeted CGs. The survey revealed the importance of cross subsidization to sustain garbage collection fees and resulted community can contribute about 50% of the total cost at best. Results of these surveys showed that the CGs can afford to pay up to BDT. 124,205 per month for garbage collection services, which would be more than sufficient.
- Agreements for the 3-months collaborative actions were developed for each CG and CoCC by pilot project team and ICGP Team. These action plans included procurement of necessary materials; operation cost (labor); 3-months recurring cost to be shouldered by each stakeholder, such as salary, fuel, and maintenance fee; and community-level meetings and related awareness activities.

- In October 2013, a councilor elected from Ward No. 18, Mr. Advocate Sawkat Akber, chaired an inaugural ceremony, and honorable Mayer, ICGP PD, and a representative from JICA Bangladesh Office attended the ceremony. After the ceremony, the local consulting firm (CBSG) reported that most households in the pilot Ward realized (1) home-based garbage collection services by paying monthly service fee and (2) much neat and cleaner drains which were worked by labors dispatched from CoCC's Labor Division together with managerial contributions from community leaders. CoCC also contributed to the activities by providing necessary CoCC's own staffs and resources including financial assistance, such as partial recurring costs. Ward councilor office also provided support for preparing a daily work plan to dispatch cleaning staffs in an effective way.

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- ***Baseline study:*** Baseline study is necessary for better understanding of the existing CGs as well as community's economic behaviors for cost sharing. There are many social organizations at the community level, which were formed for social, economic, cultural, and professional purposes. To assess the feasibility of the existing CBOs/CGs before formulating new organizations is identified as an effective way to start, especially at where the motivated and functional communities' organizations are already in exist. Adding to this, more in-depth study is necessary to understand the economic activities of each community – the pilot project team revealed that the surveyed people tend to be positive to pay for personal services such as household garbage collection, while they are reluctant for collective services; e.g. drain cleaning, garbage collection from local dustbin, street light.
- ***Potentials of the existing workforce, equipment, and facilities of CC:*** It might be an effective mechanism to promote better services by proper management of existing staffs and facilities of CC. The pilot project team found that Ward-level staffs are not managed under proper work plans and supervision. Except a conservancy inspector, even the officers in charge do not have enough information about the status of Ward-level work plans and schedules for maintenance and cleaning activities – capacity building at CC level is necessary.
- ***Local leadership:*** In some cases, elected representatives were not actively involved in community people during the processes of the collaborative works. Collaborative works would take place at best when local leadership takes responsibility for their management and implementation. There might be a risk when proceeding with external intervention, particularly elected representatives which tend to impose community leadership. Such intervention may back-fire the whole process.
- ***Transparency at all stages:*** All relevant works such as planning, decision making, implementation, and monitoring should be visible by keeping records, memo, or any other suitable documents. Decisions after well discussions may be hampered when there is no record.
- ***Management committee:*** Any CC to be targeted in the subsequent ICGP project, ICGP (Loan) or GV-TCP, establishment of management committee is necessary for identifying possible collaborations, assessment, planning, approval, resource including budget; and for monitoring possible collaborative schemes in future. It is also important for the committee to nominate appropriate middle class officers to manage the whole process.
- ***City Corporation Law:*** City Corporation Law (2009) articulates that Community Development Plan for each community should be formulated and implemented by involving community people. In this regard, there will be a space for CBOs/CGs to play

critical roles more than ever for CC to prepare its Community Development Plan and to resolve local conflicts and other social problems.

- **Ward councilors:** For effective collaboration to be taken place, positive involvement of the Ward councilors' office would also be crucial to monitor and supervise the CBOs/CGs; and to liaise with both CC and community people.
- **Careful planning for community mobilization/capacity building:** Raising the targeted community groups' preparedness is a key to success in collaboration, and this should be considered well as a planning of logistics or "hardware". In a same way, community mobilization/capacity development should also be planned within concrete time-frame and detailed process for implementation.

(5) Development of Software for Holding Tax Assessment

The pilot project was implemented by RpCC with collaboration with a local consulting firm. Main objective of the project was to deliver outputs such as a) enabling RpCC to improve tax collection activities; b) enabling RpCC to keep tax records properly and re-evaluate the property value; c) enabling RpCC to plan and implement tax reform; and d) enabling RpCC to reduce calculation work load of the officers.

The software was introduced in the following four phases:

1. Analysis of present situation and issues
2. Software design, development, demonstration, and installation
3. Data entry and preparation of capacity building training
4. Handover of the software to RpCC

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- Based on the current taxation of holding tax, the database software was successfully developed. The software equips functions which reflect the current practice of tax assessment/book keeping of holding tax at RpCC. The software also enables tax divisions to carry out precise record keeping and proper valuation of holdings. It is expected that miss-calculation of tax due will be reduced and appropriate invoice will be processed. RpCC officers in charge evaluate that the computerized system is working effectively.
- Both compatibility with the existing tax billing and the database software were carefully examined. Although automation linkage system was not established, data transfer to the existing system is possible through "access" as interface software.
- Data entry for 2 Wards, out of 27, was carried out by RpCC data input operators, and the remaining data were transferred to the database system from soft data, which were previously recorded.
- Trainings for relevant RpCC officers were provided twice in 9th November and 9th December 2013. The officers (end-users) evaluated that the trainings had been effective and they also realized benefits without much struggle. In addition to the training, "Operational User Manual" and "Video Tutorial of Holding Tax Assessment Software" were delivered to RpCC.

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- **Software development:** Though the software developed in the pilot project will be available in other CCs, initial settings of the software must be carefully done as their tax rate valuation methods differ by CCs.
- **Interface:** Although data transfer from the database system to the existing billing system is possible, both hardware and software automation linkage system need to be developed.
- **Data entry:** It will be a heavy work and time consuming to input data from manually recorded tax registers – as this is a huge data set. Further, in order to avoid wrong recording due to miss-inputs, reconciliation data input of tax registers is necessary.
- **Training:** While the RpCC officers satisfied with the provided training contents, it was reported that frequent trainings are necessary to further enhance their capability.

(6) Beautification of Rangpur Station Area

Pilot project for “Beautification of Rangpur station area” targets RpCC. It aims at delivering outputs such as a) consensus building on the station place improvement; b) study of social condition and infrastructure; c) resettlement plan; d) basic design of the rail way place; and e) basic design and implementation of beautification demonstration. This project is expected to be a new trial of collaboration between Bangladesh Railways (National Government Organization) and RpCC.

The beautification was carried out in the following four phases:

1. Analysis of present situation and issues
2. Preparation of several design patterns
3. Discussion with RCC and district land office concerning relocation in the future
4. Consensus with Bangladesh Railways
5. Partial construction work of the beautification

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- As one of the most important entering points to the RCC, the railway station area was physically beautified.
- In order to carry out this small physical improvement (pilot project), RCC, LGED, District Land Office, Bangladesh Railways and JICA team repeated discussion and made collaboration
- Relevant officers learned how to coordinate among organizations to achieve a project
- Beautification of the station plaza together with station road improvement (planned as Batch 1 work), the area will become popular place in the RCC

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- **Officer in charge:** If involved land to a project is belong to central or local government; it is important to identify which officer has authority to make agreement to the project. This pilot project uses land of Bangladesh Railways, however, to identifying the real officer in charge is not easy and takes time
- **Relocation:** Relocation of 24 shops is expected in the future plan of the railway station area beautification, and procedure was discussed with the Deputy Conditioner (district

Governor) and Land Officer of district administration. These shop owners are authorized tenants of the public land. According to the government rule, upon official notice to the shop owners, they should evacuate the land within 30 days. However, the reality of the relocation does not proceed as expected.

- **Cost of Urban Design:** Sophisticated urban design has been applied to some “monument” at the national level, such as Parliament and Hatir Jheel. These construction works cost more than ordinal works. CCs have not sufficient experience to apply urban designers plan to their construction works. Therefore, rationalization of this higher cost shall be discussed to get consensus among stakeholders. Since the pilot project work was financially supported by JICA, this discussion has not been done seriously.

(7) Kaizen Training for CC Officers

The pilot project was implemented by GCC with collaboration with National Institute of Local Government (NILG). Main objectives of the project were for GCC officers a) to understand the basic concepts and methodologies of Total Quality Management (TQM) and Kaizen (work improvement) in the context of improving field level service delivery of Bangladesh Public Service; b) to select appropriate Kaizen theme in line with ARP; and c) to prepare, implement, and present their Work Improvement Project (WIP) for upgrading service delivery in their own workplaces.

The Kaizen training was introduced in the following three phases:

1. Kaizen training – main course
2. Kaizen progress meeting
3. Final presentation – refresher course

Output and Impact of the Pilot Project

The outputs and impacts of the pilot project were seen in the following ways:

- The three-day Kaizen training main course was provided from 23 to 25 July 2013 for 28 GCC officers. After three months, a one-day refresher training course was organized for the same participants. At the main course, four Work Improvement Team-WITs were formed, consisting of six members in each group, to select their Kaizen theme and dig out the problems in their working sectors – road cleaning, drainage cleaning, water works improvement, and solid waste management improvement.
- During the implementation period (three months) of Kaizen project, the four WITs pursued their plans under the limited existing resources. Each WIT took one small initiative on the four sectors – road related small initiative to motivate people to use foot over bridge, water related small initiative to reduce water loses, solid waste management related initiative to improve solid waste collection from different points, sewerage and drainage related initiative to clean Sultana Rajia roadside drain.
- Reasons and progress of each WIP:

Road: One WIT found out that foot over bridge had not been used by people as expected and this was one of the major causes of traffic jam and road accident. To change this situation, the WIT carried out small initiatives to organize series of meetings with traffic police, school teachers, students, and community police; and awareness raising rallies.

After these activities, foot over bridge use by people increased at significant level – its utilization rate increased from 20% to 50%.

- Solid waste management: Before Kaizen, time schedule for waste collection and dumping were not fully followed by people. Also, manpower and vehicles for waste collection were not sufficient. Against such huge demand, Roads and Highway Department (RHD) was also facing difficulties to respond to this demand properly. In this situation, one WIT raised initiatives to follow-up solid waste management staffs, and in the parallel way, to motivate people to take out their waste at scheduled time regularly.

After these activities, solid waste collection and dumping system improved at the significant level – people now take out their waste regularly and dumping stations are also maintained properly.

- Sewerage and drain: Before carrying out Kaizen initiatives, water logging was frequently occurred, and there was no community-level activity to clean drains – many drains were filled up with household garbage and waste materials from building construction. Many people did not care about this situation and thought that drain cleaning was CC's responsibility. In this situation, WIT started new initiatives to carry out awareness raising campaign, enhance supervision of staffs, hold regular meeting for planning and monitoring

After the KAIZEN training, WIT prepared an integrated plan to reach their set targets. To achieve this plan, they started some small initiatives such as awareness campaigning, staff supervision, team meeting, and development well plan for regular follow-up. Community and GCC administration now carry out regular drain cleaning and maintenance.

- Water Works: One WIT found that illegal water connection and less use of bib-cock at the household level are the major causes of water losses at GCC, and they selected Rajbari as a target area to address this issue.

To change this situation, the WIT started some small initiatives to provide more legal connection; to motivate people to use bib-cock; and introduce efficient bill collection system. After these activities, there has been no illegal connection and bills are now collected properly at the targeted area.

Lessons learned from the pilot project

On the basis of the impact, the following paragraphs consider several lessons learned that can help to enhance success of the subsequent projects such as ICGP (Loan) and GV-TCP.

- ***Selection of WIPs:*** Though WIP of each team showed positive effects, ICGP Team felt that WIP theme selection should be done much carefully. There was also an observation from training management that all projects theme seemed too big to be dealt through a Kaizen project, and in such situation, some WITs might slightly exaggerate their results. In addition, too big project themes would risk their sustainability.
- ***Citizens' participation:*** Local peoples' participation was effective to get better results and to lead project outcomes toward positive directions. In this pilot project, every WIT (four sectors) associated with local people in the project implementation and monitoring. Involvement of local people for better public services is another leaning area.
- ***Budgetary assistance:*** Basic concept of Kaizen, especially its concept on budget, need to be explained more clearly during the training course. In reality, while human resources are used at the most, financial resources tend to be insufficient – there was a request from participants for budgetary support from ICGP Team, and a training facilitator corrected their ideas that Kaizen is not the idea to carry out project with new resources but make full use of the existing resources.
- ***Mind-set change:*** After the Kaizen training, participants' motivation to provide better public services lifted up.

- ***Competitive and collaborative teamwork:*** Kaizen training created unity among WIT members and competitive environment which is important for innovative learning and ensuring the highest quality of goods and services.
- ***Application to other CCs:*** GCC is newly declared CC and one of its administrative weaknesses is that many work positions are still vacant. For CCs in similar situation, Kaizen (delivering more outputs with limited resources) could be an effective approach to enhance CCs' capacity.

Chapter 2 Infrastructure Development Plan of City Corporation (IDPCC): Concept and Procedures

IDPCC is an action plan for the implementation of subproject defined by various plans such as master plan and sector plans. This chapter's first section explains the urban planning condition of Bangladesh. Then it focuses on the planning mechanism of the CC. The following three sections discuss IDPCC in detail: Procedures for Creating IDPCC, Various Project Lists of CCs, and Outline of IDPCC in each CC.

2.1 Urban Planning Condition

2.1.1 Urban Planning Framework in Bangladesh

This century has been characterized by increasing urbanization and Bangladesh certainly follows the trend without exception. Urban planning in the country has not been exercised well due to lack of institutional capacity and funding as shown in Section 2.2. Although GOB has pledged promotion of local governance in Articles 9, 11, 59, 60 of the Constitution and the Fifth Five-Year Plan of the country (1997–2002), these provisions have not been fulfilled properly.⁵ In the highly urbanized area of Dhaka CC, there are abundant issues in urban governance such as co-existence of local government bodies and single purpose organization, juristic problem and lack of strategic policy leadership, functional overlap, and national-local mix-up⁶. These issues will be or have already been existent in the targeted 4 CCs.

Plentiful legislative measures have been made to assist the administration of urban areas in Bangladesh. One example, PS Ordinance, gives the authority to prepare master plans and site development schemes and for imposition of building control. However, due to lack of proper implementation and enforcement capacity, these master plans are slow or barely being implemented⁷. Development control, one of the effective tools of planning that should be working to protect the environment and quality of life, is not fully operating. Moreover, rampant ignorance and self-concentration among the people have caused violation of building construction rules and regulations. Zoning, which specifies use, density restriction, building height, and effective tools for planning, is not properly operating in Bangladesh due to lack of awareness, implementation, and regulation⁸.

Keeping in mind the abovementioned situation of Bangladesh, this section discusses the present conditions of land use, and proposed urban planning framework for 4 CCs.

2.1.2 Present Land Use in 4 CCs

Maps that show the current land use conditions are not available with some exceptions (see Annex C-2) and this section describes the present land use through the experts' observations. Present land uses of the targeted four CCs differ with each other. NCC and GCC are in the Greater Dhaka Metropolitan area, and intense urbanization has occurred in recent decades. On the other hand, CoCC and RpCC are relatively less urbanized with more farmland and open space in their suburbs. However, all CCs do not address their urbanization trends properly. This is because CCs either do not have appropriate land use plan or simply do not develop road layout plan that control urbanism. Table 2-1 below summarizes the observed general land use of the target CCs.

⁵ Golam Rahman. 2008. Town Planning and the Political Culture of Planning in Bangladesh. AH development Publishing House p. 86

⁶ Ibid, p. 222

⁷ Ibid, p. 276

⁸ Ibid, p. 361

Table 2-1: General Land Use Condition of the Four CCs

	NCC	CCC	RpCC	GCC
1 Housing	Multi-floor houses and densely built up housing (tin shed) area at the urban core.	Detached houses of better standard	Detached houses	Multi-floor houses and densely built up housing area at the urban core.
2 Commercial	Many whole sellers. Extensive retail area	Retailers or market places for local population	Retailers or market places for local population	Buildings of prominent companies along main roads. Retailers for local population
3 Industry	Many garment factories. EPZ is fully occupied.	Some small factories and EPZ	Few factories. Biggest one is the hand pump plant	Garment factories and other new industries
4 Agriculture	Almost fully urbanized with few farmlands	A significant part of the southern area is a farmland	Extensive farm land. The city itself is a hub for trading farm products	Decreasing rapidly with land development for factories and housing
5 River	Shitalakhya river splits the CC into two parts	A big river, Gomati river, in the north of the CC. Level of the river basin is higher than the land around it.	CC itself is located in the Teesta river valley. Bridges for roads and railways connect CC to the neighbouring districts.	No big rivers
6 Canal and marsh for drainage	The CC's topography is very flat with few differences in elevation. Other than marsh land for natural drainage, some artificial canals are observed. Traditional canals are not well constructed without reinforced concrete works. Water logging is a common issue in all the CCs. Irrigation systems have been developed in Camilla and RpCC.			
7 Pond	The pond is a common water body that can be observed even in the urbanized core areas at all the CCs. The owner of ponds is the district commissioner's office, and is called "karsh land." Since parks and open spaces are not placed systematically in the built-up area of the CCs, ponds are outstanding open areas for citizens if it is kept clean.			

Source: Observation of ICGP Team

Urban planning, including land use and infrastructure layout, should be carefully planned taking into account the current land use situation. Urbanization is a continuous trend for the CCs, conservation of natural and farm land will be important topics in the planning.

2.1.3 Proposed Urban Planning Framework

Though several attempts are made in developing the CC urban planning framework, there are additional steps to be taken into account. The Project will examine how the plans for the CC and for the implementation of CC urban development are prepared and implemented. As a result of preliminary diagnosis, the ICGP Team in charge of urban planning found that consistent framework of planning and implementation is not available at this moment in any of the targeted CCs. Many executives of the CCs notice the lack of development plan and framework to enforce them. Figure 2-1 shows the general plan making and implementation of urban and suburban planning. This concept will be further studied and adapted to the Bangladesh context and finally proposed as a planning system for the target CCs.

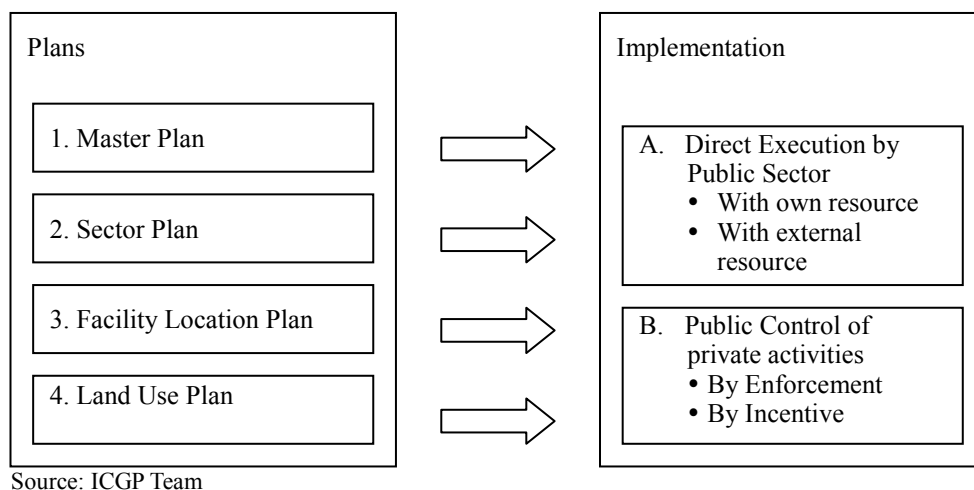


Figure 2-1: Planning/Implementation Framework Proposed for CC Development

(1) Elaboration of Development Plans

There are various stages of urban and rural planning. The following planning tools are prepared for each CC and will directly affect the quality of life of the CC residents. Therefore, the CC should take initiative in preparing these plans.

Quality of plans is an important issue. These factors mentioned below are required for a good development plan for practical implementation.

- Clear statement of vision, objective and approach
- Consensus of stakeholders such as beneficiaries, citizens, management and operation sectors, financial supporters.
- Social, technical and financial feasibility
- Implementation structure and procedure

Master Plan and Relevant Plans

None of the four target CCs has a master plan at this moment. LGED is funding the master plan elaboration for CCC and RpCC. These will most likely be prepared by the end of 2013 or at the beginning of 2014. The ICGP Team has been in contact with the consultant of these master plans from time to time, and will try to ensure there is consistency between the prospective master plans and the Infrastructure Development Plan of the target CCs.

NCC and GCC also recognize the importance of the master plan to be prepared for consistent infrastructure development as well as for promoting external technical and financial assistance. Since a master plan shall be the basis of all kinds of infrastructure and public facility development, their recognition is indispensable.

Sector Plan

“Sector” here means a broader category of public administration, such as infrastructure, agriculture, health, education, etc. CCC and RpCC PS have prepared “PS Development Plan (PDP) in UGIIP II. Many of the projects mentioned in the PDP are small scale and some have already been implemented. Both of the plans include proposals for governance issues as both UGIIP and ICGP believe that good governance is an essential factor for consistent and sustainable infrastructure development.

In fact, infrastructure development is such an urgent requirement of the target CCs that even without the master plan and sector plan; CCs have been making efforts in developing and renovating various infrastructure.

Facility Location Plan

“Facility” here means sub-sectors of infrastructure such as road, drainage, water supply, waste management, etc. RpCC is now preparing a water supply and sewerage master plan in support with KOICA. Detailed Area Plan (DAP) prepared by RAJUK covers NCC and GCCs. Cities in the RAJUK use this proposed road network, included in the Detailed Area Plan, as a basis of infrastructure development. However, funding is not practically included in these facility location plans. Even though the target year of the RAJULK DAP is 2015, few development projects have been carried out so far. Furthermore, maps with information on the location plan of other public facilities such as schools, health centers, community centers, parks, etc have not been available.

Often the master plan defines the public service standard or access to public services of the specific planning area, based on which the facility location plan should be prepared with basic specifications, target year and funding resources. In this way, the CC shall get the whole picture of the facility in its territory and start the work from the beginning. Thus if the development activities take place steadily, the proposed public service standard shall be achieved step by step. The CC jurisdiction should be broadened to prepare the facility location plan for the road network, water supply, drainage and garbage collection.

Land Use Plan/Zoning

Detailed Area Plan of RAJUK’s Greater Dhaka Structure Plan includes the land use plan for the cities in Greater Dhaka. NCC and GCC used to belong to this territory. The scale of this land use plan is 1/5,000 and the zones are differentiated by different colours. Three zones are defined; i.e. residential, commercial and industrial. RAJUK controls land and building use using this zoning as a basis.

It is preferable that the CC has the authority of land use planning and building permission. These are important tools to build a well planned city. At this moment, RAJUK is taking care of land use planning and building permission of NCC and GCC. It is preferable to transfer the authority to each CC taking the development vision and strategies into consideration. CoCC and RpCC have no land use plan, therefore, building permission procedure cannot contribute to consistent urban development. Land use plans of CoCC and RpCC are under preparation and will be included in the master plan which needs to be elaborated

Another role of the land use plan is preserving land for urban facilities such as roads, canals, parks, etc. Once the location of public facilities is decided with a long-term vision and with a broader consensus, it should be announced and the necessary land for these shall be marked for reservation in the land use map.

(1) Implementation of Development Plans

Plan implementation also involves a number of issues in the present urban planning framework. Development plan for urban and suburban areas should be implemented through investment and control. City Government has insufficient initiative in both features.

Direct Execution of Investment of Infrastructure Development

UGIIP has provided good, consistent support by making linkages between governance and infrastructure development. Projects listed in the PS Development Plan (PDP) are connected to funding. Other than the UGIIP, few other plans have direct connections with budget allocation.

It is essential that each CC allocates a development budget according to the priority of the projects in the plan. This can prevent unpredictable political interference and facilitate effective implementation of plans. Funding is the most important factor of project implementation. From the planning stage, the CC should consider potential funding sources such as loans from JICA, WB and ADB, as well as Development Project Proposal (DPP) of the MoLGRD.

Control of Land Use and Building

Land use plan can be turned into reality by issuing (or not issuing) building permissions that control private activities. RAJUK handles building permissions on behalf of NCC and GCC. On the other hand, CoCC and RpCC have no land use plan. Therefore, building applications of these two CCs are examined just with building codes and without any consideration of land use.

There is a discussion that the authority of issuing building permission should be in the hands of the CC in order to better control land use and to observe the process of urbanization. New construction often causes disputes between developers and residents. With this authority, the CC can reconcile the disagreement.

2.2 Planning Mechanism of CC

2.2.1 Issues of Current Planning Mechanism

Many CCs have limited individual history as a couple of years ago they used to be PS, which had very limited financial resources. The ICGP Team had repeated discussions with CC officers and engineers. At the initial stage, they had very little idea of strategic infrastructure development projects. They presented piece meal ideas which could never satisfy the fundamental purpose of the projects. Issues of the current planning mechanism are mentioned in the next section 2.2.2 of this Chapter.

(1) Small Rehabilitation Works

Major infrastructures of the target CCs are roads, drainage, water supply, municipal facilities; all these, especially roads, need rehabilitation work. Residents are busy with their everyday lives and if they find the road in front of their house is dilapidated and need major rehabilitation, they complain to the CC, often through city councillors. Once a year, engineering department of each CC collects all these requests and allocate rehabilitation budget. However, the budget is not always enough to make satisfactory rehabilitation of infrastructure, needless to say of new constructions. Few people care about the medium to long-term (5 to 20 years) improvement of the road network. Thus, residents and councillors request equity for minor issues without thinking much about the need to undertake strategic projects that may change fundamental condition of CC infrastructure.

(2) Insufficient Budget

In general, CC's own revenue is rarely enough to cover major infrastructure projects. In order to supplement the deficit of the infrastructure cost, the major resource is ADP (Annual Development Program), a subsidy from the central government. Even this subsidy is usually used for rehabilitation works. Funds for strategic projects often come from donors such as

World Bank, Asian Development Bank, and so on. These donor projects are usually sub-sector specific projects.

(3) Lack of Strategic Planning Practice

CC stakeholders have only limited opportunities to discuss long-term prospective vision and approaches for the future. Once PS and CC are established, the areas become out of LGED's jurisdiction. PS and CC are responsible to make plan and implement infrastructure development.

Though PS and CC were given opportunities, strategic planning of infrastructure has not been practiced for the following reasons:

- No connection between plan and budget
In case plan could be prepared, there is little chance to get budget for implementation.
- Lack of human resource
CC has experienced engineers: however, CC town planners are inexperienced and have no practical experience.

However, there have been some exceptions to overcome the situations.

- Creation of Master Plan supported by LGED
LGED has special budget to support CCs in preparing Master Plan. Once important infrastructure is defined, LGED can make preferable treatment in allocating this subsidy.
- UGIIP by ADB
ADB has supported many PSs in preparing "Development Plan" with certain budget allocation. This opportunity gave PSs useful planning experiences and infrastructure development practices for these PSs.

(4) No Action Plans

Some CCs (ChCC and NCC) have Detailed Area Plans (DAP), which have been prepared by RAJUK or Chittagong Development Authority (CDA). Because there is no connection between plans and budgeting, few of the proposed subprojects in DAP have been implemented. There should be an action plan that decides the priority of the subprojects and regulates the budgeting plans of CCs.

2.2.2 Systematic Planning Concept

A CC needs a systematic planning system for practical improvement of infrastructure and public services. Figure 2-2 illustrates the planning flow of CC development.

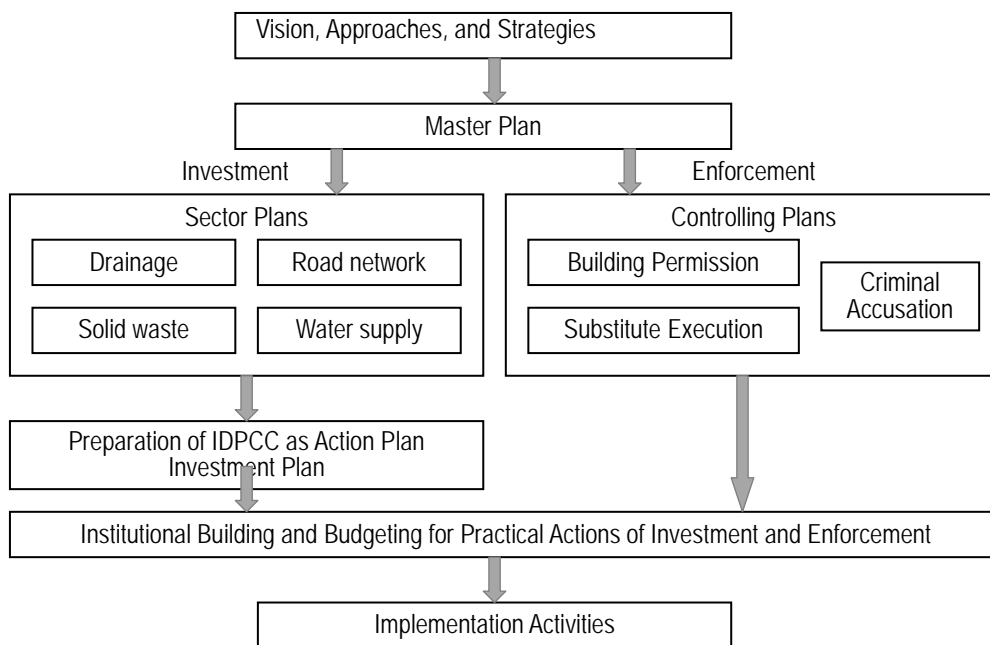


Figure 2-2: Proposed Planning Concept of CC

Vision, Approaches, and Strategies

These are the basic directions of CC development that should be agreed among broader segments of the CC. The Project has supported CCs in developing these items through PIUCC and Stakeholder Committee Meetings. The *vision*, the most important phrase of the city to lead its citizens to accomplish the same goal, shall be reviewed and changed, if necessary, so that the basic philosophy of city improvement is always the concern of the citizens. The *approaches*, which support the idea of vision, should be made in several pillars with defining the concrete sectors. The *strategies* are the numeric indicators to give guidance towards the vision, and they were decided in short and mid-term, such as 5 years or 25 years.

Master Plan

Master plan is an inter-sector plan that may include various infrastructure categories. The Master plan includes a Detailed Area Plan with which citizens can see a rough sketch of their communities. The target period is usually 30 years long. If the master plan defines vision and strategies, there should be collaboration among PIUCC so that visions of master plan and IDPCC are consistent. Generally, the master plan is more appropriate to identify the CC’s total vision and strategies.

The Master plan should have practical tools for its implementation. Tools can be divided into two categories, investment and enforcement. Public works of infrastructure come under preparation of investment plan, while controlling actions are under the enforcement section.

Sector Plans

Master plan does not always elaborate detailed plan of each infrastructure. Thus, sectors such as road, drainage, water supply, solid waste, etc. may need specific plans with detailed project schemes for shorter target years

IDPCC

IDPCC is an action plan of infrastructure that has been agreed in the master plan and sector plans. Priority should be clarified among the proposed projects. IDPCC should include major projects of master plan and sector plans (if mature enough), and be consistent with these superior plans.

Controlling Plans

Enforcement or controlling methodologies for plan implementation include the following;

- Building permission
Land use plan and building safety can be realized through strict control of building permission
- Criminal accusation
In case some buildings or land development actions are against the laws, regulations and what is mentioned in the authorized plan, the wrongdoers would be sued. Upon judicial decision, these accused are required to take corrective actions.
- Substitute Execution by Public Administration
In case the accused does not obey the court order, then, the CC shall take corrective actions on behalf of the accused. It shall be made compulsory for the accused to reimburse the cost.

Institutional Building and Budgeting

In order to assure the realization of the authorized plans of CC development through the above mentioned methodology, CCs should improve their institutional functions and funding capacity. JICA Loan Project is to support both of these factors.

2.2.3 Proposed Planning Structure

Implementation of the concept shown in Figure 2-1 needs sincere durable work of many stakeholders. Figure 2-3 shows the proposed planning structure.

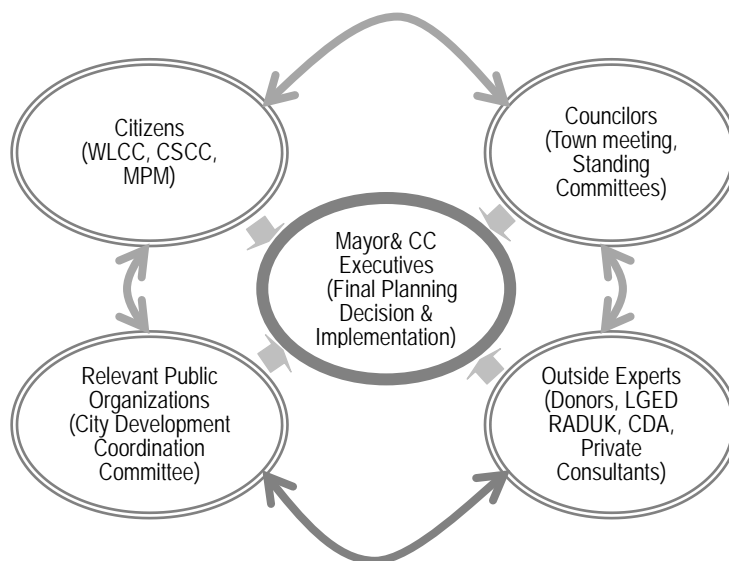


Figure 2-3: Proposed Planning Structure of CC

Roles of the CC stakeholders in planning are explained in the following part;

- 1) **Mayors and CC Officers**
This includes, Mayor and Panel Mayors, CEO, Secretary and Heads of Departments who are responsible for the final approval of plans as well as institutional building, budgeting and implementation. They are the individuals with ultimate responsibility.
- 2) **Councillors**
They are elected representatives of each ward and know the necessity of better public services. As chairpersons of WLCC, the councillors would get latest information of the constituency. Councillors are expected to organize Standing Committees for every required issue.
- 3) **External Experts**
Planning experts may belong to LGED, RAJUK, CDA, private consulting company, etc. Strategic project ideas are often proposed by these external experts. However, CCs should not pursue these ideas groundlessly. Instead, CCs ought to examine the master plan, sector plan and infrastructure development plan, to determine the consistency, feasibility priority, implementing organization, budgeting, etc. before nominating the project ideas for the project list.
- 4) **Relevant Public Organizations**
Relevant organizations are regular members of City Development Coordinating Committees. This committee shall meet every three months and make necessary demarcation of public services. Tasks of these public organizations include public health, education, police, fire fighting, national road, railway, water transportation, and sometimes even water supply (WASA) and urban planning (RAJUK and CDA). Therefore, coordination with these organizations is inevitable for better planning.
- 5) **Citizens**
Citizens or civil societies have a good chance of expressing their opinions during the planning procedure of CC development. They can send their representatives to WLCC at ward level and to CSCC at CC level. Also mass public meetings between the Mayor and the citizens (this meeting is proposed in ICGIAP to realize direct dialogue of citizens and Mayor) would facilitate participation of citizens in the CC's planning works.

For the participation aspect of CC planning, refer to Figure 4-1 "Conceptual Mechanism of Participation in Planning for ICGIAP."

2.2.4 Proposed Planning Schedule

ICGP supported 5 CCs to elaborate IDPCC in 2013, which is a rolling action plan for infrastructure development. IDPCC expects minor revisions every year and a new version of the plan every three years. Prospective JICA Loan Project can facilitate the CC's planning practices. The schedule is shown in Figure 2-4.

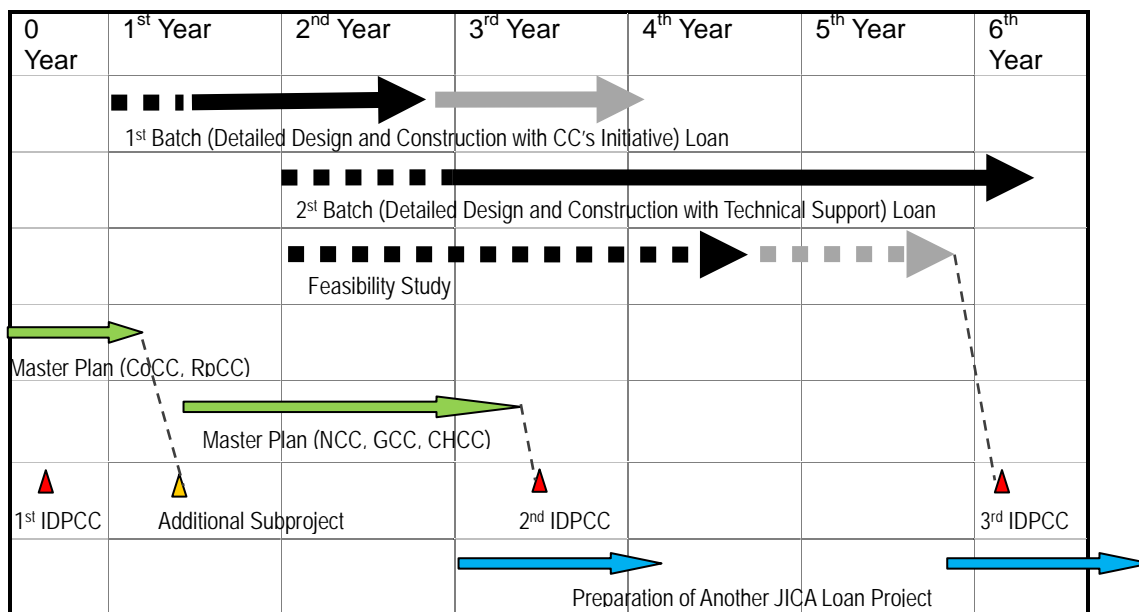


Figure 2-4: Schedule of IDPCC Revision

For the 1st IDPCC, only a few strategic and consistent project ideas were available to include. Also, a good project idea should be mature enough with consensus among stakeholders and clearance of environmental issues. IDPCC revising schedules that can synchronize with the progress of JICA Loan Projects are:

Master Plan of CoCC and RpCC

Master plans of these CCs are under preparation and will be available in 2014. The key, feasible project idea shall be included in IDPCC at the revision stage of the 1st year.

Master Plan of NCC, GCC and ChCC

These three CCs would start the master plan preparation which would be available in the 3rd year, as given in the table. Prospective master plans expect strategic project ideas with broader consensus and feasibility. These ideas should be coordinated with elaboration procedure of the 2nd version of IDPCC. Some subproject ideas could be nominated as priority projects in another JICA Loan Project and agreed in the 4th year.

3rd Version of IDPCC

6th year of Figure 2-4 serves as a good opportunity to elaborate on the 3rd version of IDPCC. In the 6th year of the JICA Loan Project, Feasibility Studies in 5 CCs would have been completed; these subprojects can make another JICA Loan project in the 6th year.

2.3 Procedures for Creating IDPCC

2.3.1 Objective of IDPCC

The objective of elaborating IDPCC is to enhance the function of inclusive city governance through the following actions;

- 1) To set vision and approaches of infrastructure development of the city corporations so that stakeholders share common understanding of how the CC should be developed

- 2) To enhance participation of broader range of stakeholders so that the administration of the CC becomes more transparent and more people feel responsible for the future of the CC
- 3) To put all the prospective infrastructure subprojects in the inclusive subproject list so that people can have a comprehensive status of the CC in the near future
- 4) To make clear linkage between administrative-fiscal reform and infrastructure development so that system of project funding, maintenance and operation of public service is significantly enhanced.

2.3.2 Procedure of Creating IDPCC

A guideline for preparing IDPCC has been prepared based on what ICGP has been carrying out for the plan. Refer to Annex B.

(1) IDPCC Table of Contents

The table of contents of IDPCC is shown in Table 2-2;

Table 2-2: Table of Contents IDPCC

Chapter 1 Introduction	
1.1	Background of IDPCC
1.2	Institutional Structure for IDPCC Management
Chapter 2 Present Condition of CC	
2.1	Present Natural Condition of CC
2.2	Socio Economic Condition of CC
2.3	Present Urban Planning of CC
2.4	Present Infrastructure of CC
Chapter 3 Vision and Goal Setting	
3.1	Preliminary Analysis
3.2	Vision of CC as Development Slogan
3.2	Approaches of Infrastructure Development
3.3	Priority of Infrastructure Sub-sector and Their Issues
Chapter 4 Preparation of Inclusive Subproject List	
4.1	Analysis of Existing Infrastructure by Category
4.2	Nomination of Project Ideas
4.3	Inclusive List of Infrastructure Development in CC
Chapter 5 Planning, Implementation, Evaluation and O&M Arrangement	
5.1	Planning of IDPCC
5.2	Implementation of IDPCC
5.3	Evaluation of IDPCC Subprojects
5.4	Operation and Maintenance Arrangement
Chapter 6 Financial Planning of CC	
6.1	Overview
6.2	Budgeting of Infrastructure
6.3	Preparation of Investment Plan
6.4	Outer Resources of Infrastructure Development for CC

Chapter 7 Amendment of the Rolling Plan

- 7.1 Concept of Rolling Plan
- 7.2 Institution and Authority of Revise
- 7.3 Revising Subproject/Scheme List of IDPCC
- 7.4 Renewal of IDPCC in Three Years

Part 2 Governance and Financial Reform Program**Chapter 8 Governance and Financial Reform Program**

- 8.1 Administrative Reform Plan-ARP of CC
- 8.2 Financial Planning of CC

Part 3 JICA Loan Projects**Chapter 9 JICA Loan Projects**

- 9.1 Selection of JICA Loan Projects
- 9.2 Selection Results

2.3.3 Procedure of IDPCC Preparation**(1) Functions of Comprehensive Planning Unit (CPU)**

To ensure planned and sustainable urban development the infrastructure development plan is very important. The City Corporation may follow the following steps to prepare and implement the IDP:

- 1) The Comprehensive Planning Unit (CPU) of City Corporation examines the inclusive list according to sector and component and sent it as a draft to the urban planning and development standing committee.
- 2) The urban planning and development standing committee will issue written directives to the Comprehensive Planning Unit for preparation of draft priority list of schemes according to sectors and components.
- 3) The Comprehensive Planning Unit will prepare investment plan for infrastructure development considering sector and component at least three times more of last three years expenditure in infrastructure and submit the same to the standing committee for urban planning and development. The committee will examine and submit the same with their findings to the Civil Society Coordination Committee (CSCC).
- 4) On the basis of discussion in the CSCC and their comments the Comprehensive Planning Unit should revise the investment plan and sent it to the City Council.
- 5) The Comprehensive Planning Unit should revise the IDP on the basis of the comments of the City Council and again sent it to the City Council for approval.
- 6) If any scheme needs to be constructed on emergency basis which is beyond the inclusive list, CPU will include those schemes in the inclusive list, and update it.
- 7) CPU should initiate the process of revision at 3rd quarter (July-Sept) of 3rd year and carry out it within 3rd year.

(2) Procedure of IDP Preparation and Implementation

Elaboration, implementation and revision of IDPCC need appropriate institutional structure inside of the City Corporation. Figure 2-5 shows suggested procedure to achieve the expected function.

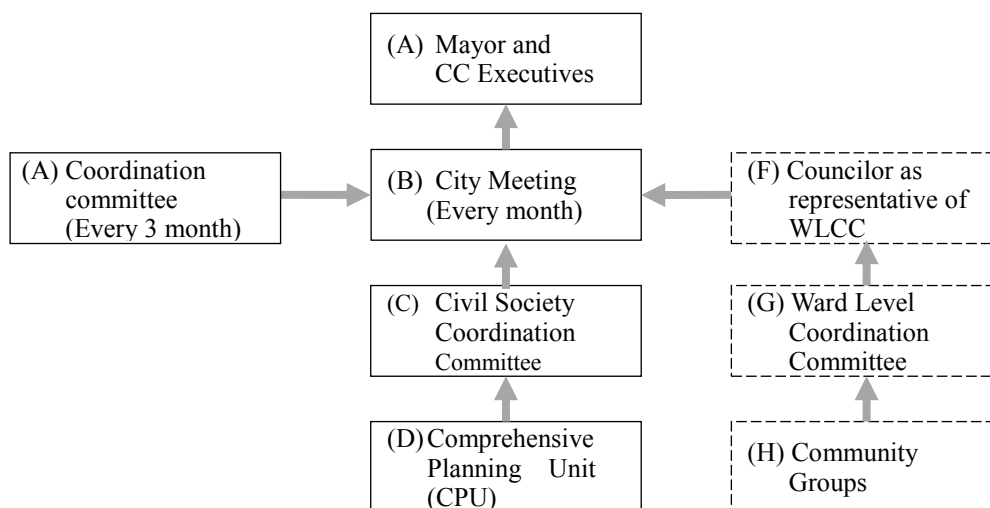


Figure 2-5: Institutional Structure for IDPCC Management

Table 2-3 shows the function of each stakeholder mentioned in Figure 2-5.

Table 2-3: Components of the Institutional Structure

Institutional Component	Function
A Mayor	The CC mayor chairs Civil Society Coordination Committee (CSCC) and City Meeting. He/she takes overall responsibility of elaboration, implementation and revision of IDPCC.
B City Meeting	City Meeting is a regular monthly meeting which consists of a mayor, CC’s executive officers, councilors and others. This meeting shall endorse the result of CSCC. City Meeting is held every month.
C Civil Society Coordination Committee (CSCC)	Stakeholder Committee Meeting of the ICGP (Prep) consists of representatives from various community organizations, standing committees, national government agencies and relevant officers of CC. For the IDPCC related purpose, this meeting examines draft ideas of IDPCC elaboration, execution and revision prepared by CPU. ICGP (Prep) has an idea to rename this and keep it as Civil Society Coordination Committee (CSCC). It would be a permanent committee as a part of NCC’s planning system.
D Comprehensive Planning Unit (CPU)	For the IDPCC related purpose, Comprehensive Planning Unit (CPU) is a taskforce to lead elaboration, implementation and revision of IDPCC. CPU drafts the IDPCC and proposes revision of IDPCC to the CSCC. CPU consists of planner, engineer, health doctor, and relevant CC officers.
E City Development Coordination Committee (CDCC)	CDCC consists of member of City Meeting and representative of each relevant national government agency. This is a good occasion to exchange information on IDPCC and relevant projects of the national government agencies. NCC has held this regular meeting; the format of the Coordination Meeting can be improved.
F Councilor as representative of WLCC	As a chairperson and representatives of Ward Level Coordination Committee (WLCC), the counselor of the ward shall well comprehend the issues of his/her wards and urge necessary arrangement of the CC administration. In general, councilors are important human resource of NCC, their capacity

Institutional Component	Function
	should be developed more so that they can take care of the wards properly and, at the same time, take necessary actions for the entire CC community. As an ICGP activity, NCC has agreed to build two Community Resource Centers (CRC)" in its territory. CDCs at the ward level may facilitate community activities led by the councilor. Community center at the ward level may facilitate ward level community activities led by the councilor.
G Ward Level Coordination Committee (WLCC)	Ward Level Coordination Committee is organized in every ward and meets regularly to discuss important issues of the ward including infrastructure and public services. The councilor chairs the meeting and coordinates collaboration between CC administration and community groups.
H Community Groups	Bigger ward level community groups such as CBO, CDC, Youth Association, Women's Association, etc. work for the common benefit of the community and dispatch representatives to the Ward Level Coordination Committee. Community groups whose activities cover the entire CC may send representatives to CSCC.

The actual IDPCC elaboration with ICGP(Prep) has been done through the (D)→(C)→(B)→(A) procedure in Figure 2-5, since (H)→(G)→(F) organizational structure has not been fully established. However, the linkage between community groups and City Corporation is very important, therefore, (H)→(G)→(F) organizational structure should be set up as soon as possible. NCC has a successful example of Community Development Committee, and this experience may be applied to establishing general linkage between various community groups and City Corporation.

Potential of Zone (previous Pourashava) Level Committee also should be examined by the NCC. Since NCC has been established merging three PSs (Now they are called "zone"), citizens of each zone had a sense of belonging to their previous PS. There are three office buildings of the previous PSs and there are three Panel Mayors. This coincidence could be used for good intermediary linkage facilitation between CC and communities.

Figure 2-6 illustrates the procedure on how to prepare IDPCC. Actual IDPCC of the target 5 CCs has been prepared in this way.

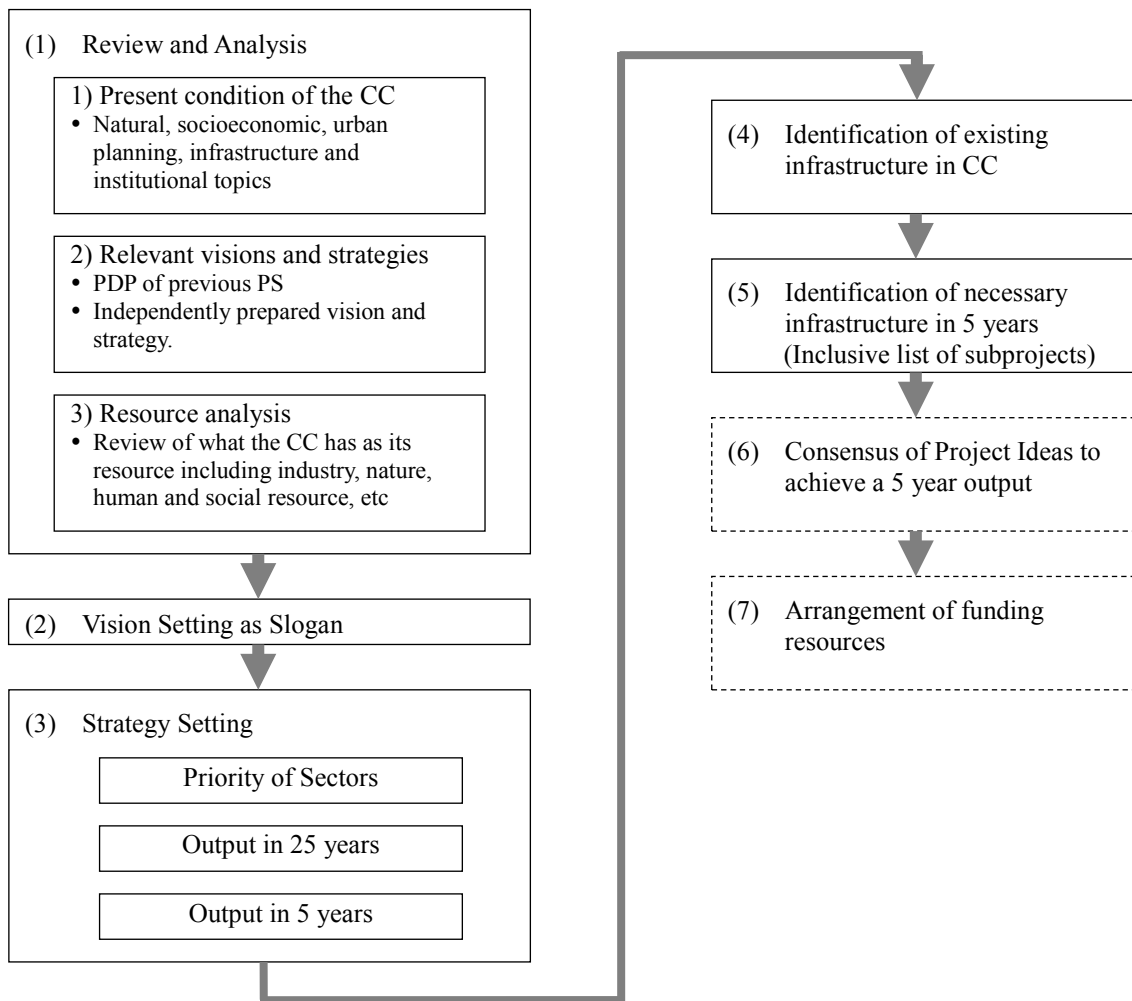


Figure 2-6: Procedure of IDPCC Preparation

2.4 Various Project Lists of CCs

ICGP handles a variety of project lists of infrastructure subprojects. This section explains the difference among these lists.

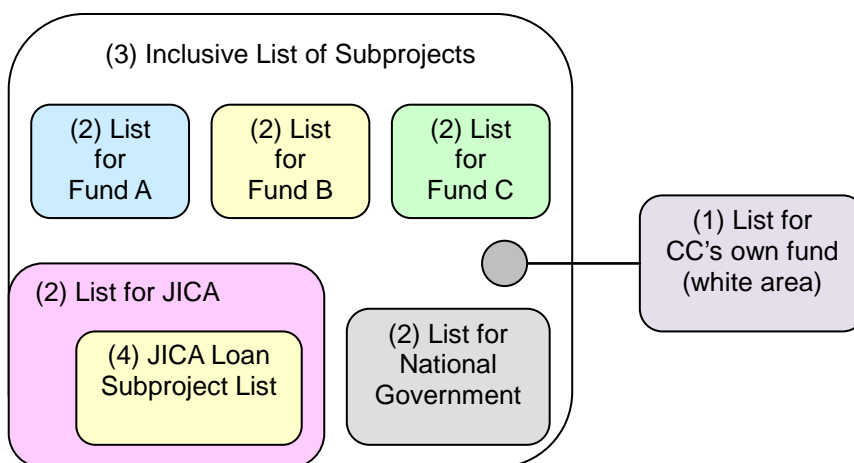


Figure 2-7: Relation of Infrastructure Subproject List

Numbers in appearances () of the above figure correspond to the numbers in the following description.

(1) Year to Year Project List (by CC's Own Fund)

CCs and the previous PS compile requests from residents and councilors and prepare an infrastructure project list. More than one hundred Subprojects are included in this list and they are based on the claims and requests of stakeholders and usually small in scale. For example, minor rehabilitation of road costs a couple of lacs. Since CCs didn't have master plans up to now, this annual list lacks long term vision and strategy.

(2) Subproject List of Each Fund Resource

CCs have a chance of getting subsidies and grants from central government and donors. Once funding is offered from such organizations, the CC prepares an infrastructure subproject list for the program. When the ICGP Team requested each target CC to prepare an inclusive infrastructure list, they could not understand what it was, and prepared a list of subprojects to be carried out through the JICA fund. As the matter of fact, such lists do not include subprojects to be funded by the National Government, ADB, WB, KOICA and other donors. Again, since CCs didn't have master plans up till now, the list prepared for each funding resource lacks total vision of CC development.

(3) Inclusive List of Subprojects for Infrastructure Development

It is strange that the target CCs have never prepared an inclusive list of infrastructure subprojects. However, it is a fact. After repeated explanations and negotiations for a couple of months, every CC has prepared an inclusive list of subprojects that should be developed in 5–6 years' time. Each CC listed up the entire infrastructure available at this moment and indentified infrastructure to be added in 5–6 years. Then for each component such as transportation, drain, water supply, solid waste managing, etc, CCs have prepared a list of subprojects. This approach facilitated inclusive and integrated thinking among PIUCC members and engineers of the CCs. Inclusive list of each CC is attached to Volume 2, 3, 4, 5 and 6 of this Final Report.

Information of funding resources of each subproject such as "JICA", "WB", "ADB", and "CC's Own Fund" is mentioned in the list. The priority subprojects listed for JICA Loan Projects were nominated from the subprojects of "JICA" mark.

(4) JICA Loan Priority Subproject List

This list has been prepared by selecting priority subprojects from the inclusive list mentioned above. Methodology and selecting criteria are mentioned in PART 3 of Volume 2, 3, 4, 5 and 6 of this Final Report.

2.5 Outline of IDPCC in Each CC

The ICGP Team and each CC (PIUCC and SM) work together to identify various current situations, resources, industrial layout, short term and long term goals, etc. Meeting summaries are given in Chapter 1 (1.2 Process of the Project) of this report.

Actual IDPCC of each target CC is shown in each Volume of this Final Report. This section just outlines essential parts of IDPCC.

2.5.1 Vision and Approach of Infrastructure Development

Table 2-4 shows Development vision and approach of each IDPCC of the 5 CCs.

Table 2-4: Development Vision and Approaches of Infrastructure Development

No	CC	Vision	Approach
1	NCC	“To build an environment friendly, clean, healthy, safe and poverty-free planned city to provide necessary services to all city dwellers.”	<ul style="list-style-type: none"> • Infrastructure development that is environment friendly and sustainable • Total solid waste management • Less disaster, crime, traffic and boat accidents • Infrastructure that supports industry and basic human needs • Elaboration on Sector Plan and its execution • Equity in(or Equal) public services to all the wards
2	CoCC	“Build a planned beautiful green city and keep it neat & clean”	<ul style="list-style-type: none"> • Elaboration on Master Plan and its execution • Green landscaping of the public areas • Equity in public services to urban and suburban areas • Good public services of road network, drainage, street lighting, market, bus terminal, community center, etc.
3	RpCC	“Make our Rangpur Poverty-free, Environment Friendly, Beautiful, and Safe City”	<ul style="list-style-type: none"> • Infrastructure that supports industry and basic human needs • Good environment for nature and human life • Total solid waste management • Less disasters, traffic accidents and crimes • Equity in public services to urban and suburban areas (Approved by Stakeholder Meeting)
4	GCC	“Make a green, poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering the natural environment”	<ul style="list-style-type: none"> • Elaboration Sector Plan and its Execution • Total solid waste management with participation and PPP • Good environment for nature and human life • Infrastructure that supports industry and basic human needs • Smooth traffic flow with various transportation modes • Enhancement of Governance that manages appropriate public services
5.	ChCC	To upgrade Chittagong Metropolitan City as a “Modern Cosmopolitan City” and an efficient Local Government Institution capable of addressing the future challenges with the increasing demand for better Urban Facilities and Amenities for new generation citizens.	<ul style="list-style-type: none"> • To facilitate every Urban Facilities and Amenities to its citizens. • To ensure a Comprehensive City Planning in Chittagong on way to provide a better Working Environment for its citizens. • To develop Chittagong as the “3 – Dimensional Commercial Capital” of the country where Trade / Commerce, Industry and Tourism would be encouraged.

Source: PIUCC of each CC under ICGP

2.5.2 Identifying Necessary Infrastructure in 5 Years

Inclusive Infrastructure Project List is the core content of the IDPCC. Subprojects mentioned in the list should include all the subprojects of CC potentially funded by CC itself, National Government, Donors (including JICA) as well as subprojects of National Government agencies that handle infrastructure in the territory of the CC.

(1) Identification of Subprojects that are Needed in 5–6 Years

As an inclusive government, the CC has to review what they have now and what they should

have in 5–6 year. Every CC has identified necessary subproject in the sub-sector of Transport, Drain, Solid waste, Water supply, Sanitation and Municipal facilities. Table 2-5 below shows an example of NCC's worksheet to identify necessary infrastructure in 5–6 years. This table identifies current infrastructure and necessary infrastructure in 5–6 years with rough cost estimations for the proposed infrastructure subprojects.

Table 2-5 Summary of Existing and Proposed Infrastructure of NCC

No.	Sector	Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
1	Transport	1) Road improvement	Primary road (100 ft to 150 ft)	km	3.50	14.00	7.35	801.43
			Second road (60 ft to 100ft)	km	4.50	2.80	3.50	23.06
			Tertiary road (20 ft to 60 ft)	km	41.25	17.42	35.80	158.30
			Goli Road (12 ft to 20 ft)	km	195.37	65.87	111.96	399.82
			Pedestrian (6 ft to 8 ft)	km	162.03	55.82	30.00	111.74
			Total road length	km	406.65	155.9	188.61	
		2) Bridge / culvert	Bridge	Nos	9	10	4	751.21
			Foot over Bridge	Nos	5	5	5	232.50
			Fly over	Nos	Nil	Nil	Nil	0.00
			Under pass	Nos	Nil	Nil	Nil	0.00
			Culvert	Nos	50	50	0	10.00
		3) Traffic Management	Traffic signal / Signs	Nos	0/10	0/100	0/0	0.02
			Divider / island	km	2.80	25.00	2.80	8.00
			Road Marking	km	0.00	25.00	0.00	0.98
		4) River Boat Landing	River Boat Landing	Nos	Nil	10	0	2.00
			Sector wise total cost =					2499.06
		2	Drain improvement	Drain improvement	Khal /Canal/Outfall drain	km	46.30	0.00
Primary drainage	km				62.45	67.73	16.63	204.51
Second Level drainage	km				76.40	66.35	14.26	205.12
Third Level Drainage	km				59.00	28.70	3.31	237.31
Cleaning Blockage	km				165.00	0.00	165.00	0.25
Re sectioning outfall (earth)	km				0.00	0.00	0.00	0.00
Total drain length & Cost	km				244.15	162.78	63.59	780.49
3	Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station	Nos	Nil	3	0	3.00
			Dumping ground/ Land fill site	Nos	Nil	3	0	60.00
			Compost plant	Nos	1	3	0	9.00
			Road side movable dustbin	Nos	30 - fixed	350	0	8.75
			Solid waste recycle plant (3R)	Nos	Nil	3	0	2.00
			Facility for clean development mechanism activities	Nos	7 truck	truck-10 exca-2	0	30.00
			Medical waste disposal	Ton	1.5	3 incin?	0	4.50
			Electronic waste	Ton	1.5		0	2.00
			Bio – gas plant	Nos	Nil	3	0	0.90
			Total cost of the sector					120.15
4	Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)	Nos	26- WASA	50	0	100.00
			Surface Water Treatment Plant	Nos	2	1	0	31.20
			Overhead Tank (OHT)	Nos	9.0	6.0	0.0	42.20
			Distribution network	km	184	50	0	10.00
			Hand tube well	Nos	887	600	0	5.00
			Public Stand pipe (Street hydrant)	Nos	444	400	0	0.80

No.	Sector	Component	Work Category	Unit	Narayanganj City Corporation			Proposed Tentative Cost (Crore)
					Present Quantity	Proposed (Additional) Quantity		
						New	Improvement / Rehabilitation	
			Metering(domestic and bulk meter)	Nos	Nil	20000	0	4.00
			Iron and arsenic removal plants for water quality	Nos	0	6	0	120.00
			Rain water harvesting	Nos	Nil	10	0	0.05
			Total cost of the sector					313.25
5	Sanitation	Sanitation	Slaughter house	Nos	1	10	1	13.50
			Twin pit latrine	Nos	1484	2000	1000	60.00
			Single pit latrine	Nos	98	1000	98	30.00
			Public toilets	Nos	9	20	4	4.80
			Wash station	Nos	Nil	10	0	0.50
			Transfer station for sludge disposal	Nos	Nil	0	0	6.00
			Common septic tank	Nos	Nil	0	0	0.00
			Waste water treatment plant (drain)	Nos	Nil	550	0	550.00
			Total cost of the sector					
6	Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage	Nos	3	1	0	5.00
		Truck terminal	Terminal Building, platform, Internal drainage	Nos	1	0	0	2.00
		Vehicle parking	For motor vehicle, CNG, rickshaw	Nos	0	1	0	10.00
		Market	Kitchen market, Super market,	Nos	29 (small, big)	5 super mkt.	0	100.00
		City corporation office building	CC main office, Community center, Ward office	Nos	Nil / Nil / Nil	1 , 4 & 27	0	120.00
		Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center	Nos	1	1	0	3.60
		Open Space	Park, Ground	Nos	2	4	0	40.00
		Street light (light and pole)	Light, pole, solar panel	Nos	Lt-2544 pole-9657	po-1600 Lt-1600	0.00	30.00
		Landscaping and beautification,	Planting, Water body improvement, monument,	Nos	Nil	0	0	100.00
		Grave yard	Gate and wall, lighting, drainage,	Nos	17	0	17	8.50
		Sports Facility	Gym, stadium	Nos	13	2	13	66.50
		Upgrading informal settlement	Re-arrangement of informal shops	Nos	0	0	0	5.00
					Total cost of the sector			
			CC wise grand total cost =				4868.35	

Source: NCC

(2) Classification of Infrastructure Sub-Sector

Each CC has its own classification of infrastructure. This causes confusion and inconvenience. If there is a standard classification, understanding, comparison and handling may be accelerated more. The ICGP Team prepared a classification of infrastructure and shared among CC officers.

In order to discuss and make consensus of this classification, Infrastructure Working Group was held so that every target CC has the same understanding.

Table 2-6: Classification of Infrastructure Sub-Sector

Sub-Sector	Component	Work Category
1 Transport	Road improvement	Primary road (100 ft to 150 ft)
		Second road (60 ft to 100ft)
		Tertiary road (20 ft to 60 ft)
		Goli Road (12 ft to 20 ft)
		Pedestrian (6 ft to 8 ft)
	Bridge / culvert	Bridge
		Foot over Bridge
		Fly over
		Under pass
	Traffic Management	Culvert
		Traffic signal / Signs
	River Boat Landing	Divider / island
		Road Marking
2 Drain improvement	Drain improvement	River Boat Landing
		Khal /Canal/Outfall drain
3 Solid Waste Management (SWM)	Solid Waste Management (SWM)	Primary drainage
		Second Level drainage
		Third Level Drainage
		Cleaning Blockage
		Re sectioning outfall (earth)
		Transfer Station
		Dumping ground/ Land fill site
		Compost plant
		Road side movable dustbin
		Solid waste recycle plant (3R)
		Facility for clean development mechanism activities
		Medical waste disposal
		Electronic waste
Bio-gas plant		
4 Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)
		Surface Water Treatment Plant
		Overhead Tank (OHT)
		Distribution network
		Hand tube well
		Public Stand pipe (Street hydrant)
		Metering(domestic and bulk meter
		Iron and arsenic removal plants for water quality
		Rain water harvesting
		Slaughter house
5 Sanitation	Sanitation	Twin pit latrine
		Single pit latrine
		Public toilets
		Wash station
		Transfer station for sludge disposal
		Common septic tank
		Terminal building, platform, Internal drainage
6 Municipal Facilities	Truck terminal	
	Terminal Building, platform, Internal drainage	
	Vehicle parking	
	For motor vehicle, CNG, rickshaw	
	Market	
	Kitchen market, Super market,	

Sub-Sector	Component	Work Category
	City corporation office building	CC main office, Community center, Ward office
	Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center
	Open Space	Park, Ground
	Street light (light and pole)	Light, pole, solar panel
	Landscaping and beautification,	Planting, Water body improvement, monument
	Grave yard	Gate and wall, lighting, drainage
	Sports Facility	Gym, stadium
	Upgrading informal settlement	Re-arrangement of informal shops

Source: ICGP

2.5.3 Inclusive Infrastructure Subproject List

After the task shown in 2.5.2, each CC has identified necessary infrastructure, and prepared an infrastructure subproject list. The following tables give a rough idea of the list.

(1) Narayanganj City Corporation

General features of the inclusive subproject list of NCC can be summarized as follows;

- This list is very ambitious with a total cost of 6,193 crore BDT in 6 years. (Overall expense of NCC was 315 crore BDT in FY of 2012/13.
- Bigger subprojects would be newly included in this subproject list when the Master Plan will be completed. Master Plan of NCC would be prepared in the FY of 2013–2015. The cost of Master Plan preparation will be covered by NCC's own fund. Detailed Area Plan that includes road and drainage network, major municipality facilities, land use zoning, etc.
- Subprojects included in the inclusive list are logically coming from Table 2-4. Whenever, NCC revises the IDPCC, consistency of contents in Tables 2-5 and 2-7 shall be examined.

Table 2-7: Summary of Inclusive Subproject List of NCC

No.	Sector	Quantity	Cost (Crore)	Note
1	Transport	281 Schemes	2,161	This includes Road, Bridge, Culvert, Fly over, Traffic management, River boat landing, etc.
2	Drain	185 Schemes	795	Canals, drains, and Cleaning Blockage
3	Solid Waste Management.	2 sites	55	Landfill sites, 3R facilities, Dust bins and Transfer station, etc.
4	Water Supply	6 Schemes	137	Productive wells, Water treatment plants, Overhead water tank, Distribution network
5	Sanitation	---	1,430	Waste water treatment plant, twin pit latrines, sludge disposal facility, Slaughters house
6	Municipal facilities	27 buildings	1,615	Public toilet, Bus terminal, Truck terminal, Market, Office Building, Community Centers, Culture center, Sport facilities, Street lights, Beautification, etc.
		Total	6,193	

Source: NCC

(2) Comilla City Corporation

General features of the inclusive subproject list of CoCC can be summarized as follows;

- Inclusive list includes subprojects that cost 1,059 crore BDT. Comparing with 184 crore BDT, which is its total revenue of FY 2012–13, the total cost seems ambitious. The engineering department needs to enhance its handling capacity.
- Once master plans are completed, large scale roads and drains would be included.

Table 2-8: Summary of Inclusive Subproject List of CoCC

No.	Sector	Quantity	Cost (Crore)	Note
1	Transport	294 Schemes	351	Roads, Bridges, Culvert, Fly over, Culverts, Under pass traffic management, etc.
2	Drain	202 Schemes	306	Rehabilitation of canals. Construction of secondary and tertiary drains
3	Solid Waste Management.	1 sites	4	Solid waste treatment plant
4	Water Supply	4 Schemes	69	Surface water treatment plant, Tube wells, Overhead tanks and delivery network,
5	Sanitation	3 Schemes	3	Slaughters house,
6	Municipal facilities	14 buildings	327	City park, Street lights, Bus terminal, Truck terminal, Market, Office Building, Auditorium, landscaping , Beautification, etc.
		Total	1,060	

Source: CoCC

(3) Rangpur City Corporation

General features of the inclusive subproject list of RpCC can be summarized as follows;

- Inclusive list includes subprojects that cost 2,119 crore BDT for 6 years. Comparing with 143crore BDT, which is its total revenue of FY 2012–13, the total cost seems ambitious. Engineering department needs to enhance its handling capacity.
- Once master plans are completed, large scale and strategic subprojects would be identified and included in the list. These may include ring roads, etc.

Table 2-9: Summary of Inclusive Subproject List of RpCC

No.	Sector	Quantity	Cost (Crore)	Note
1	Transport	367 Schemes	856	Roads, Bridges, Culvert, , Culverts, traffic management, etc.
2	Drain	324 Schemes	686	Rehabilitation of canals. Construction of secondary and tertiary drains
3	Solid Waste Management.	6 sites	19	Solid waste treatment plant
4	Water Supply	8 Schemes	62	Surface water treatment plant, Tube wells, Overhead tanks and delivery network,
5	Sanitation	3 Schemes	11	Public toilet, Slaughters house,
6	Municipal facilities	24 buildings	485	City park, Street lights, Bus terminal, Truck terminal, Kitchen, Market, Ward Office, Community center, , Auditorium, Recreation facilities etc.

No.	Sector	Quantity	Cost (Crore)	Note
		Total	2,119	

Source: RpCC

(4) Gazipur City Corporation

General features of the inclusive subproject list of GCC can be summarized as follows;

- This list is very ambitious with a total cost of 2,590 crore BDT in 6 years. (Overall expense of GCC was 58 crore BDT in the FY of 2012/13).
- Since GCC is one of the biggest CCs in Bangladesh by area and by population, demand of the infrastructure development is remarkable. Therefore, large scale subprojects would be newly included in this subproject list in the near future. GCC has an intention to prepare a master plan in FY 2014–2016 with the assistance of LGED.
- Administration of previous Tongi PS and Gazipur PS has been merged recently so that no planner or engineer has completely grasped over the entire CC area and its infrastructure demand.
- On the other hand, the newly elected Mayor can observe the situation with a strategic point of view and has proposed several roads with clear, important roles for the entire CC.

Table 2-10: Summary of Inclusive Subproject List of GCC

No.	Sector	Quantity	Cost (Crore)	Note
1	Transport	422 Schemes	759	This includes Roads, Bridges, Culverts, Flyovers, Traffic management, etc.
2	Drain	44 Schemes	355	Canals, drains, and Cleaning Blockage
3	Solid Waste Management.	18 sites	166	Landfill sites, 3R facilities, Dustbins and Transfer station, etc.
4	Water Supply	6 Schemes	87	Productive wells, Water treatment plants, Overhead water tank, Distribution network
5	Sanitation	24 Schemes	154	Waste water treatment plant, twin pit latrines, sludge disposal facility, Slaughters house
6	Municipal facilities	18 Schemes	1,069	Master plan, Bus terminal, Truck terminal, Car parking, Markets, Office Building, Community Centers, Culture center, collage, Slum improvement, Sport facilities, Street lights, Beautification, etc.
		Total	2,590	

Source: GCC

(5) Chittagong City Corporation

General features of the inclusive subproject list of ChCC can be summarized as follows;

- Chittagong has very unique features compared to other CCs. ChCC has a long history; it is a harbor city with a population of 5 million with various industries. It is in a cyclone prone area. Thus required infrastructure is more diversified than those of the other 4 CCs.
- This list is very ambitious with a total cost of 11,559 crore BDT in 6 years. This is far bigger than the other CCs. (Overall expense of ChCC was 58 crore BDT in the FY of 2012/13).

- In 1985, Chittagong Development Authority prepared a 20 year Master Plan, which is valid till 2015. However, significant part of the Master Plan has not been implemented. Executive officers of ChCC believe that they need their own Master Plan of ChCC. This is why they included a Master Plan in the Inclusive Infrastructure List.
- Some distinctive subprojects of ChCC include; Master plan preparation, 15 flyovers, Land reclamation (at the cost of 5,000 crore), School cum cyclone shelter, Solid waste recycling by 3R, Incineration plant, Ward center, Dormitory of workers, Officers' apartment, Equipment of disaster management.
- Chittagong WASA manages water supply of the ChCC, thus there is no water supply mentioned in the Inclusive List.

Table 2-11: Summary of Inclusive Subproject List of ChCC

No.	Sector	Quantity	Cost (Crore)	Note
1	Transport	224 Schemes	4,234	Roads, Bridges, Culverts, Wall, Traffic Management (Bus Rapid Transit), Pedestrian Footpath, Over path, etc.
2	Drain	31 Schemes	234	Rehabilitation of retaining walls of drain, canal, relevant footpath and bridge.
3	Solid Waste Management.	2 Schemes	183	Solid waste recycling system by 3R, Incineration plant and other equipment
4	Water Supply	0 Schemes	0	
5	Sanitation	1 Schemes	50	Public toilet at 41 places,
6	Municipal facilities	42 Schemes	6,763	CC office, Public hall, Community center, Ward center, School cum cyclone shelter, Park, Ground, Upgrading informal settlement, Land Reclamation, Market, Bus terminal, Truck terminal, Dormitory of workers, Officers' apartment, Landscaping and beautification
7	Others	2 Schemes	95	City Master Plan, Equipment for disaster management
		Total	11,559	

Chapter 3 Current Situation of Institutional Structure and Governance in City Corporation: Concept and Procedures

This chapter explains the current situation of Institutional Structure and Governance in City Corporation.

3.1 Current Situation⁹ in Administrative Structure

3.1.1 Organization Chart of Local Government Division

(1) Institutional Structure of MoLGRD&C

City Corporations are under MoLGRD&C. As the organization chart of the ministry in Annex C-1 shows, it has two divisions namely Rural Development and Cooperative Division and Local Government Division. Local governments such as Zila parishad, Upazila Parishad, Union Parishad, City Corporation, and Paurashava are under the Local Government Division. City Corporation and PSs are located in parallel to Zila Parishad and Upazila Parishad levels respectively. The Local Government Division has technical departments such as LGED, DPHE, NILG and Dhaka WASA. Additionally, the Office of Executive Engineer under LGED and District Public Health Engineering Office under DPHE are technical departments in the district level that should coordinate with City Corporations in terms of service delivery in all CCs. Dhaka WASA provides their service in Dhaka metropolitan area that covers parts of NCC.

(2) Institutional Structure of LGD

LGD has four wings, namely administration, water supply, development, and M&E Wing (Annex C-2). According to the approved organization chart of LGD, each department is headed by joint secretary and M&E Wing is headed by Director General¹⁰. Following sections are basically headed by deputy secretary. Issues of municipality, including CCs, are managed by the Development Section.

There are two more sections apart from the existing organization chart which are parallel to the joint secretary, namely the Additional Secretary section and the Urban Wing section. In the Urban Wing, head of the wing, who is the additional secretary, has been posted, but there is no subordinate official or staff so far. The functions of the Urban Wing have also not yet been defined, but it will be the wing which deals with policy level issues of urban municipal government such as CCs and PSs.

3.1.2 Organization Chart of CC

(1) Corporation Meeting

Executing power is given to the Mayor, Councillors and officials of the CC as prescribed in section 46, subsection [2] of City Corporation Act, thus the function of the legislation and its execution are not clearly demarcated within the CC. In other words, there is no institutionally independent city assembly which could function specifically as a legislative body. There are some detail descriptions about corporation meeting in Section 49 such as the procedure of holding the meeting. Any decisions should be made by “majority of votes of the councillors” (Section 49, subsection [10]).

⁹ ChCC is not discussed in this chapter.

¹⁰ Director General is a position of the section. The official who is given this position is additional secretary.

Functions of corporation are described in the Third Schedule. Procedure of execution of the functions and duties and activities of councillors are supposed to be defined by rules (Section 120, 121 and 122, and details in Sixth Schedule), however CCs have not issued any rules to be implemented.

(2) Present and Proposed Organization Chart of CCs

New CCs have already proposed new organization charts as shown in Tables 3-1 to 3-5. The proposed manpower of NCC and RpCC are around 4 times larger than the present number, while that of GCC is around double in the central office. In the case of CoCC, the present number of officers is less than 10% of the number in the central office, and 13% of the zonal office. Since ChCC has been given the status of CC for long time, the number of officials approved by the ministries has almost been fulfilled completely or more than the approved number in the central office.

The proposed organization charts of the new CCs are in the process of assessment by LGD, MoF and MoPA, and may be revised¹¹. After the approval of the proposed organization charts, CCs will start the recruitment of new officials, but it will not be done all at once. They will employ part-time staff until the approval, and will gradually change the status of employment from part-time to permanent; meanwhile, CCs can also employ new officials according to their capacity in terms of finance.

¹¹ It is difficult to assume when the revision in ministry level will be done. Thus, there is a risk that new CCs will not be able to secure sufficient officials to meet the demand for implementation of ICGP and O&M. However, according to NCC's officials, a CC is allowed to recruit part-time staff so that it can cover their functions.

Table 3-1: NCC Proposed and Appointed Number of Officials¹²

Central Office						Zonal Office					
Department	Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate	Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate	
Mayor's Office	-	5	4	1	80%	Regional CEO	9	0	9	0%	
Chief Executive Officer's office	-	3	3	0	100%	Administration	63	18	45	29%	
Administration	Administrative dept. of Secretary	3	2	1	67%	Taxation	69	33	36	48%	
	Councilor Supportive Staff	54	0	54	0%	Engineering	93	16	77	17%	
	Computer & IT	3	0	3	0%	Health	81	26	55	32%	
	Central record room	3	0	3	0%	Veterinary	18	0	18	0%	
	Law	4	0	4	0%	Grave place	6	3	3	50%	
	Administrative section	7	7	0	100%	Cremation Place	6	0	6	0%	
	Security	9	6	3	67%	Cleaning	39	9	30	23%	
	Central Store	3	0	3	0%	Mosquito and Dog control	45	0	45	0%	
	Transport Pool	60	18	42	30%	Education, Culture & Sports	12	1	11	8%	
	Magistracy	3	0	3	0%	IT	9	0	9	0%	
	Public Relation Office	4	0	4	0%	Total	450	106	344	24%	
	Revenue	-	6	0	6	0%					
	Estate	-	13	3	10	23%					
Social Welfare	-	11	2	9	18%						
Accounts	-	9	6	3	67%						
Engineering	General	3	1	2	33%						
	Civil and design	12	4	8	33%						
	Electricity and Mechanical	11	6	5	55%						
Health & Family Planning	Health & Family Planning	4	0	4	0%						
	Health	0	0	0	0%						
Waste Management	-	3	0	3	0%						
	Cleaning	0	0	0	0%						
Total		233	62	171	27%						

Source: ICGP Team

¹² There are three zonal offices in each CC except ChCC. The number of officials in zonal office shows total of the zonal offices.

Table 3-2: CoCC Proposed and Appointed Number of Officials

Central Office						Zonal Office				
Department	Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate	Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate
Mayor's Office		7	2	5	29%	Regional EO office	15	0	15	0%
Chief Executive Officer's office		5	2	3	40%	Administration	36	0	36	0%
Administration	Administrative dept. of Secretary	5	2	3	40%	Revenue	9	0	9	0%
	Public Relation Office	4	0	4	0%	Tax Assessment	24	4	20	17%
	Central computer & IT	6	0	6	0%	Tax Collection	45	10	35	22%
	Vehicle Maintenance	43	0	43	0%	Bazar	24	1	23	4%
	Transport Pool	211	10	201	5%	Licence	18	6	12	33%
	Magistracy	15	0	15	0%	Accounts	18	0	18	0%
	Social welfare & Slum development	15	0	15	0%	Civil Engineering	51	23	28	45%
	Administrative section - 1	14	8	6	57%	Electrical	120	10	110	8%
	Security	42	2	40	5%	Water	99	19	80	19%
	Councilor office staff	72	0	72	0%	Health & Family planning	117	10	107	9%
	Education & Cultural	5	0	5	0%	Food & sanitary	18	2	16	11%
	Nejarat	5	1	4	20%	Birth, Death registration & Grave yard	15	0	15	0%
	Administrative section - 2	14	0	14	0%	Veterinary	27	0	27	0%
	Central record room	6	0	6	0%	Cleaning	51	6	45	12%
	Law	5	0	5	0%	Mosquito and Dog control	15	0	15	0%
	Estate	12	0	12	0%	Total	702	91	611	13%
Revenue	Revenue	4	0	4	0%					
Account	Accounts	6	0	6	0%					
	Audit	4	0	4	0%					
	Salary & PF	5	2	3	40%					
	Budget & Bill	5	2	3	40%					
	Cash	3	1	2	33%					
Engineering	Chief Engineer	5	0	5	0%					
	Civil work sec	6	1	5	17%					
	Planning & Structural Design sec.	5	0	5	0%					
	Water, Electrical, mechanical sec	12	0	12	0%					
Town Planning	Town Planning	16	1	15	6%					
Health & Family Planning	Health & Family Planning	8	1	7	13%					
Cleaning	Cleaning	7	1	6	14%					
Total		572	36	536	6%					

Source: ICGP Team

Table 3-3: RpCC Proposed and Appointed Number of Officials

Central Office						Zonal Office				
Department	Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate	Name of Department/Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate
Mayor Office	-	5	3	2	60%	Regional CEOs Office	9	3	6	33%
CEOs office	-	3	2	1	67%	Regional Secretary's Office	24	0	24	0%
Secretary office	-	3	1	2	33%	Revenue Section	57	27	30	47%
	Admin & Protocol	106	11	95	10%	Health Section	57	18	39	32%
	Security	14	5	9	36%	Accounts Section	9	0	9	0%
	PRO	5	0	5	0%	Veterinary & Slaughter house Section	15	0	15	0%
	Law	5	0	5	0%	Regional Executive Engineer's Office	51	12	39	24%
	Magistrate	4	0	4	0%	Electrical Section	39	15	24	38%
	Store	5	2	3	40%	Water Supply Section	105	12	93	11%
	IT	5	0	5	0%	Waste Management Section	48	12	36	25%
	Education, Culturat & Sports	6	2	4	33%	Birth and Death Registration Section	3	0	3	0%
	Transport Pool	93	24	69	26%	Total	417	99	318	24%
	Central Record Section	3	0	3	0%					
	Estate	14	4	10	29%					
Accounts	-	27	9	18	33%					
Revenue	-	3	0	3	0%					
Tax Collection	-	15	7	8	47%					
	Assessment	8	5	3	63%					
	Lisence	9	7	2	78%					
Engineering	Chief Engineer's Office	3	0	3	0%					
	Development-Sub-Division-1 (SE)	3	0	3	0%					
	Design Section (Exn)	12	4	8	33%					
	Development Sub-Section-2 (SE)	3	0	3	0%					
	Water Supply	36	13	23	36%					
	Machineries	18	5	13	28%					
	Electricity	16	7	9	44%					
	Urban Planning	12	2	10	17%					
Social welfare	-	16	4	12	25%					
Cleaning	-			0						
	Waste Mgt dept	11	2	9	18%					
	Mosquito Killing & Dog Controlling	7	0	7	0%					
Public Health	-	3	0	3	0%					
	Health & Family Planning	10	0	10	0%					
	Food and Sanitation Section	5	2	3	40%					
	Veterinary & Slaughterhouse	2	0	2	0%					
	Birth & Death Registration	17	3	14	18%					
	City Hospital	17	0	17	0%					
	Total	524	124	400	24%					

Source: ICGP Team

Table 3-4: GCC Proposed and Appointed Number of Officials

Central Office						Zonal Office				
Department	Section	Proposed No.	Existing No.	Appointed	Rate	Section	Proposed No.	Existing No.	Appointed Rate	
Mayor Office		9	4	44%		Regional Office	20	0	0%	
CEOs office		5	3	60%		Administrative Section	130	0	0%	
Administration	Secretary Office	3	3	100%		2. Revenue Section	15	0	0%	
	Computer and IT	7	2	29%		Licence Section	35	15	43%	
	Central Record Room	9	0	0%		Bazar Section	30	7	23%	
	Law	4	0	0%		Accounts Section	25	5	20%	
	Administration	45	38	84%		Tax Collection Section	60	37	62%	
	Security	21	17	81%		Tax Fixation Section	45	11	24%	
	Central Store	7	3	43%		Works Section	65	0	0%	
	Transport	179	4	2%		Electrical Section	60	0	0%	
	Magistrate	20	0	0%		Mechanical Section	35	0	0%	
	Public Relation	4	0	0%		Water supply and Sewerage Section	85	0	0%	
	Training	14	0	0%		Planning Section	40	0	0%	
	Revenue CRO	-	7	3	43%		Health and Family Planning	25	0	0%
	Asset Section	15	0	0%		Health Section	70	0	0%	
	Social Welfare Section/Slum dev section	35	4	11%		Family Planning Section	35	0	0%	
Accounts Department	15	10	67%		Lab Section	45	0	0%		
Salary, Provident and Gratuity Section	5	2	40%		Food and Sanitation Section	35	0	0%		
Bill and Income/Expenditure Section	6	0	0%		Livestock Section	60	0	0%		
Budget Section	7	0	0%		Graveyard	15	2	13%		
Audit Section	5	0	0%		Cremetory	15	1	7%		
Engineering	Chief Engineers Office	4	4	100%		Waste management Section	60	0	0%	
	Additional Chief Engineers Office (Works, Design, Planning and Lab)	4	0	0%		Mosquito Killing Section	50	0	0%	
	(Mechanical, Electrical, Water Supply and Sewerage)	4	0	0%		Education, Culture and Sports Section	25	0	0%	
	Superintendent Engineers Office (Works, Design and Lab)	4	4	100%		Computer and IT Section	15	0	0%	
	Superintendent Engineers Office (Planning, Water Supply and Sewerage)	4	0	0%		Total	1095	78	7%	
	Superintendent Engineers Office (Mechanical and Electrical)	4	0	0%						
	Works and Design Section	4		0%						
	Works Section	70	61	87%						
	Design Section	11		0%						
	Laboratory Section	10	0	0%						
	Planning Section	9	3	33%						
	Water Supply and Sewerage Section	7	51	729%						
	Mechanical Section	6	4	67%						
	Electrical Section	11	17	155%						
	Health and Family Planning	19	28	147%						
	Management Department	10	7	70%						
	Total		627	272	43%					

Source: ICGP Team

Table 3-5: ChCC Proposed and Appointed Number of Officials

Central Office					
Department	Section	Proposed No.	Appointed No.	Vacancy	Appointed Rate
Mayor's Office	Mayor's office	9	9	0	100.00
Chief Executive Officer's office	CEO Office	5	4	1	80.00
Administrative dept. of Secretary	Secretary Office	3	4	-1	133.33
	Magistracy	8	6	2	75.00
	Establishment	27	16	11	59.26
	General Affaire	25	12	13	48.00
	Ward Office	123	80	43	65.04
	Law	9	5	4	55.56
	Public Relation Office	7	6	1	85.71
	Security	95	70	25	73.68
Revenue	Revenue Office	8	8	0	100.00
	Estate	12	11	1	91.67
Account	Accountant	38	30	8	78.95
Engineering	Engeneering Office	4	4	0	100.00
	Town Planning	27	15	12	55.56
	Planning & Design	10	10	0	100.00
	Maintanance	101	86	15	85.15
Health Department	Health Office	5	5	0	100.00
	Preventive	7	7	0	100.00
	Curative	3	3	0	100.00
	Maternity Hospital	44	43	1	97.73
	Charitable Hospital	122	105	17	86.07
Education Department	Education Office	13	11	2	84.62
	Social walfare & Cultural	4	2	2	50.00
	City Corporation Public	14	6	8	42.86
	School & College	488	1141	-653	233.81
Conservency	Conservency Office &	131	53	78	40.46
Total		1342	1752	-410	130.55

Source: ICGP Team

Regional Office				
Name of Department	Proposed No.	Appointed No.	Vacancy	Appointed Rate
Regional EO	-	-	-	0
Administration	-	-	-	0
Tax Assessment	41	41	0	100
Tax Collection	160	117	43	73
Bazar	2	2	0	100
Licence	73	55	18	75
Accounts	0	0	0	0
Civil Engineering	242	145	97	60
Electrical section	74	42	32	57
Mechanical	36	22	14	61
Water Section			0	0
Health & Family planning	134	64	70	48
Food & sanitary	21	7	14	33
Birth , Deth registration & Grave yard	3	3	0	100
Veterinary	2	1	1	50
Cleanning	900	794	106	88
Mosquito and Dog control	150	130	20	87
Total	1838	1423	415	77

(3) Details of Administrative and Political Institutions

Administrative units of Bangladesh are geographically divided into six levels: namely Division, District, CC/PS, Upazila, Union and Ward¹³. Figure 3-1 shows the concept of the administrative unit. It shows one division, 4 districts, 16 upazilas, 15 PS¹⁴, 1 CC, 96 unions and 384 wards. Every district has a “Sadar” where the seat of district government is located (patterned cells). PS (light colored cells) and CC (deep colored cells) are usually located as part of the Sadar. Political institutions are established in parallel except in the divisional level. Figure 3-2 shows the structure of local governments and the number of institutions.

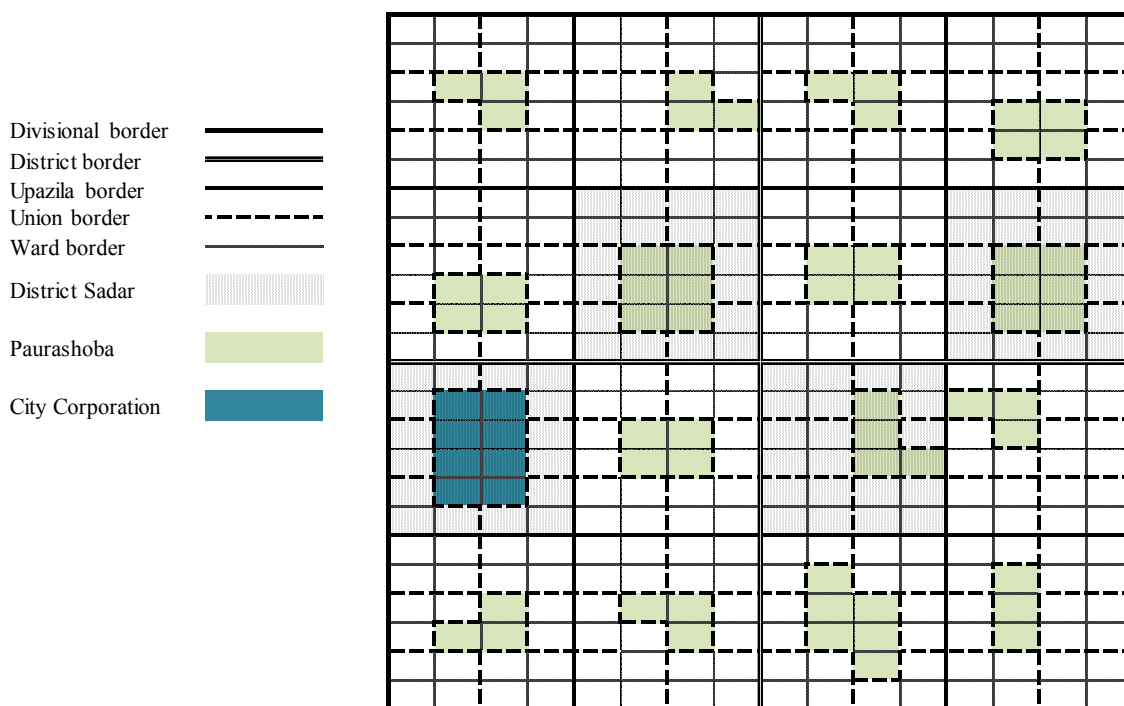
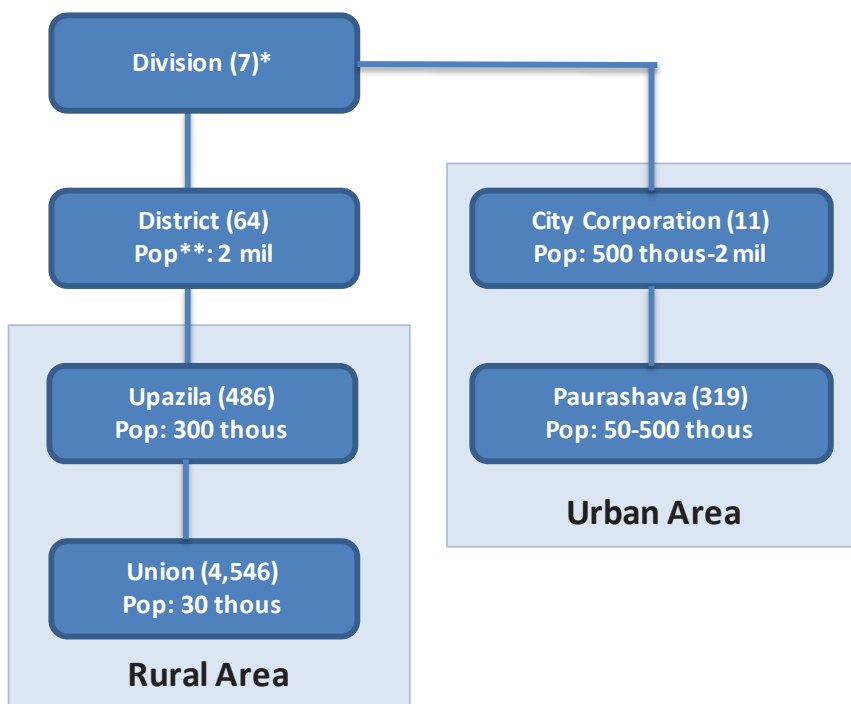


Figure 3-1: Concept of Administrative Areas

¹³ Ward is an electoral area. Political representatives are elected from each ward. Women councilors elected for reserved seats, which are one-third of the total general seats, are elected from three wards each.

¹⁴ One of the Upazila in a district is usually called “Sadar” which is the seat of district government.



Note: *Numbers in each bracket show the numbers of the municipality
 **Pop shows the size of population.

Figure 3-2: Structure and Scale of Local Governments

(4) Standing Committee in CC

Standing Committees are listed in the CC Act (page 6940, 50). As described in Table 3-6, every CC has already formed standing committees mentioned in the CC Act. Section 50, [2] of the CC Act states that “the Corporation may, according to the decisions of the Corporation meeting, constitute additional Standing Committees for such purpose as the Corporation thinks fit”. NCC has formed Standing Committees for “Women and Children Affair”, “Arbitration and Conflict Mitigation”, “Law and Discipline”, “Divorce Mitigation Affairs”, “Poverty Reduction Affairs”, “Eviction Affairs” and “Taxation Affairs”. CoCC has formed additional Standing Committees for “Transportation Affairs”.

Standing Committees basically consist of councillors, and the Mayor will be the ex official member as well. The function of the Standing Committee is to give recommendations on any decision taken by CC. A Standing Committee can invite “specialized person for any suggestion regarding respective issues” (Section 50, subsection [3] and [4]) to ask for technical advice. Recommendation given by any Standing Committee will be considered in the next meeting of the Corporation (Section 51, Subsection [2]). CC can also constitute any other committee in order to accomplish its functions (Section 52). Functions of the standing committee are not clearly mentioned in the CC Act. According to the Act, functions of the standing committee shall be determined by regulations, and the functions can be determined through general meetings of CCs until the regulations are issued (Section 51).

According to interviews from CCs’ officers, standing committees are not well functioning because there are no specific explanations regarding it in the CC Act, though the scope of the standing committee includes recommendations during CC meetings, opinions on budget estimation, and decision making on any contracts (Chapter 7, Section 50, 51, 56 and 57).

Because it has not yet been institutionalized in the process of decision making in the CCs, there is no authority in their decisions¹⁵.

Another challenge of the standing committee is that the members of the committee are not well trained with respect to the specific issues for which they are responsible, thus they are not able to give appropriate recommendations.

Table 3-6: Number of Standing Committee Members in 4 CCs

No.	Name of Standing Committee	No. of Member			
		NCC	CoCC	RpCC	GCC
1	Finance and Public Administration Affairs	4	4	3	5
2	Waste Management	4	4	3	5
3	Education	4		3	5
4	Health and Family Planning	4	4	3	5
5	Urban Planning and Development	4	4	3	6
6	Accounts and Audit	5	4	3	4
7	City Infrastructure Construction and maintenance	4	4	4	6
8	Water and Electricity	4	4	3	6
9	Social Welfare and Community Center	4	4	3	5
10	Environmental Improvement	4	4	3	5
11	Birth and Death Registration	4	4	3	6
12	Sports and Culture	5	4	3	4
13	Communication	4	-	3	4
14	Market Rate Monitoring and Control	4	4	3	5
15	Disaster Management	4	4	3	5
16	Women and Children Affairs	4			5
17	Arbitration and Conflict Mitigation	4			5
18	Law and Discipline	5			5
19	Divorce mitigation Affairs	4			5
20	Poverty Reduction Affairs	5			5
21	Eviction Affairs	9			10
22	Taxation Affairs	6			7
23	Transportation Affairs		4		5

Source: Answers to Questionnaire made by ICGP team

3.1.3 Analysis of CC's Functions and Reform Plan

(1) Function Analysis for Administrative Reform

In order to analyse functions of CC and national agencies that provide public services to citizens in CC's jurisdiction, the ICGP Team developed an analysis tool. The first sheet named "Function Performance Analysis Sheet" shows service sectors that are laid down in the Act. Following the sector and functions described in the Act, the ICGP Team analysed "detail activities" in the functions. "Responsible department" and "responsible positions" are explained. The detailed activities are also followed by "level of performance" which is assessed by officers

¹⁵ Though it is not CC or PS level but national level, for example, mal-function of standing committee was reported in New Age, on 21st Nov, Page 12, titled "No system to oversee implementation". It is said that "no system has yet been developed to find out all the recommendations which have been made by 51 parliamentary standing committees and the extent to which they have been implemented." It is also stated by the speaker that "parliament should have a system to let anyone know the state of recommendations and implementation." The article demonstrated that standing committees do not hold meetings thus they are unable to prepare report to propose the work of specific ministry. Moreover, even after the preparation of report with solid recommendations, they are not discussed in the meetings of the concerned ministries.

of responsible departments. For those functions evaluated as “moderate (M)”, “low (L)” or “None”, responsible officers provided their underlying reasons. The reasons for M, L or None are mainly insufficient manpower, equipment, skill and coordination with related agencies or citizens.

(2) Output in 5 Years

For the functions evaluated to be of less than moderate performance, the ICGP Team analysed the present situation in terms of the reasons explained in the function analysis such as insufficient manpower, equipment and so on. Against the present situation, the ICGP Team proposed the expected “5 Years Action Plan” which basically translates as the requirements of achieving the numerical indicators of the short-term and the long-term strategies of every infrastructure sector proposed in PIUCC.

(3) Administrative Reform Plan

The ICGP Team developed the sheet as a draft of the Administrative Reform Plan which is one of the outputs in ICGP (Refer to Volume 2–5). It shows applicable actions for the functions that were unsatisfactorily performed. As it is described, applicable actions are “Kaizen”, “Technology Transfer”, “Instalment of equipment”, “Increase of manpower” and “decentralization”. These items are extracted from the “5 Years Action Plan”. In other words, it can be said that the target proposed by the CC should be fulfilled by those activities.

Kaizen is, needless to say, an activity implemented as part of the project of Total Quality Management (TQM). This activity will be applied for functions which do not need any instalment of equipment or technical trainings. In other words, it means functions to be improved through their own effort and innovative actions.

The functions duplicated by national agencies, such as water supply by DPHE (CoCC, GCC and RpCC) and WASA (NCC and ChCC), and urban planning by RAJUK (NCC and GCC), are considered to be transferred to the CC, if the CC is or will be capable of providing quality service. The modality of decentralization, that is de-concentration, delegation and devolution, are also proposed for the functions of national agencies that are duplicated or insufficient. Function transfer does not always mean transfer from national agencies to each CC, but also the CC to other possible service providers such as Community Groups (CG), private organizations, NGO, associations and cooperatives.

Details of the analysis for administrative reform will be described in the following volumes as the present situation and proposed activities vary within CCs.

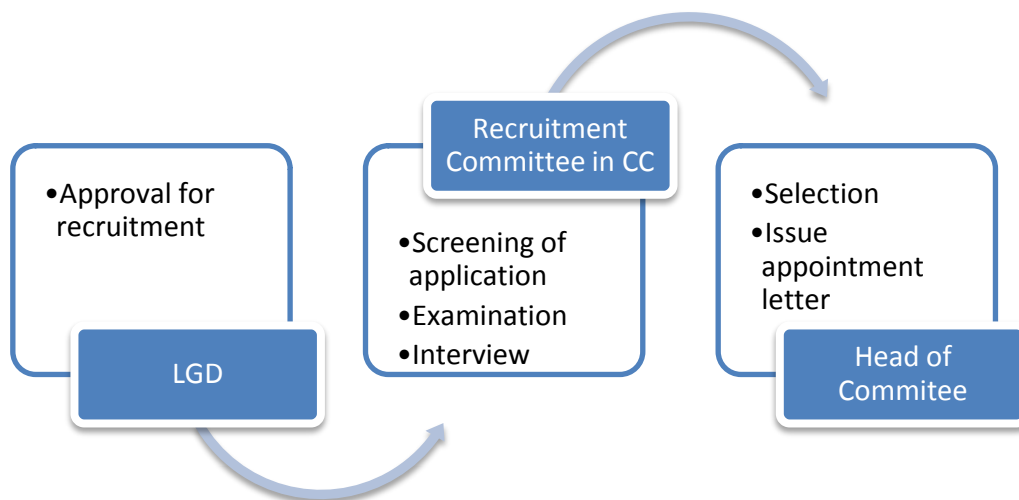
3.1.4 Administrative Procedures

(1) Recruitment Process of Officials of CC

The procedure of recruitment of CC officials slightly varies from CC to CC, but generally speaking, the recruitment process starts with the approval of LGD. The request of approval for recruitment should follow the approved organization chart. CC forms a committee for recruitment of officials/staffs. Applicants are screened through three steps at the CC level as it is described in Figure 3-3. This committee is headed by the CEO when they recruit officers whose salary scale is less than 10 grades, namely class 2, 3 and 4 employees; but it is chaired by the Mayor when they recruit officials of 3 to 9 grades with salary scales of class 1 officials.

Some high class officials such as CEO, secretary, chief revenue officer and magistrate are usually deputed from MoPA. For those officials from MoPA, the CC requests LGD to depute them to the CC. Once LGD approves the CC’s proposal, LGD requests MoPA to give approval

for deputation. Other class 1 and class 2 officers (Engineers, Doctors, Conservancy Officer, Admin/Accounts officers etc.) are recruited by the government (LGD) based on the requirements/proposal submitted by the CC.



Source: ICGP Team

Figure 3-3: Procedures of Recruitment of Class 2, 3, and 4 CC’s Officers

(2) Procedure of Making Rules, Regulations and By-laws

In order to functionalize CC’s activities, there is a provision of making rule, regulation and by-law. In the Sixth Schedule, for example, it is mentioned that the procedure of budgeting, definition of tax and fee, use and misuse of CC’s property and funds, and so on should be prescribed by rules. Generally speaking, rules are applied for internal business. Seventh Schedule describes items to be materialized by regulations such as license, control of harmful trades, infectious disease, traffic control, building control, and so on. The by-law which is prescribed in Section 122 covers functions of CCs like items in regulation in Seventh schedule. The difference between regulations and by-laws is not well defined in the Act. Rules, regulations and by-laws have not yet been issued by CCs. The procedure of making rules, regulation and by-laws are also not defined.

3.2 Present Issues on Governance

3.2.1 Present Issues

Present issues have been reviewed, and summarized as it is showed in Table 3-7. ICGP Team identified four major areas of governance issues, namely “Transparency”, “Accountability”, “Participation” and “Predictability” (Here in after, TAPP of ICGP). The ICGP Team defined objectives of each area to focus our targets to achieve in the context of inclusive city governance. Through the discussion with PIU in each CC, the ICGP Team identified predominant issues in TAPP. Making consensus with stakeholders and members of Working Group and Steering Committee, the ICGP Team has elaborated strategic topics along with the proposed issues.

(1) Transparency

Issues in transparency are unawareness of services in the CC and ignorance of city governance. In UGIIP and other projects on city governance, information technology has been introduced to disseminate information, such as website of PS. The website of CCs contains news, organization structure, development activities, budget, notice, and so on. However, the website

has not been updated regularly¹⁶; moreover, the access to the website was still limited in case of PS due to unavailability of access to internet, language barrier, computer illiteracy and so on. CCs displayed citizen charter in and out of CCs. However, it has not been updated since they have been upgraded as CCs. Grievance-Redress Cell (GRC) was set when it was PS and it is still functioning. But, according to CCs and PSs which the ICGP team visited to evaluate the activities of UGIIP, GRC is not used appropriately. Usually, citizens of CCs and PSs directly go to their councillors to make complaints or request their needs. But those who make such complaints or requests to councillors are the people who have connections with them. Thus, it can be said that GRC has not been functioning for the general public to make complaints and requests to CCs. Citizen Report Card has not been used since the end of UGIIP due to lack of budget and motivation to implement it. It is also indicated by CC officials that citizens are not aware of the Citizen Report Card, therefore people are not interested in its results. It can be said that the cycle of interactions between the CC and citizens through the tools applied by UGIIP is not well facilitated.

Apart from website of CCs, some tools of e-governance have been introduced in PSs such as the taxation and accounting system. Though the system introduced in account management supported CCs in making their work efficient, there are many other e-governance systems to make administrative procedures accountable and transparent.

(2) Accountability

One of the major issues in the accountability area is inefficiency in service providing capacity in terms of both quality and quantity. There are various providers of public services in CCs¹⁷, but there is no effective coordination among service providers. The CC, as one of the service providers, does not have enough capacity to deliver services to citizens especially in the areas newly added to the original jurisdiction. Since there is no effective coordination or any comprehensive plan, their development activities in the CC's jurisdiction are basically ad hoc or unpredictable for citizens and the private sector. National agencies also do not have long-term vision and strategies in terms of urban development, and some of them, such as RAJUK and WASA, have not improved or implemented their services especially in the CCs' jurisdiction for a long time. Regardless, there is no option but to decentralize their functions to CCs for effective implementation¹⁸.

Another issue in accountability is capacity to meet the citizens' needs. Due to lack of funds, manpower, skills, equipment and other factors, CCs are unable to implement their functions. CCs do not implement some of the functions because they have not re-organized their manpower according to the proposed organization chart¹⁹ which is designed to cover the

¹⁶ Only NCC updates its website regularly. GCC has not yet developed its website. CoCC and RpCC have websites but some of the sites are under process or not updated.

¹⁷ The national agencies that are supposed to be coordinated are mentioned in the Act. For example, concerning agencies in CoCC are listed as follows; Deputy Commissioner Office, Civil Surgeon Office, Police, RAB, LGED, DPHE, RAJUK, RHD, Bangladesh Telecommunication Company, PWD, Education Engineering Directorate, PDB, Fire Service, BRTA, Directorate of Factory and Organization Inspection, Bangladesh Railway, Primary Education Office, Cooperative Office, Relief and Rehabilitation Office, Social Welfare Office.

¹⁸ According to Daily Star, 1st Nov, the Institute of Governance Studies, BRAC University published the report titled "State of Cities: Re-thinking urban governance in Narayanganj". In this report, it is stated that "*the city corporation can play an important role to enhance the economic development of the area and this role of city corporation should be taken into consideration by the central government.*" However, it is also insisted that "*role of city government have been limited to service delivery as the city has no power or authority in dealing with the economic development plan.*" In order to strengthen the urban governance in NCC, experts suggested that a master plan should be formulated for Narayanganj City Corporation to shift its focus on service delivery to economic development.

¹⁹ Proposed organization chart is shown in Chapter 4.

functions of CCs²⁰. When the work volume and scale of CCs will become larger than that of PSs and after CCs apply the concept of inclusiveness in their development strategy, the number and skills of existing officials may be insufficient to implement activities.

(3) Participation

4 CCs have introduced a participatory approach in planning, implementation and monitoring of public services when they were supported by UGIIP. They had established CBO, WLCC and TLCC, but none of them have fully continued the participatory system since the project ended. NCC holds TLCC, but WLCCs are not so active unless there is financial and technical support by another project like UPPR. New CCs have another difficulty of sustaining participatory institution. Though there is provision of people's participation at town and ward levels in the Act of PS, it is not mentioned in the CC Act.

According to the hearing from CBOs and WLCC members including councillors, people are not motivated to participate in CBO and WLCC activities because the budget allocated to a ward is too small to implement their plan. The members of CBOs explained that they were not informed how CCs had made their decisions on development activities after CBOs submitted their plans. In other words, there is no transparent interaction between the people's plan and the CC's plan, meaning the process of decision making is vague.

(4) Predictability

In order to secure predictability, there should be a solid plan along with law enforcement. In the context of economic growth with private sector investments both national and international, CCs play a significant role as public service providers to create such an environment to establish new business for private companies. However, new CCs do not have or implement master plans; hence, development activities by the private sector have not been well controlled which has led to the mal-function of urban infrastructure such as road network, drainage network, water supply network, waste management and so on. A Master plan has been in the process of development in CoCC and RpCC, and there is a scope to make master plans for NCC and GCC apart from the Dhaka metropolitan area which includes the jurisdiction of two CCs. However, CCs do not have sufficient capacity for the implementation of the master plan due to lack of experience and budget.

Moreover, unplanned developments by private sector or business operations have caused degradation of urban environment because there is no appropriate enforcement of environmental regulations which should be the responsibility of the national agencies. There are 21 district offices of DoE which are responsible for the monitoring of environmental degradation in the district. But it does not have the capacity to oversee the environmental monitoring or to enforce regulations. CC is not responsible for such a function. The situation of urban environment is expected to be more critical in the future, until and unless either CC or DoE, or both, take special measures to prevent unplanned development with the urban area.

²⁰ Some of the functions in the CC Act will still not be covered such as fire service, plantation of trees and disaster management.

Table 3-7: Present Issues and Strategic Topics in Governance

Area	Objectives	Issues	Strategic Topics
Transparency	To increase transparency in the CC's services and create consensus between the CC and citizens	Citizens are not aware of the services offered by city corporation	Information dissemination by mass communication tool
		Ignorance of city governance	Revision of Citizen Charter
Accountability	To make sure of efficient and effective public service in infrastructure development based on a defined budget plan	Inefficient urban development activities	Coordination system in infrastructure development between CCs and related agencies
		Weak capacity to carry out functions	Capacity Development (Training for officials, organizational and institutional reform)
		Inefficient public service	Administrative reform with decentralization
		No comprehensive long-term development plan	Master Plan/Implementation of IDPCC
		Weak tax collection and management system	Tax reform and increase of tax collection
Participation	To promote citizen's involvement in policy making, implementation, monitoring and evaluation	Few opportunities for people to complain to/request city corporation	Formation of citizen's coordination committee
		Limited use of local human resource for policy and decision making	Formation of Stakeholders Coordination Committee Ensure people's participation in core areas
Predictability	To secure law enforcement and consistent budget plan	Weak Institutional or organizational capacities to enforce law, rule and regulations	Coordination for law enforcement
		Weak regulation and its enforcement for private sector activities	Capacity Development for law enforcement and law making
		Urban planning without defined budget plan	Budget planning for infrastructure development

Source: ICGP team

3.2.2 Program Settings: Achievements of 4 CCs in UGIIP

(1) Review of UGIAP

Since the beginning of the Project, the ICGP Team has started its discussion with the Project Director to define the stakeholders' meeting by carefully considering the foregoing institutions formulated through the ADB-supported "Urban Governance and Infrastructure Improvement Project (UGIIP, 2003–2009)" and its following phase known as UGIIP-II (2008–2014). These projects have been designed to adopt a performance-based allocation of investment funds while assuring the participation of diverse social layers in decision making.

Annex C-3 shows summary of evaluation of UGIIP activities in 4 CCs. It shows that 4 CCs in general fulfilled all criteria except electric bill of RpCC and e-governance in CoCC.

(2) UGIAP Activities to be Implemented without Project Assistance

The Project held a workshop to review the UGIIP on 7th April in LGED. In that workshop, the ICGP Team requested participants who had previously carried out UGIIP activities to explain the present status of each activity. As Annex C-4 shows, some activities have already been sustainably implemented.

Through workshop discussion, the ICGP Team decided the activities which should be continued by CCs on their own and the activities which should be supported by ICGP.

The project management activities such as reporting and monitoring & evaluation in the area of “Administrative Transparency” shown in Annex C-4 will not be covered by ICGP, because the CCs are capable to continue the work on their own.

In “Financial Accountability and Sustainability”, two activities were dropped from ICGIAP activities namely, computerization of accounting system and tax recording system. These computerized systems have been maintained by their own staff. Meanwhile, as it is described in “Financial Reform Program” of this chapter, ICGP will introduce an advanced system instead of the existing computerized system.

In the “Urban Planning” area, the O&M plan will be supported, but a Town Planner has already been posted in every CC.

(3) UGIAP Activities to be Supported by ICGP

Though the 4 CCs had achieved most of the requirements of UGIAP, it was demonstrated that there were constraints in implementing some activities sustainably. Thus, the CC representative who participated in the workshop proposed that major activities should be supported by ICGP. Annex C-4 also shows activities that should be continued with the support of ICGP. It also describes “lessons learnt” in each CC to justify the needs of support by ICGP and “UGIAP activities to be assisted by ICGP” that shows the activities in governance action program in ICGP.

The details are described below²¹;

Administrative Transparency

- Job descriptions were developed in UGIIP, and CC officials have still been following it. However, as 3 CCs, namely NCC, CoCC and RpCC, have already proposed their new organogram, and GCC will also propose their new organogram soon, they need to revise the job descriptions.
- The activities related to the training of city councilors and PS officials by UGIIP were highly appreciated by CC officials, and CCs claimed that the training activities should be continued. Since CCs do not secure budget from their own revenue for training purposes, CCs are not able to sustain the activities. In order to provide continuous training to CC officials and city councilors, CCs need to establish a certain body to formulate, initiate, and implement capacity development activities sustainably.
- Standing committees in CCs are not active after the UGIIP. It is said that standing committees are not active because their Terms of Reference (TOR) is still not defined. In order to activate standing committees, TOR of standing committee should be presented by CCs until official regulation for standing committee is produced by the ministry. As it is explained in this chapter, 3.1.2, (3), functions of standing committee should be reactivated and elaborated.
- E-governance is one of the activities CCs and LGE/LGED are keen to introduce in management and information dissemination. CCs have already launched their website, but there are many aspects to be improved through the e-governance system. For example, GIZ assisted Jamalpur PS and Narayanganj CC to establish a One Stop Service Centre (OSSC) or City Information Service Centre with Municipality Information Management System (MIMS). Documentation of service starts from the centre, and worked through “work flow management system”. In this system,

²¹ The activities of the financial part will be reviewed in the following section.

documents such as applications are digitized, and checked or “signed” by concerning office through network, thus citizen can start application and can receive necessary document at the centre. NCC has also established an IT training center along with the system. Citizens can receive different kinds of documents such as certificate, license, bill payments, etc. at the City Information Center. NCC rented out the space attached to the City Information Centre for the purpose of this IT training which is run by a private company. The company will provide training for NCC officials based on a certain curriculum developed by the CC and the company. The model of City Information Service Centre applied by NCC and Jamalpur PS may be introduced in other CCs.

Urban Planning

- Base map or land use map is not utilized effectively. The problem is that the base map was developed by AutoCAD, therefore, there is no geo-reference which identifies the exact location of objects on the map neither can it be used with other functions for analysis. In order to facilitate urban planning with a holistic approach, the ICGP Team proposed to initiate or update the master plan in each CC.
- Annual operation and maintenance plan has not been prepared since the end of UGIIP. Though it is a part of PS Development Plan (PDP), PDP itself has not been revised and used. In the ICGP, CCs have developed City Corporation Infrastructure Development Plan (IDPCC). Since it is designed as a rolling plan, it should be revised regularly. Moreover, IDPCC will be institutionalized in the process of development planning so that many stakeholders are involved in the monitoring and revision of IDPCC.

Citizen’s Awareness and Participation

- Citizen charter was developed during UGIIP, but has not been revised after PSs became CCs. Since the organization chart, contents of services and service fees are different from the time of PS, it should be revised.
- CCs have distributed citizen report cards, but they feel that the activity is not so effective in gathering information regarding the citizens’ needs. Thus, they proposed to revise the citizen report card to make it more effective.
- Grievance Redress Cell (GRC) was set in the CC office. However, usually people go to the mayor or councillors to make complaints about their CC’s services. On the other hand, it may have been that people who made complaints had access to local politicians. By creating awareness of GRC, there is a possibility that ordinary people with little to no access to politicians may use GRC to make complaints regarding their CC’s services or policies.
- Activities of TLCC and WLCC stopped after UGIIP. It is said that this participatory system has not yet been institutionalized by the CC Act. 4 CCs agree on reactivating TLCC and WLCC, and some of them have already initiated the meeting. Thus, this activity should be continued in ICGP; meanwhile, institutional structure and procedure should be elaborated through TCP.
- Budget proposal is compared with those of the previous years and displayed by CCs. Though all 4 CCs continue this activity, due to the significance of this activity, CCs proposed to follow it in ICGP, too.
- Mass-Communication Cell still exists in each CC, but the activity is not as active as before. In order to make MCC more functional, it was proposed that the TOR of MCC should be revised. Use of IT for mass-communication is also still limited, thus it is necessary for CCs to introduce advanced technology to improve the function.

Women's Participation

- The need for women empowerment or alleviation of the gender barrier is still high, and CCs claimed that they need to continue the Gender Action Plan. Budget for GAP were allocated during UGIIP, but there has been little to no allocation since the project. In order to mainstream the gender issue in urban development, it is necessary to continue the support as part of the project.

Integration of Urban Poor

- Formation of the Slum Improvement Committee and the Poverty Reduction Action Plan were highly appreciated not only by the urban poor but also the citizens of the wards which accommodate slum or poor areas. Though the 4 CCs have realized their goal of improvement of slum and poor areas through UGIIP, they need to expand their poverty reduction activities due to expansion of its jurisdiction.

(4) Training for PS Officials by UGIIP

As it can be seen in Annex C-5, various trainings had been given by UGIIP, such as work management, community related activity, gender issue, accounting system, engineering and poverty reduction. The trainings were mainly given by LGED. Because the subjects of trainings were directly related to UGIIP activities, they could practically implement skill and knowledge in the field. On the other hand, according to CC officials' interview, there is intense need of continuous trainings on technical skills to improve quality of services. CC officials also appreciate computerization in financial management. CCs envisage introducing information technology in other office works, thus they plan to give training on ICT to CC officials.

Chapter 4 Governance and Financial Reform Program of City Corporation: Concept and Procedures

This chapter covers Administrative Reform Plan and Amendment of Law and Governance Reform Program.

4.1 Administrative Reform Plan and Amendment of Law

Table 4-1 summarizes items for administrative reform. Items are categorized into three areas, namely, Law, Rules and Regulations, Organization, and Administrative Procedure. The items shown here are associated with the amendment of existing law or issue of bylaw, rules and regulations. The details of each item are explained below.

4.1.1 Law, Rules and Regulations

(1) Unimplemented or Weak Functions Laid Down in CC Act

Unimplemented functions such as fire service, site development and master plan are indicated in ARP. In order to realize the services to be delivered according to the functions, the formulation of a strategic plan was proposed. In the strategic plan, concerning departments, or CEO if it is related to several departments, identify constrains of functioning services, and then elaborate on its causes. CCs also make a milestone chart to achieve the strategic plan. In order to achieve the strategic plan, additional permanent or temporary authority or responsibilities should be given through notifications according to necessity.

(2) Making of Laws, Rules and Regulations

There are provisions for making rules (Section 120 [2]), regulations (Section 121 [1], [2]) and by-laws (Section 122 [1], [2]), and detailed items for rules, regulations and by-laws are also mentioned in Schedule 6, 7 and 8 respectively. However, none of the CCs has exercised the functions, thus, it is expected that LGD will guide CCs in making rules, regulations and by-laws according to the Act.

(3) Coordination, Decentralization and Partnership between CC and Other Stakeholders

As it is mentioned in Section 49, [15], government agencies can be invited to monthly corporation meetings. But as the section does not mention the purpose of involvement of national agencies in corporation meetings, coordination or cooperation between the CC and agencies does not exist. In ICGIAP, the ICGP Team proposed to establish CDCC as a platform for practical coordination between the CC and national agencies. Since it is still a project based activity, it should be given legal status when it becomes fully functional.

Coordination system between the CC and stakeholders will be established through ICGP like UGIIP. Though there is a provision of coordination with people in the PS Act, the CC Act does not have it. Thus, people's coordination system namely CSCC and WLCC should be legalized once the system is accepted by stakeholders and maintained by CCs.

The ICGP Team has conducted analysis of functions of national agencies which provide services in the jurisdiction of CCs, and proposed functions to be coordinated and decentralized (Annex D-1). Challenges, stakeholders, approaches and modality for decentralization are different between agencies and its functions. As it is explained in Chapter 3, ARC will facilitate concerning departments in preparing necessary documents and compiling them. The documents produced by ARC will be submitted to LGD to initiate discussions with related agencies and

ministries. Based on the documents prepared by ACR, LGD should examine the possibilities of decentralization with concerning agencies and ministries through inter-ministry meeting.

One of the major issues in decentralization, for example, is town planning. There is no town planning authority in the jurisdiction of CoCC and RpCC, but RAJUK is the authority to plan and regulate urban development in NCC and GCC. However, it was delineated by the two CCs' officers who stated that the malfunction of RAJUK in the cities creates mismanagement and contradiction in urban development. Both the CCs claimed that they should be the only authority to plan and implement urban development²².

Another example of possible decentralization issue is water supply. There are three service providers in the water supply sector; in case of NCC and GCC, the CC and WASA are the service providers. On the other hand, in case of CoCC and RpCC, the CC and DPHE are the service providers. WASA is the sole authority which supplies water in Dhaka north and south city corporations, a part of NCC. Chittagong WASA is responsible for water supply in ChCC. Since water supply is one of the basic human needs, NCC insists that they should be responsible for the service. A committee for the transfer of services from WASA to the CC in NCC jurisdiction has already been formed and dialogs between stakeholders are going on. Demarcation of functions between DPHE and CC is also obscure. Both can establish wells, overhead tanks and water pipes to supply water to households and commercial buildings. DPHE basically installs water supply facilities in project base and sometimes CCs are not aware of their activities.

4.1.2 Organization

(1) Revision of Organization Chart

Though new organization charts have been proposed by the new CCs, there are still some functions that may not be covered or functionally implemented such as the master plan, site development scheme, drainage scheme, and fire service. The proposed organization chart can be practical or realistic for short-term or mid-term; however, in order to achieve all functions or for functions to be decentralized in the future, they should develop a more comprehensive organization chart.

The cities in Japan that officials of LGD, LGED and CCs have visited for training purposes such as Kitakyusyu, Kobe or Toyota serve as examples for CCs in developing the future organization chart. Through bilateral cooperation between cities in Bangladesh and Japan, CCs can adopt some of the ideas of their organizational structure.

(2) Legal Status of Comprehensive Planning Unit (CPU)

ICGP Team proposed an activity in ICGIAP to establish a Comprehensive Planning Unit which will not only be responsible for town planning, but also formulation of development policy including infrastructure, health, conservancy, education and so on. This unit will also have the function to formulate development policy and make plans to realize it. This activity can give CCs an idea about the planning department which Japanese cities have. Since the unit is formed on project bases, it is necessary for CCs and LGD to consider what legal status the unit can have in the end and stipulate it in the CC Act.

²² In practice, NCC and GCC have been providing building permission. However, after the incidence of Rana Plaza, Government of Bangladesh declared that the authority of urban development should only be RAJUK under their jurisdiction until appropriate and systematic building control system is established. Due to that order, NCC and GCC have lost their authority to provide building permission in their jurisdiction.

(3) Monitoring and Evaluation of CC's Activities

Urban Wing has been recently established in LGD. It has the function of monitoring activities of CCs and PSs, but it still does not have sufficient manpower to implement its function. In order to support Urban Wing in monitoring and evaluating CC activities, it is recommended to establish a mechanism for monitoring headed by an additional secretary in Urban Wing and assisted by an official of M&E Wing in LGD and UMU in LGED.

(4) People's Participation

People's participation is promoted at the CC level, but there isn't even a specific section of officer in charge at present. Activities related to people's participation have been facilitated by the supporting staff hired on project basis in UGIIP and UPPRP. ICGP will also provide consulting service for the activity. In order to sustain people's participation at the CC level, it is necessary for CCs to establish a solid institution for people's participation.

4.1.3 Administrative Procedure

(1) Appointment of Officer, Staff and Consultant

There is a standardized procedure for recruitment of officials as explained above (3.1.4). However the procedure of screening and the selection process at the CC level is vague. In order to assure the quality of officials, staff and consultants hired by CCs, there should be specific criteria for the selection. The explicit selection procedure of candidates will also help secure transparency and accountability in the recruitment process.

(2) Prosecution for Offences against the CC Act

As it is explained in Part IV, Chapter two of the CC Act, actions to be taken against offences and procedure for penalties under the Act are laid down in the section [92] to [96]. 61 Offences under the CC Act are described in Fifth Schedule. However, these functions have not yet been implemented by CCs. In order to initiate the activities on law enforcement, particular personnel should be assigned and detailed instructions, procedures and coordination mechanism with police should also be arranged.

(3) Role of Mayor and Councillors

Regulations regarding mayors and councillors are described in Part II, Chapter Two. Detailed responsibilities are not mentioned in the Act, but issued as notification. As their daily duties, the mayor makes final decisions and approvals on any kind of administrative procedures, planning and implementation of projects of the CCs. As it is showed in Annex D-2, responsibilities of CC councillors are stipulated in the gazette provided by GOB. The main responsibility of councillors is to attend city council meetings and participate in the decision making activities of CCs. They are also responsible for making decisions as a member of the standing committee. Councillors can also be responsible for signing on some documents such as birth registration, death registration, national certificate and inheritance certificate. Councillors are also supposed to be involved in various kinds of public services such as education, public safety, environment, and social welfare and so on.

While the detailed responsibilities are described in the notification issued by the ministry, their involvement in public services are still limited. One of the causes is that the functions of the standing committees which are supposed to make plans and decisions on specific topics are still not declared, thus many of the standing committees are not functional. Another reason could be insufficient institutional arrangement to reflect needs of mass public in the policy and development plans of CCs.

Due to such conditions, the ICGP Team proposed to reactivate standing committees and revive the people's participation system in CCs. Through the implementation of these activities, it is expected that the mayor and councillors will be able to be involved in public services practically.

In order to create inclusive governance in CCs, responsibilities of the mayor and councillors can be revised. Some suggestions already given by the ARP are described above in Volume 2–5.

Table 4-1: Summary of Administrative Reform Plan

Areas	Topics	Activities	Action by
1. Laws, Rules and Regulations	1. Unimplemented or weak functions laid down in the CC Act	1. Set strategic plans to achieve functions of relevant departments and standing/special committees mentioned in the CC Act. 2. The extent of punishment is specified for each offence as laid down in schedule-5 (sec.-92) of the Act.	LGD and CC
	2. Rules, regulations and by-laws	1. Rules are made as per sec. 120(2) of the Act by the Govt. on the items laid down in schedule-6 and be published in the official Gazette. 2. Regulations are made by the CC with prior approval of the Govt. as per sec.121(1)(2) of the Act on the items laid down in schedule -7 and be published in the official Gazette. 3. By-laws are made by the CC as the order of the Govt. as per sec.122, (1) and (2) of the Act on the subjects are laid down in schedule -8 and be published in the official Gazette.	LGD and CC
	3. Co-ordination and partnership.	1. Effective co-ordination mechanism established between the CC and other Govt. agencies. 2. Established a partnership mechanism with people, the private section, and other Local Govt. Agencies.	LGD
	4. Tax and revenue.	1. Amendment of model tax schedule 2003 and CC tax rules 1986.	LGD
2. Organization	1. Organogram	1. Organogram is prepared in conformity with the functions laid down in the CC Act considering adequate staff structure.	LGD
	2. Comprehensive Planning Unit	1. Establishment of comprehensive planning unit for effective physical planning as well as building control.	LGD
	3. Functions of different Departments/sections.	1. Set functions appropriately in the relevant Departments/ sections, of the CC considering the organogram.	LGD
	4. Monitoring and Evaluation of CC activities	1. Establishment of a monitoring mechanism to support the LGD (Urban Wing) involving or composing a committee headed by an Additional Secretary (Urban Wing), an officer from Monitoring & Evaluation Wing in LGD and the Urban Management Unit (UMU) of LGED.	LGD
	5. People's participation	1. Establish section or assign officer in charge of facilitation of people's involvement.	LGD and CC
3. Administrative Procedure	1. Appointment of officer, staff and consultant.	1. The procedure for appointment of officer, staff and consultant is made as a rule by the Govt. as laid down in sec. 66 of the Act.	LGD
	2. Tax assessment procedure.	1. Prepare tax assessment manual/guideline for assessors.	LGD
	3. Prosecution for offences against CC rules	1. Specific personnel are assigned to prosecute the offender under the CC Act in the relevant court of law.	LGD and CC
	4. People's participation in policy-making and development planning procedure	1. Establish specific procedures of policy-making and development planning with involvement of the general public	LGD and CC

Source: ICGP Team

4.2 Governance Reform Program

4.2.1 Governance Reform Contents

The ICGP Team has employed the same concept and approach to improve governance of 4 target CCs though several new activities were proposed, as it will be described later, based on the analysis of the present status as mentioned above. After the review work on governance in general and achievements of UGIIP, as it is described in the final version of ICGIAP (Annex D-3), the ICGP team re-categorized the activities of UGIAP and divided newly proposed activities into “7 areas”. These areas were examined in the governance working group held on 10th February 2013. Apart from UGIIP activities, there are new activities proposed by ICGP. Major activities newly introduced are summarized below²³.

(1) Transparency

New Information Dissemination Tool

UGIIP promoted the establishment of a website of PS. NCC, RpCC and GCC already developed their website when they were PS. In order to improve or upgrade them, ICGP proposed to continue the e-governance activity and expand e-governance in office management and service delivery so that the administrative work in CCs will be more transparent and accountable. The ICGP Team also proposed to utilize other mass-communication tools for information dissemination such as SMS since many of the citizens, including low income households, have mobile phones these days in Bangladesh, especially in urban areas.

The ICGP Team implemented a pilot SMS information dissemination for around 4,400 citizens in NCC. As it is described in 1.3 of this report, it is confirmed that SMS is an effective tool for information dissemination. Most of the citizens who had received the SMS were satisfied with it, and expressed desire for more services through SMS. It is also recommended to use this tool for registration, IVR, Push-Pull system, tax payment and so on. Thus, SMS will be one of the strongest tools to improve people’s right to access information.

(2) Accountability

Coordination system in Urban Development between CCs and Related Agencies

Lack of coordination between CCs and related agencies is one of the main issues in city corporations. National agencies such as LGED, DPHE, RAJUK (in NCC and GCC), Dhaka WASA (in NCC and GCC), RHD and others provide services to citizens in CCs. Due to lack of coordination between CC and these national agencies, ineffective service delivery is observed. For example, building permission is given by the CC and RAJUK in NCC and GCC, thus sometimes the CCs are not aware of building constructions undertaken within their jurisdictions²⁴. Moreover, with regards to infrastructure development, it sometimes happens that a road renovated by the CC is re-excavated by other agencies for some other purpose such as installation of water pipe or telephone line.

In order to avoid inefficiency in public service delivery, the ICGP Team proposed to form a committee for coordination between CCs and national agencies, named City Development

²³ Finance and participation parts are discussed in the following sections.

²⁴ Building collapse, which happened in Savar pauroshava on 24th April, is one of the symbolic tragedies in rapid urbanization and lack of governance in the metropolitan area. There is no doubt that engineering defects caused the devastating collapse. However, no one believes that as the main factor since there were many other factors involved in this catastrophic event, such as inadequacy of the authority to give building permission and to monitor from an engineering standpoint, corrupt attitude of the building owner, local government officials, and political network behind the building owner (the Star, 3rd May, 2013, p. 8–15, Daily Star, May 6th, p14).

Coordination Committee (CDCC). CDCC holds quarterly meetings, and share plans of each activity and discuss issues related to public services with concerning agencies.

A Pilot activity was implemented to assess the function of CDCC in CoCC. A consultant conducted a questionnaire survey of 24 national agencies on the needs of coordination with CCs and the issues to be coordinated. Then, based on the answer to the questionnaire, they held CDCC two times. Most national agencies invited by CoCC agreed to have CDCC to coordinate matters related to urban development. It is recommended to hold CDCC 4 times a year. Since it is difficult to share information of 24 national agencies at a time, it is also recommended to make a task force for specific issues to be coordinated. Thus, CDCC with full members will be held at the beginning and the end of each year, and meetings of the task force will be substituted for full member CDCC. Based on the recommendations, concrete guidelines for CDCC should be developed.

Administrative Reform with Decentralization

Administrative reform has always been a critical issue for the improvement of public services²⁵. Annex D-4 shows the policies related to decentralization proposed or implemented by the regimes since the independence. The ICGP Team proposes in ICGIAP to form a committee named Administrative Reform Committee (ARC). It will be established in the CC²⁶ to facilitate Administrative Reform Plan (ARP) formulated in this project. In the ARP, which will be explained in the following chapters and volumes, applicable activities are shown. “Kaizen”²⁷, “technology transfer”, “appointment of officer and installation of equipment” are the main activities.

ARP also demonstrates functions to be decentralized. There are three levels of decentralization namely “de-concentration”, “delegation” and “devolution”. “De-concentration” means to transfer an officer responsible for specific functions from the national level to the local level. Thus, the function still belongs to the national government; it is just implemented by national government officers posted at the local level. “Delegation” means to assign functions from the national government to the local government²⁸. In other words, the function is still not fully transferred to the local government, but just assigned. It will be conducted by local government officers and the national government will be accountable for the function. “Devolution” means to transfer power to the local government. The local government is fully accountable for the function.

Decentralization not only deals with transfer from national to local, but also the internal aspects of the local government. For example, due to concentration of authority among the mayor and top level officers in the CC, inefficiency in service delivery is observed. Thus, some functions to be performed by top level officers are proposed to be delegated to the lower level. There are some functions which the CC can transfer to other stakeholders such as councillors, community based organizations, and NGOs.

²⁵ Zafarullah demonstrated that administrative reform was initiated by several regimes and major donors also conducted survey on public administration or governance but none of the reform plans or recommendations were implemented (Administrative Reform in Bangladesh: An Unfinished Agenda, Zafarullah, Habib, 2002, p. 50–72)

²⁶ ARC could be formed in Urban Wing if it is responsible for assisting city corporations to function as autonomous entity.

²⁷ It is known as an approach to improve work. The concept is to improve their work in terms of effectiveness without large amount of investment. Since JICA has been implementing Kaizen training through TQM project, officers in CCs and councilors can be trained by participating in the program.

²⁸ Assigning functions was common practice in Japan, but it had been abolished to decentralize power from central to local. It is proposed by JICA that system of assigned functions could be used in a country where the local government is still not fully strengthened. By assigning function to the local government, the national government can transfer knowledge and technical skills to local government officers.

There are activities which will be achieved by the CC, such as capacity development with trainings and installation of equipment, but some activities, such as the decentralization issue, should be facilitated at the ministry level. The role of ARC is to facilitate capacity development and to prepare documents which justify decentralization of functions and coordination with national agencies.

Capacity Development

There were training programs for PS officers in UGIIP as shown in Annex C-5; however, after enquiry from CCs, it was not sufficient to improve capacity to deliver services. CCs also proposed to develop continuous training program for officers of all levels.

In order to meet the demand of capacity development of CCs and councillors, the ICGP Team has proposed to establish a Capacity Development Unit (CDU) which is to organize training programs. The contents of training will be proposed by each department according to ARP. The proposed training items will be compiled by CDU and the Unit will also organize training courses with training providers such as LGED, NILG, DPHE, WASA, NGOs and other institutions.

The ICGP Team implemented a trial Kaizen activity in GCC. By the support of officials of NILG, one of the partner organizations of the TQM project supported by JICA, GCC officials conducted the activity in 4 areas, namely road, drainage, solid waste management and water supply. As it is summarized in Chapter 1, section 1.3, certain impacts of Kaizen activities were observed, and officials of GCC involved in Kaizen activities found usefulness of this approach to improve their services. Generally speaking, Kaizen can be recognized as an essential activity to improve public services.

Concept of Capacity Development Unit CDU

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

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

CDU is proposed to establish institutional settings to develop the training program and to ensure sustainability of the program for the local government. As it is explained in ICGIAP Activity 2.4, CDU consists of top management officers such as CEO, secretary and other head of departments. It will analyze the needs of training through ARP. It will formulate technical training with training providers such as NILG, LGED, DPHE, private institutes, NGO and so on. It will also promote Kaizen activities with those who received Kaizen training. At the end of the fiscal year, it will evaluate training activities and performance of officials who received the training. After standardizing the training program, a committee for capacity development should be established at the central level which will develop training module and guidelines for CDU activities.

Comprehensive Planning Unit

Vision and mission were set during UGIIP, but there were no practical means of achieving it. UGIIP usually use their vision to select proposed subprojects, but not to make policy. The idea of comprehensive planning stems from New Public Management (NPM). In this concept, the local government is not just a service provider which the central government has assigned service delivery function to, but a policy-oriented organization which constitutes projects to achieve their policy and mobilize resources of different departments. Having a comprehensive planning unit which includes all the heads of departments, CCs will be able to formulate department wide projects.

One of the activities in UGIIP was to assign a town planner; therefore, every CC has a permanent town planner. However, as insisted by CCs, it is difficult for only one town planner to produce development plans for the whole CC and control urban development. In order to realize their vision, it is highly recommended to establish a comprehensive planning unit. The unit for comprehensive planning may be set in the initial stage and may facilitate the ministry in assigning proposed officials such as senior town planner, architect, GIS operator and surveyors. In order to establish a capable department for urban planning, technical trainings are expected to be provided by JICA loan projects that will apply ICGIAP.

(3) Participation

People's Participation in Public Services²⁹

As it was formed in PS by UGIIP, ICGP also proposed to establish a system for people's participation. Town Level Coordination Committee will be reformed as Civil Society Coordination Committee, and size, member and TOR will be revised. Comparison of TLCC and CSCC is described in Annex D-5. WLCC will remain as it is, but their functions should be reactivated. There are contradictive opinions on CBO activities in terms of governance. Through a field visit to observe activities of CBO on 29th April in Bogra district, CBO can show that they can take some responsibilities in public services. CBO also could be able to organize waste transportation from the primary collection points to secondary collection points. On the other hand, it was also explained by CC officers that many CBOs could not sustain their activities after UGIIP.

Pilot activity of Community Groups was conducted in CoCC. 6 community groups were organized for the pilot activity. Two are estates communities which are rather association type organizations rather than traditional institutions and others are communities of existing para (settlement) which are traditional institutions. Three CGs (two traditional and one estate association) conducted cleaning of drainage, and other three conducted garbage collection from households. As it is demonstrated in Chapter 1, section 1.3, it may be difficult to realize the involvement of communities in public services all at once. It will be worthwhile to start working with potential community groups or civil societies for improvement of public services.

(4) Predictability

Urban Planning and Environmental Conservation

Urban planning is one of the significant issues in UGIIP. 'Class A' PS under UGIIP recruited an urban planner as a permanent official to make base map and land use map. However, due to lack of skills, equipment, and manpower to support the town planner, PSs were not able to utilize maps produced through the project appropriately. Moreover, PSs could not implement urban development based on the maps they produced because of no presence of a master plan.

²⁹ Details of approaches for citizen's participation will be described in 4.2.2.

Since 4 CCs have already proposed a new organization chart which includes increase of manpower in the Town Planning section, insufficiency in manpower is supposed to be resolved. Preparation of a master plan has been in the process in CoCC and RpCC by the initiative of LGED, and NCC and GCC have also been negotiating with concerning national agencies regarding the responsibility of urban planning. These two CCs are also expected to have the function of making and implementing a master plan. In order to facilitate the preparation of a master plan and its use, the ICGP Team proposed the activity related to the master plan and building control. It is also proposed that the CCs should undertake development planning based on IDPCC which will be revised regularly according to the guidelines.

The environment issue is another item used to maintain predictability in urban development. Due to unplanned development by the private sector and ignorance of the environmental regulation, it is said that the environment of urban area has been dramatically degrading. In order to ensure the sustainability of development activities, the functions of the national environmental Act and environmental framework developed by ICGP is followed.

Improvement of Urban Environment

Environment is one of the critical issues in urban areas, thus the activities in the implementation of environment regulation, solid waste management, and improvement of sanitary situation are proposed.

Enhancing the environmental regulation, the ICGP Team suggests assigning an officer in charge who observes illegal development activities in terms of environment. Sanitary situation will be improved by increasing the number of public toilets. CC creates awareness for waste collection, 3R and cleaning residential areas among communities, and expands coverage of services for solid waste collection.

Law Enforcement

Law enforcement is a new activity after UGIIP. CC will implement a master plan and make laws to regulate development, traffic, uses of public space, and so on, together with the environmental regulation mentioned above. It is said that CCs have laws but do not have the capacity to implement them. Thus, there is no practical regulation related to activities of the private sector.

Law enforcement is one of most critical issues in urban development because illegal development activities have not been well controlled due to insufficient law enforcement capacity. The causes of lack of law enforcement in urban area are that there is no effective coordination between CCs and the police authority which is under Deputy Commissioner, and CCs have not exercised bylaw making for regulations. Thus, the ICGP Team proposes to form Law Enforcement Committee which creates better communication between CCs and the police authority. Each CC has a standing committee for law and discipline but there are no specific TOR and activities. Thus, ICGP has planned to conduct capacity development of the standing committee in ICGIAP so that councillors can propose new regulations to control urban development and other issues.

4.2.2 Participation and Involvement of Citizens

It has been long since the word “Participation” has become popular in the world of development. However, in practice, the definitions, or general perceptions toward the word “participation” vary in many ways. In some cases, the word merely indicates a limited sense of involvement, i.e., attendance at a meeting, or refers to a passive practice, i.e. responding to interviews and/or

questionnaires, in the other cases, the term can scope a broader and more dynamic process which could result in some social change.

In this small section, among the above mentioned varieties of definitions, two aspects of Participation, that are, “participation in planning” and “collaboration in public service delivery” are highlighted.

(1) Participation in Planning

As it will be discussed in Chapter 4, a draft action program of CCs in the field of Governance and Financial Reform are summarized as Inclusive City Governance Improvement Action Program (ICGIAP). Thus, in this section, a potential flow of citizen participation in planning can be shown in line with the proposed provisions of ICGIAP.

In practice of the formation process of IDPCC, ICGP has partly developed a flow of participation in planning, though with only a limited focus on PIUCC, Civil Society Coordination Committee (CSCC, also known as Stakeholder Meeting), and Mayor and CC Executives. For a more appropriate and active mechanism, however, several institutions at various levels are suggested as imperative players for good governance to take place in ICGIAP.

Figure 4-1 on the following page illustrates a conceptual mechanism of Citizen Participation in Planning. The structure consists of all different layers of organizations/institutions from the bottom to the top, that are, Community Groups/citizens, WLCC, Standing committee, PIU, City Development Coordination Committee (CDCC), CSCC, City Meeting, Mass public meeting, and Mayor with CC Executives.

Regarding the definition of Community groups, as already discussed in the Inception Report, the ICGP Team has decided to broaden the scope of “Community” not only to “CBOs” that were established by previous UGGIP 2, but to Community Groups in a broader sense that are formulated voluntarily and/or traditionally, based on the territorial and/or vocational connections in most cases. These groups may include:

- | | |
|----------------------------------|----------------------------|
| ✓ Community Based Organization | ✓ Youth association |
| ✓ House owners association | ✓ Women’s association |
| ✓ Garbage collection association | ✓ Teachers association |
| ✓ Rickshaw pullers union | ✓ Mosque maintaining group |
| ✓ Farmers’ cooperative | ✓ Cricket team |
| ✓ Merchants group | ✓ Others |
| ✓ Housing estate association | |

In this proposed mechanism, initially, WLCC would be the first gate at the grass-root level, for most of the citizens and community groups to present their needs in planning. WLCC is organized in every ward and meets regularly to discuss important issues of the ward including infrastructure and public services. The councilors are supposed to chair the meeting and coordinate collaboration between the CC administration and community groups. In other words, WLCC would be the place for citizens to express and discuss and for councilors to attend and explore ideas and seeds of development.

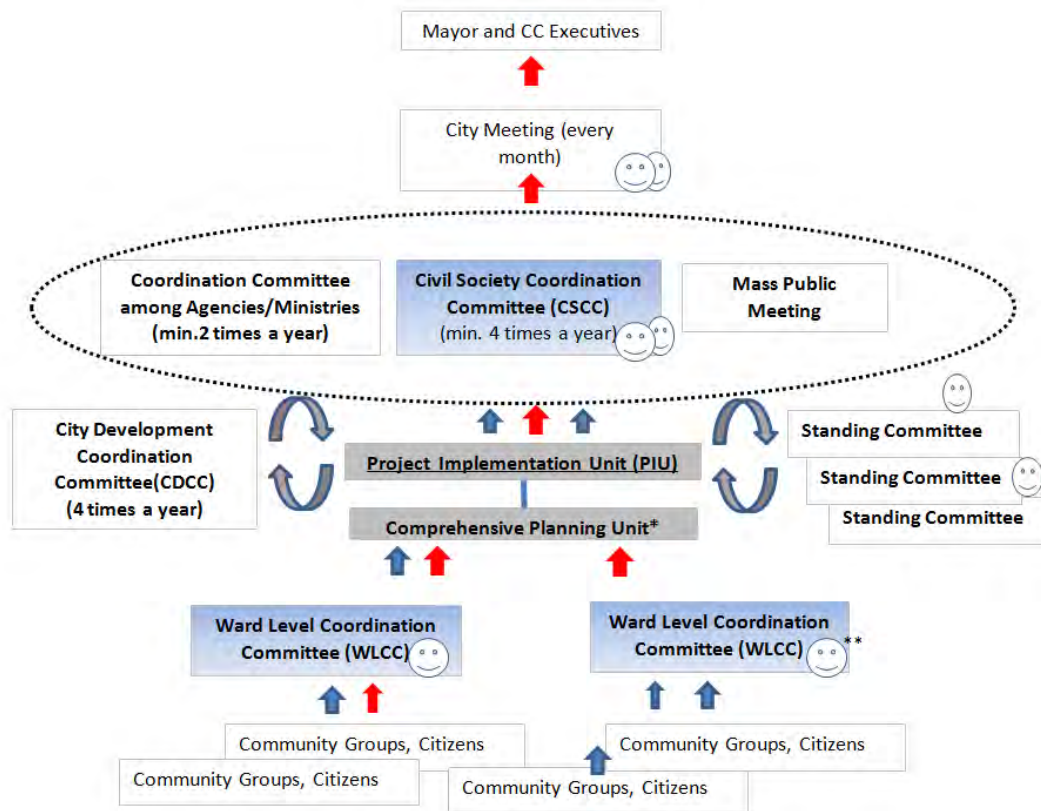
ICGIAP proposed a minimum requirement for WLCC which is to be observed till the end of the 1st batch. The requirement is that “one-fourths of WLCC shall be held on regular basis on any common issue regarding basic services by CCs. Still, it would be ideal if WLCC, even if in the long run, would become a more active institution to attend to not only infrastructures, or a

narrowly-defined planning, but also other development issues in a broader sense and scope, such as, social, medical, educational, economic, cultural, or even morale/value-oriented issues.

In this regard, the role and functions of councilors, as ward representatives, or even chairpersons for WLCC in some cases, would also become quite crucial. In practice, however, there are difficulties and obstacles faced by them in attending to the voices and petitions of the community. Therefore, capacity development for the councilors as facilitators would become a crucial pillar in making this structure work in a true sense. Running a series of WLCC for the councilors would transform into opportunities in terms of enhancing the capacity of the councilors themselves.

The ICGIAP also recommends “activating standing committees.” As per City Corporation Act (2009), the standing committees are supposed to be constituted with tenures ranging from six months to two years to deal with development issues respectively (see, Table 3-6).

The ICGP Team has suggested that the standing committees should have more frequent opportunities to be an active part of the community. The standing committees are formulated for the above-mentioned development issues and consisted of selected councilors. In other words, the committees are considered as the organizations representing public opinions on each issue. The standing committees should become an imperative component for the City Administration, or PIU (or Comprehensive Planning Unit as suggested) to explore the grass-root needs and turn these needs into ideas for planning. The members of the standing committee are requested to provide advice from perspectives of both the local representatives as well as the experts of the concerned issues. At the same time, the CDCCs and/or officers and engineers of the concerned departments should be invited to give advice according to their perspectives. At this stage, it is strongly recommended that the exchange of ideas/information for planning take place back and forth several times until a plan is devised and not just once or in a single direction.



*ICGIAP proposes a setting up of Comprehensive Planning Unit-CPU as a subsequent institution of PIU of ICGP (Prep) and also as the primary institutional body for pursuing a broader, comprehensive city planning.
 **The human face icon represents “participation of councilors.”
 Source: ICGP Team

Figure 4-1: Conceptual Mechanism of Participation in Planning for ICGIAP

Until PIU (or CPU) is set up, CSCC has been established as an official opportunity for proposal, discussion and approval of development issues and plans. The draft of ICGIAP proposes the composition of CSCC, setting the maximum number of members as 100, and states that CSCC should be held “at least four (4) times per year” and its meeting minutes should be prepared. However, in order to realize this proposal in a more effective way, further considerations would be necessary from different aspects on CSCC: its functions, internal mechanism, and also facilitation skills that would be required by the chairpersons of CSCC.

Apart from CSCC, City Meeting is established directly under the Mayor and CC Executives as the supreme body of decision making. CCs hold regular monthly meetings which consist of the mayor, CC executive officers, councilors and others. This meeting shall mediate the different interests and plans that are discussed in the lower committees (both WLCC and CSCC), then endorse the results as policies.

(2) Collaboration in Public Service Delivery

During the previous reporting period, in preparation of ICGIAP, the ICGP Team of governance and finance along with PIUCC compiled the concepts of all 4 targeted CCs into a spreadsheet to glance over the current status/issues and possible work plan of the next 5 years that will lead to ARP for each CC. Table 4-2 is an abstract of the joint work, for the CCs to understand what the roles and functions of the “Community” are, especially in the Infrastructure sectors.

Table 4-2: Functions Expected from “Community” Shown in ARP

Infrastructure Topic / Strategy	Functions provided in CC Act	Detail Functions	Responsible Dept./Sec	"Community" shown in ARP (as of May 2013)			
				NCC	CoCC	RCC	GCC
Drainage	Construct drainage system & maintaining (8.7)	Clearing of public drainage			○		
Solid Waste	Removal, collection and disposal of waste (1.4, 1.5, 1.6, 1.7)	Collect waste from households	Conservancy dept. and CBO	○	○	○	
		Collect waste from commercial buildings and industrial area		○			
		Site selection and install dustbins	Conservancy dept.	○	○		
		Monitor the Cleaning work	Conservancy dept.	○	○		
		Monitor waste collection from the dumping station	Conservancy dept. and CBO	○	○		
Community Center	Serve the people's community purpose		Engineering&Planning				✓
Road and Footpath	Construction and maintenance of Road and Footpath under CC (18.1)	Monitor maintenance of private streets, and instruct according to by-law	Eng. Dept. (Civil section)		○		
		Monitor road conditions	Eng. Dept. (Civil section) Councilor	○	○		
Water Supply	Water Collection, Supply & Management (8.1, 8.3)	Monitor entire water supply system	Water supply section		○		
Street Lighting	Street lighting (18.12, 18.13)	Maintenance of street lighting	Electrical section		○		
		Monitor street lighting	Electrical section	○	○		
Public Toilet	Management of public toilet in private sector (1.9, 1.10)	Site selection		○ (with Councilor)			
		Supervise private sector to provide, maintain and remove public toilets	Eng. Dept.		○		
		Monitor public toilets managed by private sector	Eng. Dept.	○	○		
Beautification Sculpture Monument, Water fountain	Beautification of road	Collect ideas for beautification	Eng. Dept.		○		

Source: ICGP Team

The results indicate that there are only a few sectors which are expected to require collaboration among communities. These sectors are: solid waste management, road and footpath, water supply, street lightning, public toilets, and beautification. Also, most CCs recognize that participation of communities is only required in the “location selection” stage in most sectors. The only exception is “solid waste management,” where most activities/functions are expected to be undertaken by the communities.

The findings from pilot project in CoCC: Action Research for Collaboration between Community Organizations and CoCC

In order to find out good practices of collaboration in public service delivery, an action research has been started since June 2013. After the selection process, CBSG, a national NGO, was selected as the implementing NGO.

In line with the findings as described in the previous section, there are several sectors which are potential sectors for pilot project activities. These sectors are: solid waste management, drainage, footpath/walkway and street lights. Among them, solid waste management and cleaning drainage have been selected by all the community groups. In the following paragraphs, the developments and some findings of the reporting period are summarized.

Through several meetings and discussions between CBSG, ICGP Team and CoCC, Ward No.18 was selected as a target ward. Also, two councilors, Mr. Sawkat Akber and Mr. Hosne Ara Begun were nominated as ward representatives for the PP activities. Dr. Abdus Smad Fakir, Medical officer, was assigned as the focal person in charge of CoCC and conservancy services.

According to CBSG's report, among the 27 wards of CoCC, Ward No. 18 has the largest area consisting of 9 paras, having an approximate population of 25,000 and 4,500 households. The ward is located on the outskirts of the CoCC with a combination of both urban and rural characteristics. In the southern part the ward boasts "the biggest, well planned residential area of CoCC with about 520 residential plots." The heart of this area is called "Housing Estates," which was developed in 1960s by the National Housing Department and is still under the same department. Due to its background, the CBSG report points out that:

...people in this area do not pay holding tax to the city corporation, though they are voters of the corporation. There has been some administrative tussle going on between the city corporation and the national housing department for some time."(CBSG, First Progress Report, p. 4)

On the other hand, in the northern part there are areas where "majority of the population is generally poor, have low level of education and live in slums or impoverished housing conditions" (CBSG report).

CBSG has listed 17 major community groups found in the ward that include traditional types of self-help *samity* groups, Club, cultural organization, housing estates associations, and CBOs organized by the donor funded projects.

...a number of these organizations is developed with external project support especially from UGIIP -2 and UPPR. There are as many as four CBOs in the area which were established with UGIIP support. Similarly there are seven CDCs that are established and currently supported by the UPPR project. Significant overlap has been noticed between CBOs and CDC in terms of membership and area of work. However, separate legal identity is maintained. (CBSG, First Progress Report, p.8)

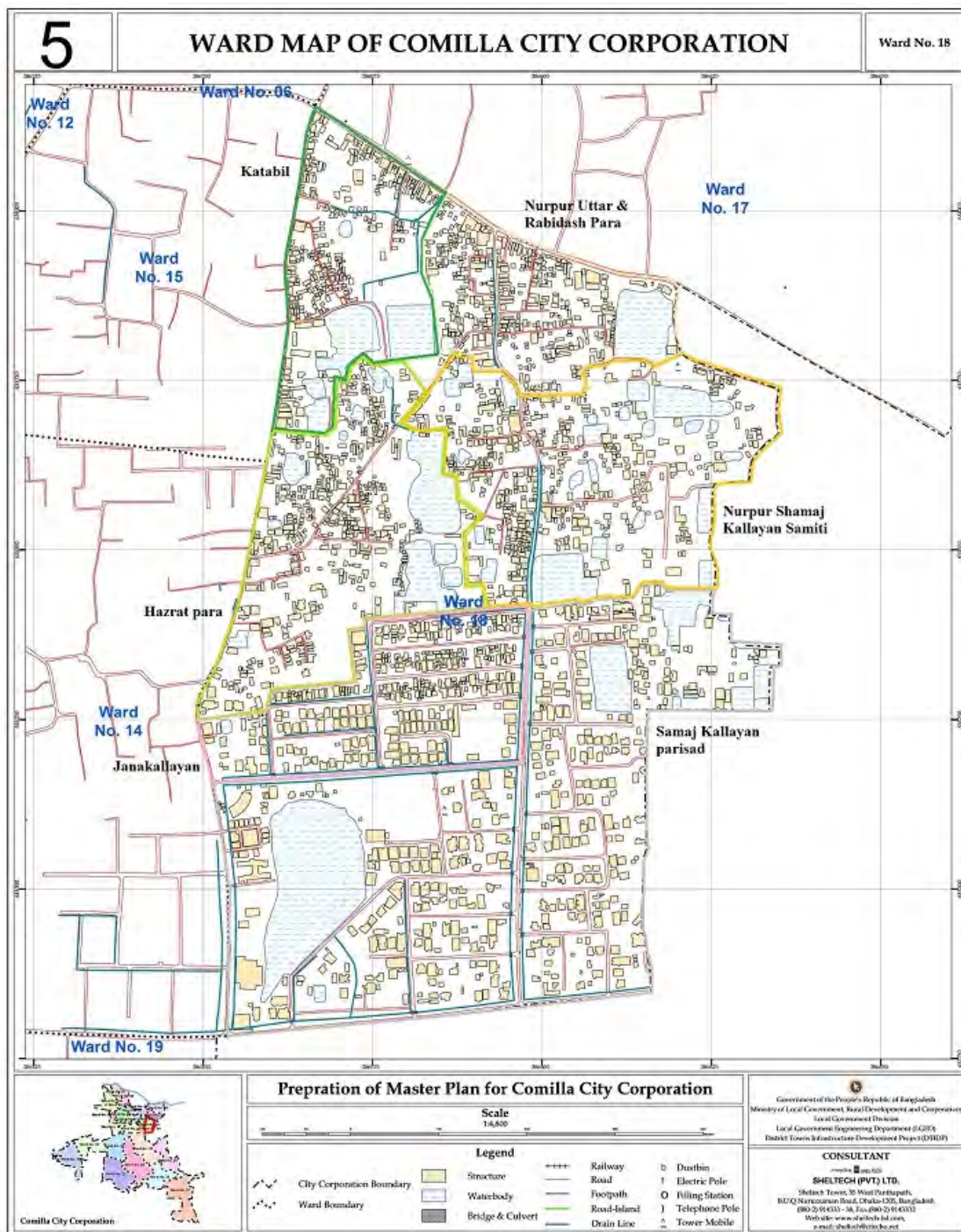
Thus, during this reporting period, CBSG has proposed to divide Ward 18 into six (6) coverage areas so that the entire geographical area would be filled. The original 17 CGs were assessed by its performance and functions and categorized into these 6 areas respectively. The following table shows the categorized areas, the number of households, and the representative CGs.

Table 4-3: The Six (6) Targeted Area-Groups of Ward 18 (CoCC)

Sl. No	Categorized 6 area-groups for the action research	Name of sub Para	No. of HHs	Selected core community groups in the area group
1	Katabil	Katabil Uttar Para	189	Katabil Sarder Parishad (Traditional Samity)
		Katabil Dhakkin Para	120	
		Sub Total :	309	
2	Hazrat Para	Hazrat Para North	289	Hazrat Para CDC(former CBO)
		Hazrat Para South	300	
		Nomoshuddra Para	70	
		Sub Total :	659	
3	Janakallayan	H.E. Jana kallon Porished Block-	481	Housing Estate Jana kallon Parishad Block-3 (HE)
		Sub Total :	481	
4	Samaj Kallyan Parisad	H.E. kallon Porished Block-2	500	Housing Estate kallon Parishad Block-2,4(HE)
		H.E. kallon Porished Block-4	600	
		Sub Total :	1100	
5	Nurpur Shamajkallayan Samiti	South Nurpur Para	450	Nurpur samag kallyan samity (Traditional Samity)
		West Nurpur Para	450	
		Sub Total :	900	
6	Nurpur Uttar and Rabidas Para	North Nurpur Para	550	Nurpur North & Robi Das CDC(former CBO)
		Robi das Para	73	
		Sub Total :	623	
Grand Total :			4072	

Source: ICGP Team

The locations of these area-groups in ward 18 are plotted on the following map (Map 8.e).



Source: CGSG

Figure 4-2: Locations of Six Targeted Area-Groups of Ward 18 (CoCC)

In August, ICGP together with CBSG identified problems faced by both sectors of SWM and drainage cleaning. Based on some interviews with officials and councilors and field-observations, the following views were pointed out:

- Garbage is collected once a week by the City Corporation which is why garbage piles up on road sides and thrown into the drains;
- Almost 90% of the 250 tertiary drains are filled with garbage;
- There are ten cleaners who are assigned to ward no. 16, 17 and 18. However, currently their work-shift on duty stations are only based on the ad-hoc requests made to the councilors. There has not been any systematic work schedule or general needs survey for such planning.
- Due to lack of follow-up plans, CBOs and CDCs fail to carry out garbage collection activities;
- Low quality vans were provided by UGIIP and CoCC, the maintenance cost of which was too high and as a result it was difficult to operate them with community contributions;
- No awareness program was taken by CoCC under UGIIP. Community members and CBOs were not motivated to operate such types of activities.

(Source: ICGP, Visit Report to CoCC)

Thus, based on the above mentioned analysis, CBSG and the ICGP Team, jointly with CoCC have developed the plans of collaboration and contracts. The activities, which are common for all the CGs, include:

- Operation of three garbage van;
- Recruitment of garbage collectors from local community;
- Introduction and management of public cleaning service;
- Community level awareness and sharing meeting;
- Monthly scheme review meeting;
- Selection of drain/drains to be cleaned and scheme maps;
- Community organization scheme monitoring meeting;
- Monthly coordination meeting with Ward counselor and Medical Officer

(Source: CBSG, "Pilot Scheme Development" Notes)

On 1st October 2013, the inauguration ceremony for the PP project was organized. Though the remaining period of the PP activity is in itself quite limited, planned activities both at community levels and CoCC will provide some lessons and findings for recommendations.

4.2.3 Capacity Development

(1) Approaches for Capacity Development

In this section, the ICGP Team elaborates on approaches for capacity development activities based on the results of analysis in terms of Human Resource Development. These observations have been developed out of joint work between the ICGP Team and each CC on Governance through development of ARP. In the ARPs, the joint working groups at the targeted CCs with ICGP attempted to identify possible reasons/backgrounds why performance of some public services is yet to be optimized and to suggest any countermeasures.

There is no section or department of human resource management at the CC level. Thus, as it is described in this chapter, the ICGP Team proposed in ICGIAP to form a Capacity Development Unit (CDU) in each CC as a part of ICGIAP activities.

Three selected aspects, namely (1) Kaizen, (2) technical training, and (3) assignment of necessary manpower and (4) installation of equipment, are crucial for capacity enhancement of all CCs. Without capacity development, any type of decentralization will not be successful.

Kaizen

Among the applicable activities in ARP, four of them directly concern capacity development of CCs. As already explained above, Kaizen is the activity to be initiated by the CC itself after the training promoted through the TQM project. The targeted CCs had already developed job descriptions of all position when they used to be PS. But new job descriptions must be developed for new positions given in the new organization chart. In the Kaizen activity, task analysis will be the first step to improve their daily work and elaborate on specific responsibilities and roles in each detail activity depicted in ARP. Through regular Kaizen initiatives, mind-set for continuous improvement in activities and work station shall be cultivated, leading to consistent, voluntary Kaizen activities.

Technical Training

There are some activities which need to be supported through technology transfer. Technical trainings are usually provided by LGED. However, there is no consistent training program. It seems that the technical trainings organized by LGED are basically project based. Summarizing ARP produced by the targeted CCs, integrated training programs to meet the basic needs of skill training can be organized. Since there are differences in training needs of CCs, on-demand training courses are recommended. As there are several organizations to provide training to local government officials, CDU will be the coordination body between the CC and the training institutions. UMSU of LGED and other organizations may consider the possibility of organizing technical training programs to meet broader demands of training.

Manpower and Equipment

New CCs have already proposed a new organization chart. The proposed number of officers varies from CC to CC, but obviously for most CCs, insufficient manpower is noted. In ARP, they proposed a desirable number of officers for the positions in accordance with their proposed organization chart. Once approved by LGD Ministry of Public Administration and Ministry of Finance, CCs will start recruiting officers. The recruitment process will take place according to their financial capacity.

In order to achieve the numerical indicators proposed for infrastructure activities, CCs require appropriate equipment. For town planning service, for example, they require personal computer with GIS software and Auto CAD to manage maps and geographic data. The Engineering Department proposed to install machineries for construction work. Though construction works are done by contractors. But local contractors sometimes do not own or cannot arrange appropriate machineries; hence the CC leases these machineries to control quality. Vehicle and motorcycles are also proposed as necessary input to improve their mobility.

In order to meet the urgent needs of equipment especially for facilitating development activities supported by ICGP (Loan), the ICGP Team produced a list of equipment as shown in Chapter 6.

(2) Trainings Organized by ICGP

Supporting the activity of CDU to meet urgent needs of CCs in implementing development activities and governance improvement, the ICGP Team developed a list of trainings especially for ICGP activities.

Annex D-6 shows a list of necessary capacity development activities as area, sub-area, theme, target, demarcation in implementation, and potential supporters according to the phases. The list includes kick-off meeting, workshop, orientation, preparatory meetings, OJT through project implementation, let alone capacity building training in general terms. In the Annex D-7, a draft

of cost estimation can be shown though the estimations are made simply in reference to the foregoing JICA TA in Governance or NOBIDEP.

Three areas of work (Project Management, Governance, and Engineering) are selected as major targeted areas. The list is drafted for the concerned targeted personnel, such as LGED and government officials, Mayors, Councilors, CEOs, CC officials and staff, Heads of departments, and other related stakeholders to execute the activities suggested in ICGIAP. Especially for the essential activities closely related to institutionalization, imperative for close and sustainable consultation and the technical assistance approaches can be effective and useful. For example, for the activities of “setting up a ‘comprehensive planning unit (proposed in 2.6),” a series of activities regarding financial reforms and participatory planning can be effective and useful.

For the management of training, at the central level, PMO from the project will be responsible. On the other hand, at each CC level, CDU would be able to manage the series of training with the assistance of assigned consultants funded by PMO.

Chapter 5 Public Finance in City Corporations

This chapter elaborates on the current financial status of four CCs and its recommendations.

5.1 Summary of Financial Status in Four CCs

5.1.1 Ratio of CC's Own Source to Total Revenues of CC

The extent of autonomy depends on the extent to which CCs as local bodies can raise revenues independently and allocate their resources for expenditure. However, for all four CCs except ChCC, the ratio of each CC's *own source* doesn't account for a substantial part of the total revenues of the CC, and the ratio amounts to only between 17 and 39 per cent. GCC has the highest ratio among four CCs (39 per cent), and followed by RpCC at 20 per cent. Ratio of own source in NCC and CoCC doesn't reach 20 per cent of their total respective revenues.

It is essential that CCs enlarge income from their own sources, not only from holding tax but also from other sources. Therefore, it is proposed in ICGIAP that CCs take actions for;

- i) Re-identification of sources of tax
 - examine re-identification of new tax sources which CCs can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) at Taxation and Tax realization standing committee
- ii) Diversification of earnings from Business Operated by CCs
 - examine the possibility of diversifying businesses operated by CCs in order to increase earnings in CCs at Finance and Establishment Standing committee

5.1.2 Ratio of Holding Tax to CC's Own Source (Revenue Account)

Holding tax is recognized as the most important sources in the local bodies. Ratio of *holding taxes* (tax on buildings/lands, lightning rate, conservancy rate and water rate) to total own source is around 25 percent on average for the four CCs (except ChCC). RpCC has the highest ratio of 35 percent, followed by GCC with 30%, then, NCC at 27 per cent. CoCC only has a ratio of 9 per cent.

(1) Tax Collection Efficiencies / the Number of Holdings

For three CCs (CoCC, RpCC and GCC), while percentage of collection efficiency has reached more than 80%, such high efficiency rate does not indicate that tax collection in three CCs is well performed. This is because the number of holdings has been largely underestimated (and accordingly annual valuation of the holdings has registered at lower levels) due to several factors, such as low capacity of the revenue sections in terms of both qualities and quantities, unsystematic assessment process, and so on. As for NCC, tax collection efficiency in 2011–2012 was only 55%. This is also caused by both a lack of number of tax collectors and low capabilities of the tax collection section.

It is essential that CCs should improve capabilities to enlarge income from holding tax. Therefore, it is proposed in ICGIAP that CCs take actions for;

- i) Improvement of capability of tax assessment
 - Deploy senior (high qualification) tax assessors who can play the role of training tax assessors at the staff level.
 - Increase the number of tax assessors and collectors at the staff level (one assessor/collector per 1,000 holdings).

- Initiate the use of tax assessment manual/guidance for assessors prepared by PMO.
 - Introduce software for tax assessment database.
- ii) Interim tax assessment carried out annually and collection increased
- Conduct interim assessment regularly
 - Identify missing holdings and bring them to assessment registration
 - Prepare quarterly progress reports
 - Review progress of interim assessment in the CC monthly meetings.
 - Prepare report and submit to PMO on a quarterly basis.
 - Continue the process even after the completion of the project.
- iii) Link holding tax ID and construction registration
- Create a system that registers the holding tax ID number (client ID) when construction registrations are carried out.

5.1.3 Charges for Water Supply

For three CCs except NCC, the current financial status of the water supply sector is breakeven (i.e. tariff can only cover O&M expenditure) or negative. When increasing the O&M expenditure accompanied with the expansion of relevant facilities in the future, it would cause deficit in the revenue/expenditure of the water supply sector.

Therefore, it is proposed in ICGIAP that CCs take actions to:

- i) Introduce “financially independent accounting system (self-supporting accounting system)” in the water supply sector
- Create a financially independent accounting system (revenue-expenditure related to water supply in one account)
 - Carry out cost recovery of O&M in water supply through properly adjusted water tariff

“Financially independent accounting system” is an accounting system for specific sectors. Under the system, a special account is established. In principle, all relevant costs of one sector should be expensed by revenues from the said one sector in order to realize cost recovery in the sector. And no cross subsidy from a general account is allowed.

For the water supply sector, it should be planned that revenues from tariff and holding tax (water rate) is earmarked for expenditures of O&M and repair/rehabilitation for water supply. Basically, the revenues from tariff and holding tax should not diver to expenditures for other purpose. In addition, financial control (management of profit and loss) should be carried out under one independent account. If required, it is necessary to amend tariff to realize cost recovery in consideration with inflation.

5.1.4 Charges for Waste Management

For CoCC and RpCC, revenues from conservancy rate and expenditure for O&M are negative. On the other hand, in NCC and GCC, the balances of revenues and expenditure for O&M are positive at this stage. However, for all four CCs, current waste treatment is still at a primary level (i.e. without any treatment such as sorting, composting, cover soils and leachate treatment). If proper waste management is realised, O&M cost would increase a certain level. The deficit would be serious, ultimately undermining the financial sustainability of CCs.

In the waste management sector, currently the relevant revenue/expenditure has been mixed up with the revenue/expenditure of another sector. No one has specifically controlled the balance (revenue minus expenditure) of the waste management sector because it is invisible in the current accounting system and financial statement.

Therefore, it is proposed in ICGIAP that CCs take actions to;

- i) Introduce “financially independent accounting system (self-supporting accounting system)” in the waste management sector
 - Create a financially independent accounting system (revenue-expenditure related to waste management in one account)
 - Carry out cost recovery for O&M cost in the waste management sector through properly adjusted Conservancy rate of Holding Tax

As for the waste management sector, like the water supply sector, revenues from holding tax (conservancy rate) should be earmarked for expenditures relevant to O&M of the waste management sector. In addition, financial control (management of profit and loss) should be carried out under one independent account. If required, amendment of tax rate should be examined to realize cost recovery.

5.1.5 Financial Management and Data Quality

In the four CCs (except ChCC), computerized accounting systems have been introduced owing to UGIIP. However, it is still at a primal level and not fully functional to treat accounting transactions appropriately. Accounting data, budgetary data and tax database are not linked in the ICT systems. It should be emphasized that data quality issues are significant.

Accordingly, budgetary/financial situation cannot be grasped immediately by the management of CCs, and it makes financial management hard to carry out. It could hinder the CCs in making appropriate decisions for their management. Upgrading/modification of the computerized system is required.

To improve the above, a set of reform plans (e.g. introduce software for accounting and budget control, establish linkage system between accounting and budget control) is proposed as ICGIAP.

It is proposed in ICGIAP that CCs take actions to;

- i) Establish integrated computer systems for accounting-tax database–budget
 - Create integrated computer systems.
 - Ensure implementation of the integrated computer systems by training staffs in CCs

5.2 Improvement of Financial Procedure

5.2.1 Tax Assessment and Collection (Revenue Management)

[Tax Assessment/Collection Procedure]

The tax assessment for holding tax is practiced according to the model tax schedule 2003. Holding tax is levied in terms of the percentage of annual value of buildings and lands. CCs prepare a list containing annual values of all buildings and lands by an assessor appointed with prior approval of the Mayor. The assessor may be a member or a salaried employee of the CCs.

The manner of determining the annual value of buildings and lands are categorized as the following three kinds (i) For wholly let-out buildings, (ii) For wholly owner-occupied buildings and (iii) For partly rented and partly owner-occupied buildings.

(i) For wholly let-out buildings-

(a) The annual rental value of wholly let-out building is equal to the gross annual rental minus two months' rent as maintenance allowance. If the property is mortgaged to government institutions, the annual interest against the loan has also to be deducted and (b) if the valuation made with the method appears to be too high or too low, the valuation is to be determined on the basis of annual rentals of similar types of buildings and lands of similar description.

(ii) For wholly owner-occupied buildings-

The annual value of wholly owner occupied building is equivalent to the annual rentals of similar type of let-out buildings and lands located in similar advantageous areas or at 7.5 per cent of the value of the building on the date of assessment plus ground rent for the land comprised in the building, whichever is less, minus the following; (a) Two months' rent or one-sixth of annual value as maintenance allowance; (b). One-fourth of the annual value after deduction of the amount in item (a) above; and (c) If the building is built with loans from government or House Building Corporation or any other registered banks/institutions, the annual interest against the loan.

(iii) For partly rented and partly owner-occupied buildings-

The annual value is to be calculated with the same method of valuation applied for rental buildings for the rental part and that of valuation applied for owner-occupied buildings for the owner-occupied part as described above.

The duration of assessment validity shall be five years. The assessor may, by notice, ask the owners or occupiers of all buildings to furnish within one week the necessary particulars of the buildings and the assessor may enter, inspect and measure any such building at any time between sun-rise and sun-set. CCs may prepare an area wise assessment list with particulars according to the rules. CCs, after the preparation of the list of assessment duly signed by the Mayor, give public notice by hanging the copy of the list in the office of CCs and at a prominent place in each ward and make public announcement.

Any person not satisfied with the assessment may apply for a review within thirty days from the date of announcement. The CC decides to set up a committee or a number of committees to hear and determine the application. The committee or committees give notice to the applicant about the time and place of hearing and examine the evidences presented by the applicant or his agent and make necessary enquiries relating to the application. The committee or committees make a decision about the application by majority votes of members present and pass the order accordingly. The decision has to be announced publicly by hanging a notice in prominent places of the ward or wards.

The final list of assessment is to be prepared after making necessary alterations due to decisions of committee or committees and orders of controlling authority thereof and is to be signed by the Mayors. The final list of assessment remains valid until a new list of assessment is prepared subject to any alteration or amendment made by formal decisions of CCs according to prescribed rules.

[Improvement of Procedure]

To improve tax assessment/collection procedure, a set of reform plan (e.g. CEO chairs on a tax assessment review board, link holding tax ID and construction registration) is proposed as ICGIAP based on the review of present issues (please see 4.1 and 4.2 in detail).

5.2.2 Budget Planning Management

[Budget Preparation Procedure]

The process of budget preparation is common for each CC, and it principally includes four steps.

Step 1: Budget data (proposed income and expenditure) are collected from each department and sections by the accounts department in the beginning of March. Information are collected from different wards for necessary development work and service through field visits and discussions with mayor, CEO, Councilors and other officials and civil society. People also inform their needs. Then, a primary draft budget is prepared by the Accounting department based on the information collected in such a manner.

In case the amount of requirement of any departments is larger than the limitation of allocation, relevant officers sit together with concerned departments and discuss the previous actual income and expenditure. Priority is determined based on the previous income /expenditure, then the budget is adjusted and cut.

Step 2: Then, after several weeks at the end of March, the draft budget is sent to Committees for analysis and views on modification, if any.

Step 3: Then the draft budget is presented before the public (e.g. TLCC) for discussion, modification and opinion by the May 31st. After that, according to the expressed opinions, the draft budget is again verified and corrected. The final draft budget is then prepared.

Step 4: Thereafter the final draft budget is placed in the city corporation council meeting. The budget is discussed, analyzed, modified and finally approved by May 31st. Later on, the final budget is declared in presence of citizens, civil society and media.

A budget revision is conducted once a year (accounting period is July to June). Nine months after the beginning of the accounting period (i.e. March), the budget is reviewed. Actual expenses during the nine months of the year plus actual spending in the last year is set as the revised budget of the year.

At present, CCs do not use any budget code/number in preparing the budget. CCs use the name of specific income and expenditure head.

[Improvement of Procedure]

In the budget preparation process itself, there seems to be no fundamental problem. But budgetary/financial situation cannot be grasped immediately because accounting data and budgetary data are not linked. CCs have only been able to find out their financial position twice a year (i.e. in March and July). It could hinder CCs in making appropriate decisions for their management.

To improve the above, a set of reform plan (e.g. introduce software for accounting and budget control, establish linkage system between accounting and budget control) is proposed as ICGIAP based on the review of present issues (please see 4.1 and 4.2 in detail).

5.2.3 Auditing

[Auditing for CCs]

Constitutionally, the Office of the Comptroller and Auditor General (C&AG) has the mandate to be the principal external auditor of all government organizations in Bangladesh. This is a fully independent body and not under any ministry. The Local and Revenue Audit Directorate (LRAD)³⁰ in OCAG have the functional responsibility of auditing local governments, including City Corporations.

LRAD is carrying out a traditional approach of conducting financial audit and compliance audit. Areas of compliance and financial audit are regulated as follows.

- Audit against provision of funds to ascertain whether the money shown as expenditure in the accounts were authorized for the purpose for which they were spent.
- Audit against rules and regulation to see that the expenditure incurred was in conformity with the laws, rules and regulations framed to regulate the procedure for expending public money.
- Audit of sanctions to expenditure to see that every item of expenditure was done with the approval of a competent authority within the government for expending public money.
- Propriety audit which extends beyond scrutinizing the mere formality of expenditure to its wisdom and economy and to bring to light cases of improper expenditure or waste of public money.

LRAD has a manual as guidelines for auditing called a “Scope of Audit”. They also follow the finance rules and regulation, controlling ministries order, public procurement rules, and so on.

Regarding the audit of CCs, the audit is a detailed check of all the operational and financial transactions in CCs. The audit process focuses on compliance with the standing instructions from the government and also the financial propriety of expenditures incurred. External audit by LRAD takes place annually. Basically the audit process includes the following:

1. Notice to audit

At the ending of the year LRAD sends a letter to CCs. The LRAD requests CCs to provide their annually revised budget, actual income and expenditure statement, statement of development works, break down of own fund, CC rules and regulations, and so on.

2. Preparation of financial statements by CC in the end of the year

After receiving the letter from LRAD, the CCs start to prepare all documents such as budget, cash book, expenditure Boucher, loan and advance register, infrastructure expenditure, receipt and payment statements, service record for every staff, salary statement, and so on.

3. Audit by LRAD

The audit team delivers a worksheet /demand letter to the respective departments of CCs. The respective Department fills up the required information and submits it. Then the audit team starts auditing on the basis of collected documents to identify the issues. Normally, a team consists of members on behalf of Comptroller and Auditor General.

³⁰ Local and Revenue Audit Directorate (LRAD) covers all civil government departments, local and statutory bodies including municipalities, city corporations, universities and the National Board of Revenue (NBR)

4. Preparation of the audit report by LRAD

LRAD audit team prepares an audit report. The team sends it to the CCs after one month. A copy of the audit report is also sent to the concerned Ministries such as LGD.

5. Preparation of answers by CCs for questions/issues pointed out by LRAD in the finding report

To prepare the answers, the CCs call a meeting with the concerned departments and related officials. The audit findings are discussed and the report is prepared. Finally, the prepared documents, with supporting documents, are sent to the LRAD and a copy is also sent to the concerned Ministries.

If the reply from the CC is acceptable, then the LRAD settle the issues. On the other hand, if the objection is related to government revenue, deposits are requested to the government fund with the necessary evidence.

6. (If necessary) Discussion with CC, LRAD and LGD to seek solutions

As a controlling authority, LGD tries to settle the issues pointed out by the LRAD. The LGD also takes initiatives such as holding a trio-party meeting.

[Improvement of Procedure]

Constraints of the audit are shown, not in the procedure, but in the process of the audited bodies (i.e. CCs). In all CCs, computerized accounting systems have been introduced and functioning. Financial statements are prepared by the computer system. However, it is still at a primal level and not fully functional to treat accounting transactions appropriately. Accordingly, it makes the audit hard to take place. It should be noted that data quality issues are significantly serious. Upgrading/modification of the computerized system is required.

External audit takes place mostly on regular basis. Although there are no internal audit sections in CCs, Standing Committee on Accounts & Audit is responsible for conducting audit and detecting errors and fraud. The roles which such Standing Committee has to play are; i) to check and audit internal vouchers, bills, check, etc., ii) to audit annual financial statements, and iii) to ensure reply of all audit queries/objections raised by LRAD or in the previous internal audit.

To improve the above, a set of reform plan (e.g. introduce software for accounting and budget control, establish an internal audit section) is proposed as ICGIAP based on the review of present issues (please see 4.1 and 4.2 in detail).

5.2.4 Change of Laws and Regulations in Finance

CEO Chairs on a Tax Assessment Review Board

According to “Model tax schedule 2003” and “The city corporations (Taxation) rule, 1986”, people not satisfied with the assessment can apply for review according to the said tax regulation. In some CCs, the mayor has dealt with the complaints, and, as a result, a certain percentage of tax demand has been deducted. Such process should be carried out by the administration which has expertise of taxation.

Therefore, it is proposed to amend “the City Corporations (taxation) rule, 1986” for CEO to enable to chair on a tax assessment review board. (Chief revenue officer can be delegated chair by CEO).

Increase the Rate for Tax on the Transfer of Immovable Property

In all CCs, tax on the transfer of immovable property accounts for a large amount in the total tax revenues. This is because values of properties have been raised and purchase/sale has been booming in the past several years due to establishment of new CCs. Currently, tax rate is only 2%.

Therefore, it is proposed to amend “Model tax schedule 2003” to increase the rate of tax on the transfer of immovable property.

Chapter 6 Preparation of JICA Loan Project: Concept and Procedures

This chapter presents an outline of the JICA Loan Project, selection of loan projects, and performance indicators of the projects.

6.1 Outline of JICA Loan Project

The Inclusive City Governance Project aims to strengthen growth potential of the target CCs and improve quality of life of the city residents through implementation of the inclusive development framework comprising of infrastructure improvement and governance reform. The target CCs are expected to be models which would be able to provide desirable infrastructure and administrative services as the leading city corporations in Bangladesh.

Japan's ODA loan finances the subprojects which are given high priority in the Infrastructure Development Plan of each CC. Through implementation of the subprojects, in addition to responding promptly to the demands of the present residents, a strategic approach for the realization of the long term development vision of each CC is planned to be determined.

The proceeds of the loan also encourage the progress of ICGIAP, which intends to improve Participation, Transparency, Accountability and Predictability. Only in the case that the criteria for achievement of ICGIAP targets are confirmed, the subprojects of the second phase will be financed.

As one of the medium and/or long term targets of CC development is to reduce the financial burden of the central government, subprojects shall be economically viable and cost recovery mechanism shall be duly designed. Equal financial contribution among several generations is also to be considered by the long term repayment scheme of ODA loan. Therefore, an accountable system should be mandated in accordance with the progress of loan proceeding.

6.1.1 Project Rationale

(1) Target CC

The target CCs include Narayanganj, Comilla, Rangpur, Gazipur and Chittagong. In order to realize the inclusive government, the newly developed CCs which fulfilled the governance performance criteria under the ADB funded UGIIP were selected as targets. As CCs are considered to be the engine for the economic development of Bangladesh, growth and foreign investment, particularly investment from Japan, are also considered.

(2) Improvement of Governance and Infrastructure

The Project will have two main components, namely governance improvement and infrastructure development. Governance in targeted CCs is improved by implementation of Inclusive City Governance Program (ICGIAP) which has been formulated by the ICGP team. Implementation of ICGIAP is supported by consulting services provided by the loan program. Infrastructure development is supported through project implementation and project administration. In addition to Japan's ODA Loan, technical assistance (TA) projects will be considered for administrative reform and capacity development to make inclusive city governance more sustainable, institutionally, financially as well as technically, which will complement and strengthen the ODA loan project.

Subprojects of the infrastructure development component are reviewed periodically by each CC as the rolling plan. These reviews are based on the development vision and strategies used to

achieve the development vision. Rolling plan is implemented through participatory mechanism which will be established through ICGIAP and institutionally enhanced through TA projects.

In addition to Japan's ODA loan mentioned above, TA projects with grant assistance of JICA will be considered. TA projects will be implemented for target CCs, which is expected to contribute to the realization of an administrative reform plan and capacity development of a self sustainable city corporation management through inclusive development planning as well as improvement of city governance.

(3) Approach

Respecting the financial independence and inclusive city governance principle of CCs, the CC administration is responsible for procurement and contractual agreement with the contractor of each subproject with support of Project Management Office (PMO) and consultants employed by the loan.

Subcomponents of infrastructure development are reviewed at the city corporation level through a participatory mechanism. The progress of governance improvement is also monitored simultaneously. Some items have been identified from ICGIAP which serve as triggers for the Loan Project to take further steps. If a CC cannot achieve the 1st trigger item of ICGIAP in the second year, the CC cannot implement the 2nd batch subprojects. In addition to this, if a CC cannot achieve the 2nd trigger item in the 4th year, the CC will not receive preferential treatment for the implementation of the subprojects of F/S in another JICA Loan Project.

6.1.2 Project Component

The JICA Loan Project not only consists of infrastructure development components but also some other components. These components include;

- 1) Governance Improvement Support (Component1)
- 2) Construction (Component2)
- 3) Equipment of JICA Portion (Component 3-1)
- 4) Equipment of GOB Portion (Component 3-2)
- 5) Consulting Services
- 6) Land Acquisition
- 7) Administrative Cost

Each component contains the following items.

(1) Governance Improvement Support (Component 1)

This component is for the enhancement of CC governance and contains several subcomponents.

- 1) Training (domestic and overseas)
- 2) Mid-term Training
- 3) Construction works of Ward Office cum Community Resources Centres
- 4) Implementation based on the results of Pilot Projects
 - a) Community collaboration for solid waste management
 - b) Computerization of CC revenue and expenditure works
 - c) Promotion of e-government

(2) Construction (Component 2)

This component is the biggest portion of the JICA Loan Project. Subproject costs of each CC are shown in 4.2.2 of this Volume 1.

(3) Equipment of JICA Portion (Component 3-1)

Equipment for public services and equipment for infrastructure maintenance are included. These pieces of equipment are imported.

(4) Equipment of GOB Portion (Component 3-2)

Vehicles, office equipment, and equipment for infrastructure maintenance that are available in the local market are included this portion.

(5) Consulting Services

Two consulting teams are expected to support the implementation of the JICA Loan Project.

1) Governance and Infrastructure Team

This team will support PMO and CC-PIU in:

- Implementing ICGIAP on two occasions of performance review
- Design, contract, and supervision of 2nd batch subprojects
- Reviewing relevant plans and conducting feasibility plan

2) Evaluation and Monitoring Team (unit)

This unit will monitor the outcome of the JICA Loan Project and prepare an evaluation method with appropriate indicators.

(6) Land Acquisition

Selected subprojects for the 1st batch need no land acquisition. Consequently, selected subprojects for the 2nd batch need no land acquisition. However, reflecting the master plan review and/or updating the sector plan, a CC or GOB may take action for land acquisition before implementation of the 2nd batch, for example road improvement is a good opportunity to expand road width. Since the cost of land acquisition cannot be covered by the loan amount of this project, GOB is going to allocate some budget for this.

(7) Administrative Cost

This portion will also be covered by GOB. Administration cost is necessary to manage the JICA loan Project. Items may include office space, staff salary, business trips, conferences, and cost of relevant activities.

6.1.3 Project Schedule

The schedule of the JICA Loan Project is shown in Figure 6-1. The 1st batch subprojects will start procurement as soon as L/A is signed, at the same time Request for Proposal regarding the consultant service will proceed. EOI (Express of Interest) and short listing would be made in advance by LGED. After the selection of the consultant team, the team will prepare detailed designs of the 2nd batch subprojects and coordinate with their contracts. Capable CCs can start some component of the 2nd batch subprojects ahead of schedule. However, before the start of the 2nd batch, achievement of ICGIAP will be examined. If substantial delay of ICGIAP is observed, JICA may suspend the commencement of the whole or a part of the 2nd batch subprojects for the particular CC.

On the other hand, the final stage only comprises feasibility studies and review of relevant plans and does not implement any physical works. After the feasibility studies, the second performance review will be conducted. If a CC has made substantial progress in ICGIAP achievement, subproject(s), for which F/S have been conducted, will have higher chances to be executed by the next loan.

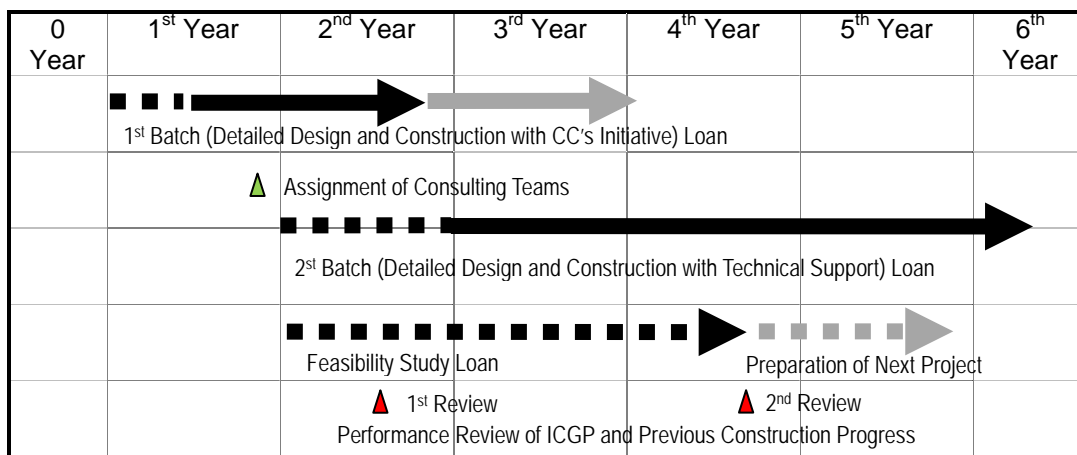


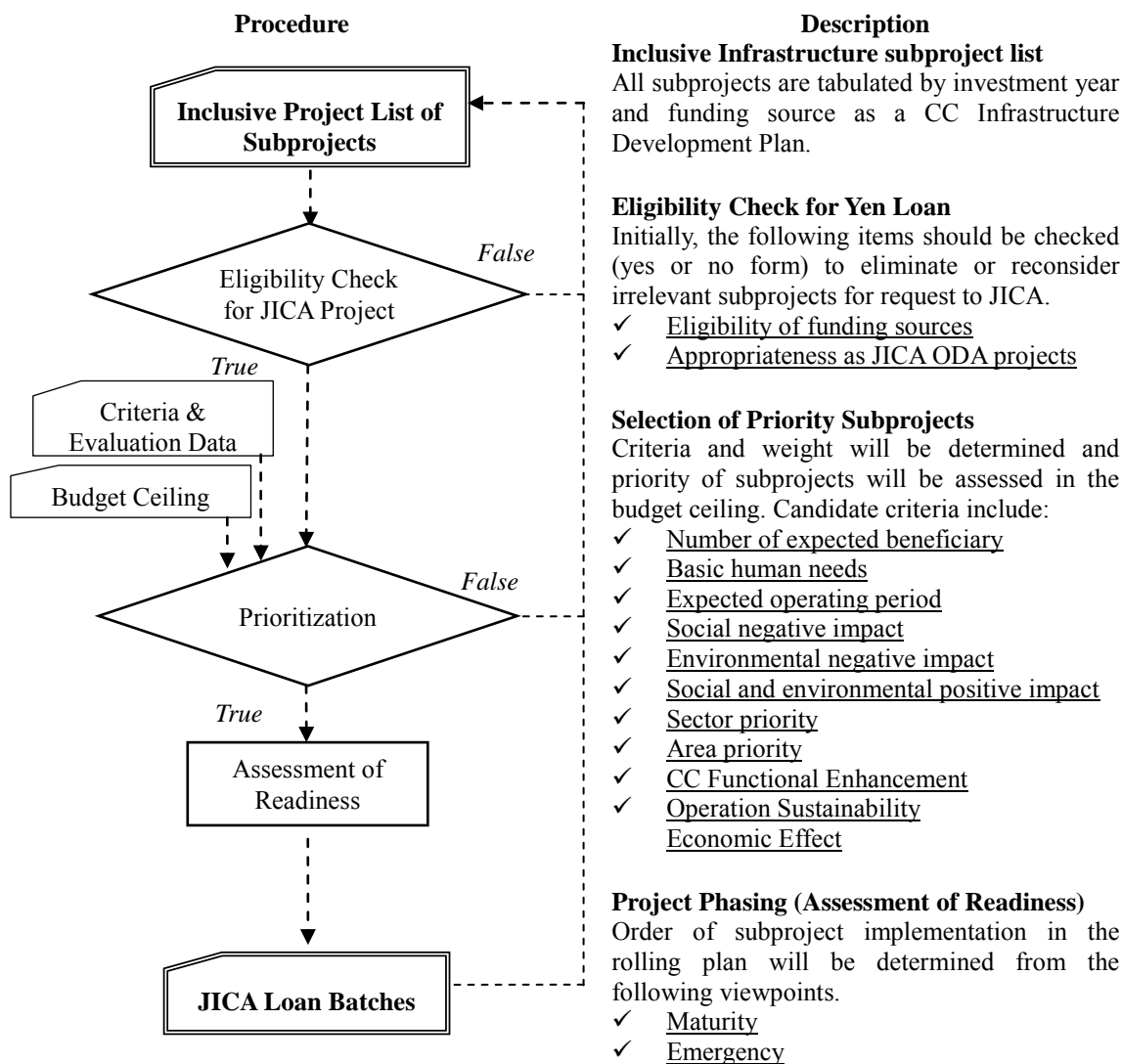
Figure 6-1: Overall Schedule of the Project

6.2 Selection of JICA Loan Projects

Along with the Infrastructure Development Plan of City Corporation, mentioned in Chapter 2, an inclusive infrastructure list of subprojects is prepared for each CC. This section describes the process and the result of selection of subprojects suitable for JICA loan funding from the long list proposed by CCs.

6.2.1 Selection Process

From the inclusive list, it is necessary to select the suitable, prioritized subprojects for JICA loan projects. The ICGP Team set a procedure to select the projects, which is summarized in Figure 6-2.



Source: ICGP Team

Figure 6-2: Selection Procedure for JICA Loan Projects

In this section, details of each stage are mentioned.

(1) Stage 1: Eligibility Check for JICA Project

This selection stage is the assessment of minimum requirements in order to sort out subprojects whose relevance is not sufficient enough to include into the Infrastructure Development Plan (IDP). In this stage, subprojects are screened by criteria listed in Table 6-1 which are defined by a clear threshold. Subprojects satisfying all the criteria are included in a list for the next stage, but subprojects are excluded or asked reconsideration if one or more criteria is not satisfied. In this stage, the following 2 steps are applied to the subprojects.

1) Step1: Eligibility of Funding Sources

This step excludes subprojects which do not need JICA funding and are unprepared.

Table 6-1: Selection Criteria (Stage 1, Step 1)

Category	Criteria	Description	Indicator	Source
Relevance	Consistency with vision and strategy	Whether the subproject contributes to the realization of the vision.	Yes (include) No (exclude)	Project profile
	CC's function	Whether the subproject is designated as CC's responsibility.	Yes (include) No (exclude)	CC Act
	Overlap of projects	Whether the subproject is included in or overlapping other projects.	Yes (exclude) No (include)	Inclusive project list

Source: ICGP Team

2) Step2: Appropriateness as JICA ODA Projects

Subprojects are screened based on the following items. Subprojects which do not satisfy the criteria are recognized as inappropriate subproject for JICA funding and cannot proceed to the next step. The general criteria for screening are shown in Table 6-2, and the criteria for specific sector are shown in Table 6-3.

Table 6-2: General Selection Criteria (Stage 1, Step 2)

Criteria	Description	Indicator	Source
Eligibility of work type	Whether the subproject is capital investment works (not recurrent maintenance works or soft component).	Yes (ICGP(Loan)) No (other fund)	Project profile
Package size	Whether the subproject package is big enough in amount.	Package size > 1 crore BDT	
Superiority to other alternatives	Whether other alternatives for the same issue have been compared.	Yes (other fund) No (ICGP(Loan))	Project profile

Source: ICGP Team

Table 6-3: Category Specific Selection Criteria (Stage 1, Step 2)

Category	Criteria	Description	Indicator	Source
Road/ Bridge*	Road specification	Whether the target road is important in network.	Minimum width of road carriageway after works > 4m	Mapping and inventory data
Drainage**	Connectivity	Whether connection to outfall is secured.	Yes (ICGP(Loan)) No (other fund)	Mapping
Street Light	Level of road	Whether the target road is important in network.	Maximum width of road carriageway after works > 4m	Mapping and inventory data

* Including street light and road side drainage which are packaged with a road subproject.

** Representing primary and secondary level drainages which are independent from road alignment (e.g. canal)

Source: ICGP Team

(2) Stage 2: Prioritization

Subprojects screened in stage 1 are subject to this stage of prioritization. Each screened subproject is evaluated according to the following eleven viewpoints. Quantitative evaluation scores are summed and higher scoring subprojects will be given more priority in the list.

The concept of the eleven viewpoints is summarized in Table 6-4.

Table 6-4: Concept of Prioritization Criteria (Stage 2)

Category	Criteria	Note
Impact to Society	Number of expected beneficiary	This criterion evaluates how much a subproject can provide benefit of the project to CC residents.
	Basic human needs	This criterion evaluates how much a subproject can contribute to the improvement of sectors which is commonly recognized as basic human needs.
Sustainability	Expected operating period	This criterion evaluates how long a subproject can provide benefit to the CC.
Social and environment consideration	Negative social impact	This criterion examines whether a subproject will have negative social impacts.
	Negative environmental impact	This criterion examines whether a subproject will have negative environmental impacts.
	Positive social and environmental impact	This criterion examines whether a subproject will have positive social or environmental impacts.
Sector priority		This criterion evaluates how much a subproject can contribute to the improvement of a sector which is recognized as an important sector by stakeholders of the CC.
Area priority		This criterion evaluates how much a subproject can contribute to the improvement of infrastructure in an area which is recognized as an important area for the total infrastructure development by stakeholders of the CC.
CC Functional Enhancement		This criterion examines whether a subproject can contribute to the enhancement of the total function of the CC infrastructure system.
Operation Sustainability		This criterion examines whether a subproject is sustainable from the view of operational capability of each CC.
Economic Effect		This criterion evaluates whether a subproject bring economic effect other than the direct benefit of the subproject.

Source: ICGP Team

Furthermore, scoring criteria is summarized in Table 6-5.

Table 6-5: Scoring of Prioritization Criteria (Stage 2)

Category	Criteria	Indicator	Point	Note
Impact to Society	Number of expected beneficiary	High	10	More than half of CC residents will be beneficiaries More than quarter of CC residents will be beneficiaries Less than quarter of CC residents will be beneficiaries
		Middle	5	
		Low	0	
	Basic human needs	High	10	Affects waste management, water supply, sanitation, drainage
		Middle	5	Affects transport, street lighting
		Low	0	Affects others
Sustainability	Expected operating period	More than 10 years	10	
		More than 5 years	5	
		Less than 5 years	0	
Social and environment consideration	Negative social impact	High	0	Refer to the following note
		Middle	5	
		Low	10	
	Negative environmental impact	High	0	Refer to the following note
		Middle	5	
		Low	10	
Positive social and environmental impact	High	10	Affects waste management, beatification, sanitation, street light, drainage	
	Middle	5	Affects bus terminal, water supply, market, transport	
	Low	0	Affects others	
Sector priority		High	10	Refer to vision and master plan of each CC
		Middle	5	
		Low	0	
Area priority		High	10	Refer to the CC development plan of each CC
		Middle	5	
		Low	0	
CC Functional Enhancement		High	10	Refer to the following note
		Middle	5	
		Low	0	
Operation Sustainability		High	10	CC has an experience of similar projects which are operating without a problem. CC has an experience of similar projects which are operating with some problems. CC does not have any experience of similar projects.
		Middle	5	
		Low	0	
Economic Effect		High	10	Contributing to direct improvement of industrial and commercial facilities or of area logistics. Contributing to improvement of industrial and commercial environment No effect on economic activities other than direct benefit of a subproject
		Middle	5	
		Low	0	

Full Score: 110 points, Source: ICGP Team

Note for Social Negative Impact

Viewpoints of social considerations are as follows.

Table 6-6: Viewpoints for Social Consideration

Social consideration	Land Acquisition	Whether the subproject requires land acquisition, reclamation, and development.
	Involuntary resettlement	Whether the subproject causes involuntary resettlement.
	Other Adverse Social Impacts	Whether the subproject causes high adverse impacts (i.e., local economics: loss of jobs & income, Livelihood: impacts during construction, accidents, working conditions, land use & resources, social institutions, existing social infrastructure& services, poor, indigenous, or ethnic people, misdistribution of benefits and damages, local conflicts of interest, limitation of accessibility to information, meetings, etc. on a specific person or group, Gender, Children’s Right, Cultural Heritage, Infectious Diseases such as HIV/AIDS)

Source: ICGP Team

As a result, the evaluation of negative social impacts is conducted using the following criteria.

- High: already severe adverse impacts are anticipated such as great loss of jobs, land acquisition, above 200 involuntary resettlements.
- Middle: new construction only identified in the detail design for potential adverse impacts, such as existence of illegal PAPs, loss of land, loss of crops, loss of income & job, accidents, during construction periods.
- Low: Negligible (No PAPs according to CC information and rehabilitation of existing infrastructure) but may need to revisit no PAPs and adverse impacts in the detail design phase.

Note for Environmental Negative Impact

Viewpoints of environmental considerations are as follows.

Table 6-7: Viewpoints for Environmental Consideration

Environmental consideration	Ground water pumping	Whether the subproject requires groundwater Pumping
	Logging (woods)	Whether the subproject requires Logging
	Environmental sensitivity	Whether there is serious or adverse impact to the environment (i.e., Air pollution, Water pollution, Soil pollution, Waste, Noise & vibrations, Ground subsidence, Offensive Odors, Geographical features, Bottom sediment, Biota & ecosystems, Water usage, Accidents, Global warming)

Source: ICGP Team

As a result, the evaluation of negative social impacts is conducted using the following criteria.

- High: Red Category in GOB regulation (significant negative impacts expected)
- Middle: Orange A/B Category in GOB regulation (moderate negative impacts expected)
- Low: Green Category in GOB regulation (no/negligible negative impacts expected)

Note for CC's Functional Enhancement

For the criterion of CC's functional enhancement, the following 3 items are considered.

1. Contribution for technical improvement: whether a subproject can contribute to the technical improvement of the CC for future infrastructure development
2. Contribution for adjustment capability with other institutions: whether a subproject can provide capability for further necessary infrastructure development by coordination with other institutions concerned.
3. Financial contribution: whether a subproject can contribute to the financial income of the CC

By checking all work categories, which is shown in 2.3.2 (2) from the viewpoints of these items, the work categories are ranked for this criterion. If a work category can provide all 3 contributions, a subproject belonging to the work category is ranked as "High" in this criterion. If a work category can provide 2 contributions out of the 3 contributions, a subproject belonging to the work category is ranked as "Middle" in this criterion. Other subprojects are ranked as "Low" in this criterion.

As a result, the work categories are distributed as follows.

- High: Facility for Clean Development Mechanism Activities, Surface Water Treatment, Rain Water Harvesting
- Middle: Flyover, Compost Plant, Bio-gas plant, Production Wells, Distribution Network, Metering, Bus Terminal, Truck Terminal, Vehicle parking, Market
- Low: Others

(3) Stage 3: Assessment of Readiness

In the final stage, the readiness of subprojects is assessed in order to divide funding batches in the rolling plan. Evaluation factors include maturity of subprojects as a precondition for implementation and emergency of subprojects (Table 6-8).

Table 6-8: Evaluation Factors at Stage 3

Category	Criteria	Description	Indicator
Maturity	Necessity of land acquisition	Time needed to complete land acquisition, reclamation, and development	Required months
	Necessity of studies	Studies, such as basic plan, master plan, and feasibility study, are necessary to implement the project.	Yes (examine appropriate method for each project)
	Procedure for social and environmental considerations	Time needed to complete documentation for social and environmental considerations	Required months
	Operation and maintenance structure	Whether section in charge of operation and maintenance has been set up with sufficient staff allocation.	No (second batch or later)
Emergency	Quick impact	Whether the subproject demonstrates tangible improvement in a short term.	Yes (first batch)
	Necessity of quick recovery	Whether quick recovery from unplanned damage is needed to eliminate serious service deficit.	Yes (first batch)
	Influence to other subprojects	Whether lack of the subproject causes delay of implementation of other subprojects.	Yes (earlier batch)

Source: ICGP Team

After all the processes mentioned above, the selected subprojects will be distributed to funding batches. In this project, there are 3 funding batches, as mentioned in 4.1.2. In deciding the distribution, the following points will be considered.

Procedures for Social and Environmental Consideration by Batch

As for the 1st batch, it is required that a subproject has immediate impact on the CC. Therefore, it is necessary that subprojects not requiring a period for study and procedures for social and environmental considerations need to be categorized in the 1st batch.

It is assumed that some studies, such as D/D and B/D, can be conducted for the 2nd batch subprojects. Therefore, some procedures for social and environmental consideration, such as EIA, can be conducted. But, it should be noted that, as this project is assumed to be completed within a few years, such procedures cannot take a few years.

6.2.2 Selection Result

Subprojects for JICA loan funding are selected following the aforementioned evaluation process. Detailed scoring and assessment are described in separate volumes of each CC. Overall summary is shown in the tables below.

Table 6-9: Summary of Selected Project Volume for Batches 1 and 2

City Corporation	Transport	Drain Improvement	Water Supply System	Municipal Facilities	Total (Crore BDT)
NCC	146.9	97.4	18.9	28.0	291.2
CoCC	162.9	19.5	56.1	50.9	289.4
RpCC	225.8	0.0	31.0	33.7	290.5
GCC	251.7	24.1	14.2	0.0	289.9
ChCC	419.4	89.6	0.0	77.0	586.1
Total Amount	1,226.0	211.4	120.2	189.6	1,747.1

Source: ICGP Team

Table 6-10: NCC Selected Project Summary

Sector	Subproject name	Quantity
Transport	<ul style="list-style-type: none"> • Re-Construction of Road and drain by RCC from amirabad Bus stand to shitalakhaya river • Re-Construction of Road by BC and RCC drain from Madanganj power grid to Nabigonj bus stand • Re-Construction of Road by BC and RCC drain from Madanganj power grid to Nabigonj bus stand • Re- construction of RCC road with Road Side RCC Drain from Nobiganj Bazar to Dakesshay Mill. • Construction of RCC Tribini Bridge over Tribini Khal • Construction of RCC Baparipara Bridge over Baparipara khal • Construction of RCC Luhia Bridge over Nabiganj Khal and lakhankhola bridge over Lakhankhola Khal 	Road: 11.1 km Bridge: 4 nos.
Drain Improvement	<ul style="list-style-type: none"> • Re-excavation & Beautification of Canal in Siddirganj 	Canal: 21.0km
Water Supply System	<ul style="list-style-type: none"> • Installation of Water Supply System in Kadam Rusul Zone • Installation of Water Supply System in Siddirganj Zone 	Pipeline: 25km Tank: 6 nos. Tubewell: 6 nos.
Municipal Facilities	<ul style="list-style-type: none"> • Installation of Street Lighting System and Ornamental Lighting in Kadam Rusul Zone • Installation of Street Lighting System and Ornamental Lighting in 	Lights: 1,600 nos.

Siddirganj Zone

Source: ICGP Team

Table 6-11: CoCC Selected Project Summary

Sector	Subproject name	Quantity
Transport	<ul style="list-style-type: none"> • Improvement of the Urban Transport (Road+Drain, Word 1-3) • Improvement of the Urban Transport (Road+Drain, Word 4-6) • Improvement of the Urban Transport (Road+Drain, Word 7-9) • Improvement of the Urban Transport (Road+Drain, Word 10-12) • Improvement of the Urban Transport (Road+Drain, Word 13-15) • Improvement of the Urban Transport (Road+Drain, Word 16-18) • Improvement of the Urban Transport (Road+Drain+Bridge, Word 19-21) • Improvement of the Urban Transport (Road+Drain+Bridge, Word 22-24) • Improvement of the Urban Transport (Road+Drain+Bridge, Word 25-27) 	Road: 188.4 km Bridge: 8 nos.
Drain Improvement	<ul style="list-style-type: none"> • Development or Improvement of 5 Khal/Canal 	Drain: 33.8 km
Water Supply System	<ul style="list-style-type: none"> • Production Tubewell with Pump House & Related E/M Works • Water Supply Pipe Line Extension and Construction of Overhead Tank. 6,80,000 Liter 	Pipeline: 98 km Tank: 13 nos. Tubewell: 34 nos.
Municipal Facilities	<ul style="list-style-type: none"> • Supplying and Installation of 5000 nos Energy Light with Shed at City Corporation area • Solar Power System LED Street Lighting at Comilla City Corporation 	Lights: 7,550 nos.

Source: ICGP Team

Table 6-12: RpCC Selected Project Summary

Sector	Subproject name	Quantity
Transport	<ul style="list-style-type: none"> • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 01-06) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 01-03) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 16-19) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 20-23) • Improvement of Road from Benughat to 2 no Ward Pucca Road • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 24-27, 29, 30) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 28-30) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 03-09) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 10-15) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 04-07) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 08-10) • Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 13-15) • Construction of Road by Bituminous Carpeting (Ward 10-11) • Re-construction of Bridge over Khoksha Ghaghot river at Mirgonj Road • Construction of Bridge over K.D canal at Angur Mia • Construction of Road Side RCC Surface/Pipe Drain (Ward 14-20) • Construction of Road Side RCC Surface/Pipe Drain (Ward 20-24, 28) 	Road: 104.8 km Roadside drain: 96.0km Bridge: 2 nos.

	<ul style="list-style-type: none"> • Construction of Road Side RCC Surface/Pipe Drain (Ward 25-30) • Construction of Road Side RCC Surface/Pipe Drain (Ward 14-20) 	
Water Supply System	<ul style="list-style-type: none"> • Installation of Water Supply System in different ward • New Installation of Water Supply System 	Pipeline:62.5km Tank: 3nos Tubewell: 8 nos. Plant: 2 nos.
Municipal Facilities	<ul style="list-style-type: none"> • Construction of Bus Terminal • Construction of Truck Terminal • Renovation Work of Street Lighting 	Bus terminal: 1 no. Truck terminal: 1 no. Lights: 2,500 nos.

Source: ICGP Team

Table 6-13: GCC Selected Project Summary

Sector	Subproject name	Quantity
Transport	<ul style="list-style-type: none"> • Repairing & widening of BC Road from Konabari bus stand to Norshingapur (Ashulia connecting road) • Repairing & widening of BC Road from Mazu khan bazar to Meghdubi Bypass road at Pubail • Repairing & widening of BC road from Rajendrapur Chowrasta of Dhaka-Mymensingh road to Vim bazar Master Bari-Mirzapur road via Bangla Bazar • Construction of RCC drain along the road side from Rajendrapur BRAC centre gate to Mirzapur Bazar canal • Repairing & Widening of Road from Bilaspur Bot-tola to Porabari Bazar of Dhaka Mymensingh road via Salna Bazar & Jularpar Bazar • (a) Repairing & Widening of road from Bonomala Rail gate to Dhaka-Mymensingh connecting road at college gate • (b) Repairing & Widening of Bonomala Sayed Mridha connecting road to Pubail Connecting road behind Tongi Thana • Repairing & Widening of BC road from Nowzour to Zirani Bazar (from Nowzour up to 2.00 Km) • Construction of RCC drain along the side of Nowzour to Zirani Bazar road (from Nowzour up to 2.00 Km) • Repairing & Widening of Road from Vanuya to Banomala rail crossing via Joydebpur-Dhirasram, Haydarabad. (Ch. 00+000-17000m) • Repairing & widening of BC Road from Porabari bazar of Dhaka-Mymensingh road to Salna bazar of Dhaka-Mymensingh road via jolarpar bazar-Karkhana bazar & jolarpar bazar-Master bari bazar • Repairing & Widening of Tongi Vadam road by BC work • Construction of RCC drain along side of Tongi Vadam road • Repairing & Widening of Tongi Sataish main road by BC work (Up to Gutia) • Construction RCC drain along the side of Tongi Sataish main road • Repairing of BC road from Shibbari moor to Zoorpukur & Repairing & Widening of road from Zoorpukur moor to Titarkul • Repairing & Widening of BC road from Dhaka-Pubail road at Markun K2 factory to Harbaid Bazar via Maruka & Construction of Maruka Bridge. • Repairing & Widening of Kha para road (Dhaka-Mymensingh road to Tilargati road) by BC work • Construction of RCC drain along side of Kha para road last part (up to Tilargati road) • Repairing & Widening of BC road from Nowzour to Zirani Bazar (from Zitermour up to 5.00 Km) • Construction of RCC drain along the side of Nowzour to Zirani Bazar (from Zitermour up to 5.00 Km) 	Road: 93.0 km Roadside drain: 25.5 km
Drain Improvement	<ul style="list-style-type: none"> • Construction of RCC Drain from chowrasta to Chilai Khal via Telipara-Bariali. 	Drain: 8.8 km

	<ul style="list-style-type: none"> • a) Construction of RCC drain from Dhaka-Mymensingh highway to Dhaka bypass road via Gorib & Gorib factory & vogra bazaar • b) Construction of RCC drain from Mogorkhal to Kadda-Turag Khal along Dhaka By pass road 	
Water Supply System	• Installation of Production Tube wells, Pumps house, Necessary electrical work & distribution pipe line	Pipeline: 30 km Tubewell: 9 nos.
Reserved Subprojects	<ul style="list-style-type: none"> • Repairing & Widening of BC Road and construction of RCC drain from Kashimpur to Sreepur connecting road (Up to Mother textile) • Repairing & Widening of BC road and construction of RCC drain from Maleker bari (Dhaka-Mymanshingh Highway) to Bashan sarak via Ojerpara & Haque Market • Repairing & Widening of Joybangla road by BC work (Barobari to Maghdubi bypass via Akkas marker) and construction of RCC drain along side of Joybangla road (Barobari to Bogartak bridge) 	Road: 21.0 km Roadside drain: 17 km

Source: ICGP Team

Table 6-14: ChCC Selected Project Summary

Sector	Subproject name	Quantity
Transport	<ul style="list-style-type: none"> • Rehabilitation and Upgrading of Zakir Hossain Road GEC to Woman Collage to Dhaka Trunk Rd • Extension and Rehabilitation of Airport Road • Improvement/widening of Port Connecting Road • Construction of Marinar's Road • Improvement of Agrabad Access Road • Construction of Sagarika A. K. khan Overpass • Construction of Jakir Hossain Road Rail crossing (1) • Construction of New Market Overpass 	Road: 22.6 km Bridge: 7 nos. Overpass: 3 nos.
Drain Improvement	<ul style="list-style-type: none"> • Construction of Retaining Wall at Moheshkali Khal • Rehabilitation and Upgrading of Chak tai Khal Diversion 	Drain: 11.4 km
Municipal Facilities	• Construction of School Cum Cyclone Shelter, "central disaster management control office, library and community center cum cyclone shelter"	SCS: 8 nos.

Source: ICGP Team

Table 6-15: Selected Subprojects for Feasibility Study

CC	Sector	Study Contents
NCC	Transport	Transport Study
CoCC	WSS	Study for Surface Water (Gomoti) Treatment
	Transport	Transport Study (including Bus Terminal and River bank road)
RpCC	Transport	Transport Study (including Ring Road)
GCC	Transport	Transport study (including fly over and bypass road with bridge)
ChCC	Reclamation	Land Reclamation of Bay of Bengal outside of Embankment

Source: ICGP Team

As a result of prioritization and readiness assessment, some types of subprojects cannot be considered in the final list despite of high necessity. Following points should be noted regarding the selection result.

- Solid waste and waste water management sectors are one of the biggest concerns in the city corporations and infrastructure projects are seriously needed. However, it is true that careful consideration especially regarding environmental impacts is required for projects in these sectors. In this regard, ICGP does not include full scale subprojects in these sectors, but it is noted that another framework is necessary to address the issues.

- Surface water treatment is a possible option of water supply, and it is expected to substitute conventional ground water use which causes land sinking. Feasibility of surface water use should be examined from various aspects including water resource assessment, treatment system, operation and maintenance, etc. Such study is selected in ICGP to assess feasibility of surface water treatment in CoCC.
- Poverty reduction is an important issue to be addressed. In the prioritization stage, the ICGP Team took into consideration a larger number of beneficiaries, including the poor, and improvement of basic human needs. In this regard, water supply subprojects are expected to contribute to saving expenditure related to the provision of safe water to the poor, for instance.
- Impact on the CC economy is one of the key aspects considered in the prioritization stage of subprojects as mentioned in 6.2.1. ICGP puts more focus on developing trunk infrastructure of CCs to stimulate growth and increase revenue. Subprojects get higher evaluation score when it directly contributes to the improvement of industrial and commercial facilities or area logistics.

6.3 Performance Indicator

6.3.1 Indicators of Infrastructure Development

To evaluate the selected projects for CCs, it is necessary to set performance indicators for the projects. In the following tables, basic concepts of the indicators by sector are summarized.

Table 6-16: Performance Indicators for Road, Bridge, and Overpass

Qualitative Indicator	Residents can easily travel to their destinations.
Quantitative Indicator	
Operational Indicator	Daily average traffic volume (Unit: vehicle/day)
Effectiveness Indicator	Driving time (Unit: hours/year) Average Driving Cost (Unit: BDT/year)

Table 6-17: Performance Indicators for Drainage

Qualitative Indicator	Residents can live more comfortably as a result of the reduction of water logging days.
Quantitative Indicator	
Operational Indicator	Days of disturbance by water logging (Unit: day/year)
Effectiveness Indicator	Number of residents in the water logging area (Unit: persons)

Table 6-18: Performance Indicators for Street Light

Qualitative Indicator	Residents can commute safely and smoothly at night.
Quantitative Indicator	
Operational Indicator	Number of operating street lights (Unit: Nos)
Effectiveness Indicator	Coverage of street lights for major roads (Unit: %)

Table 6-19: Performance Indicators for Waster Supply System

Qualitative Indicator	Residents can easily gain access to safe water at home without water drawing labor.
Quantitative Indicator	
Operational Indicator	Water supply amount (Unit: m ³ /day)
Effectiveness Indicator	Coverage of the water supply system (Unit: %) Number of residents who can access safe water (Unit: Nos)

Table 6-20: Performance Indicators for Bus Terminal

Qualitative Indicator	Buses are operated smoothly and passengers can enjoy comfortable transportation service.
Quantitative Indicator	
Operational Indicator	Average number of buses (Unit: vehicle/day)
Effectiveness Indicator	Average number of passengers (Unit: person/day)

Table 6-21: Performance Indicators for Truck Terminal

Qualitative Indicator	Trucks are operated smoothly, and logistics of the area improves.
Quantitative Indicator	
Operational Indicator	Average number of trucks (Unit: vehicle/day)
Effectiveness Indicator	Average weight of cargo (Unit: ton/day)

Table 6-22: Performance Indicators for Cyclone Shelter

Qualitative Indicator	Residents can easily travel to their destinations.
Quantitative Indicator	
Operational Indicator	Capacity of shelter (Unit: Person)
Effectiveness Indicator	Coverage of shelter (Unit: %)

Table 6-23: Performance Indicators for Whole Project

Qualitative Indicator	The economic output in CCs will increase because of the improvement of infrastructure in CCs.
Quantitative Indicator	
Operational Indicator	N/A
Effectiveness Indicator	Number of employment (Unit: Person)

In the other volumes, the results of baseline survey for some of the indicators are shown. Based on the results, targets of the subprojects are proposed by ICGP Team in the other volume. However, because of the limited period, it is impossible to cover all items. In addition, the target should be set with more detailed surveys, considering the latest situation before the subprojects starts.

6.3.2 Indicators of Governance Improvement

(1) ICGIAP (Component 1-1)

UGIIP applied governance related performance indicators to qualify PS to receive grant for infrastructure development. The indicators are basically set for every activity in UGIAP. Moreover, criteria of UGIAP activities are evaluated according to achievements in “Task” set in each activity.

According to the evaluation report of UGIIP I, summarized in Table 6-24, 22 target PSs realized a “Fully Satisfactory” status in terms of Citizen’s Awareness and Women’s Participation. However, 10 of them failed in Financial Accountability and Sustainability, and few failed in Integration of Urban Poor and Administrative Transparency. The result shows that many PSs have failed in the financial aspect, so it can be said that activities related to participation is not as challenging as financial issues for PSs.

Table 6-24: Achievements of UGIIP I

Area of Activity	Full Satisfactory	Minimum Requirement	Not Complied
Citizen's Awareness and Participation	22		
Urban Planning	-		
Women's Participation	22		
Integration of Urban Poor	20		2
Financial Accountability and Sustainability	12		10
Administrative Transparency	21		1

Source: Evaluation Report of UGIIP I

Similarly, ICGP sets performance criteria for each activity proposed in ICGIAP (see Annex C-4 and 5). CCs must face Performance Review at the end of the 1st and 2nd batches. The procedure of evaluation is described below.

Method of Evaluation

Performance Review (hereafter PR) is conducted two times along with the schedule of the batches in ICGP. The consultant hired by PMO reviews all activities in ICGIAP, while evaluation for the entitlement to receive the 2nd batch of infrastructure development fund is implemented on selected thirteen items. Annex F-1 shows criteria to receive fund for the 2nd (1st PR) and the feasibility study (2nd PR). The consultant conducts Preliminary Performance Review (PPR) six months before the PR. They check the progress of ICGIAP, and facilitate implementation if necessary.

Procedure of Performance Review

CCs are required to meet the “minimum requirement” of selected thirteen activities. If any of the criteria is not achieved, then the CC is not allowed to take steps for the 2nd batch. Procedure of PR consists of 11 stages as explained below;

Table 6-25: Procedure of Performance Review

Step	Procedure	Action by	Schedule
1	Preliminary Performance Review(PPR)	PMO, Consultant Team for PR	1st Qrt / 2nd year
2	Conduct 1 st Performance Review(PR)	PMO, Consultant Team for PR	3rd Qrt / 2nd year
3	PR workshop	PMO	End of 3rd Qrt / 2nd year
4	Declaration of CC for 2nd batch	LGD	Beginning of 4th Qrt / 2nd year
5	Reallocation of the remaining fund from the 1 st batch according to the result of PR	PMO	4th Qrt / 2nd year
6	Revision of the infrastructure list for yen loan according to the revised IDPCC	PMO	4th Qrt / 2nd year
7	Conduct 2 nd Performance Review	PMO, Consultant Team for PR	3rd Qrt / 4th year
8	PR workshop	PMO	End of 3rd Qrt / 4th year
9	Declaration of CC for feasibility study	LGD	Beginning of 4th Qrt / 4th year
10	Reallocation of the remaining fund from the 1 st batch according to the result of PR	PMO	4th Qrt / 4th year
11	Revision of the infrastructure list for yen loan according to the revised IDPCC	PMO	4th Qrt / 4th year

Source: ICGP Team

1st Stage: Preliminary Performance Review (PPR)

The consultant hired by PMO starts the preparation of PR in the beginning of the 2nd year of the 1st batch. They review the progress of ICGIAP and find out any activities which are behind schedule, then facilitate implementation of those activities.

2nd Stage: 1st Performance Review (PR)

The consultant conducts PR according to the Performance Review Guideline produced by SAPI

3rd Stage: PR Workshop

The result of PR will be discussed in the PR workshop. The consultant team gives their presentation on the result of PR and other findings. CC is to explain the activities which are marked “unsatisfactory”, if any. For those CCs which fail to fulfill any of the thirteen criteria, the SC discusses whether the CC will drop out from the ICGP or remain under special consideration.

4th Stage: Declaration of CCs for 2nd Batch

It will be declared that CCs which have met the minimum requirements in thirteen activities are entitled to receive the fund for the 2nd batch. In case any of the CCs fail to accomplish any criteria, it may be entitled the fund if SC decides to do so.

5th Stage: Redistribution of Surplus Fund

The surplus fund of the 1st batch, if present, will be allocated to the CC that achieved the highest score in the PR.

6th Stage: Decision on Use of Surplus Fund

CCs are supposed to revise IDPCC according to the guidelines in the second year of each batch. At the same time, minor revision of the list of infrastructure supported by ICGP is also done. At that time of revision, use of additional fund will be decided. The list of subprojects will be examined and approved by PMO and steering committee.

7th Stage: 2nd Performance Review

The 2nd PR will be conducted as the procedure of 1st PR. Any CC that fails to meet the minimum requirements will be out of ICGP unless SC gives special consideration. The highest scored CC will be entitled to receive the surplus fund of the 2nd batch which will be used for subprojects which were not listed in the 2nd batch or for research activities in the feasibility study.

Publicity of ICGIAP Achievements

Though there will only be thirteen criteria for the loan program following batches in ICGIPA, CCs should commit to all items of ICGIAP to improve the status of governance. Thus, the performance of other items will be also evaluated by the consulting team. The achievement of all performances of ICGIAP will be publicized to citizens through mass media and other sources so that the efforts of all CCs on governance will be accountable and transparent. Moreover, citizens will be aware of the governance of CCs and feel the responsibility as citizens to check the performance of CCs.

(2) Capacity Development (Component 1-2)

Table 6-26 shows performance indicators for items in component 1-2.

Table 6-26: Performance Indicators of Capacity Development

	Item	Qualitative Indicator	Quantitative Indicator
1	Skill up Trainings	<ul style="list-style-type: none"> Understanding of PMO and PIU officers is improved regarding ICGP procedure, governance improvement, infrastructure development and planning. 	<ul style="list-style-type: none"> 80% of the invitees attended trainings 70% of the attendants appreciate the training
2	ICT, e-governance (Property tax assessment software and SMS)	<ul style="list-style-type: none"> Efficiency and productivity are improved (property tax software) Access to the CC information is improved (SMS) 	<ul style="list-style-type: none"> Number of claim against billing mistake reduces by 50% 70% of the ICT users appreciate it.
3	Community Resource Center (CRC)	<ul style="list-style-type: none"> Quality of public service is improved Community activities are enhanced 	<ul style="list-style-type: none"> 10 CRC are completely constructed 50% of the ward residents appreciate CRC
4	ICGIAP Extension (seminars and mutual visits)	<ul style="list-style-type: none"> Remaining 6CC enhance their motivation to carry out ICGIAP 	<ul style="list-style-type: none"> 80% of the invitees attended seminars and mutual visits 70% of the attendants appreciate the program
5	Solid Waste Management activities	<ul style="list-style-type: none"> Residents' concern and understanding toward solid waste management are improved 	<ul style="list-style-type: none"> 50% of the target households join the program 70% of the training participants realise the reduction of solid waste
6	Poverty Reduction	<ul style="list-style-type: none"> Urban poverty is reduced 	<ul style="list-style-type: none"> 70% of participants evaluate the program to be effective

6.4 Baseline Survey and Economic Analysis

6.4.1 Baseline Survey

Considering the performance indicators of infrastructure development shown in 6.3.1, baseline survey was conducted to recognize the current situation. The survey was focused on the sector of the selected projects in each CC. The related information and results are shown in the other volumes.

6.4.2 Economic Analysis

The sectors that subprojects of ICGP belong in CCs are summarized in the following table.

Table 6-27: Sectors of Subprojects by CC

	1 Road, Bridge	2 Drain	3 Street Light	4 Water Supply	5 Overpass	6 Bus Terminal	7 Truck Terminal	8 Cyclone Shelter
NCC	X	X	X	X				
CoCC	X	X	X	X				
RpCC	X	X	X	X		X	X	
ChCC	X	X			X			X
GCC	X	X		X				

Source: ICGP Team

The subprojects of ICGP (loan) will generate economic benefits for the residents in target areas. For the subprojects which benefits can be quantitatively verified, economic analysis adopts one of the standard methods, economic internal rate of return (EIRR). EIRR is calculated by

estimated project costs and economic benefits. For the subprojects which quantitative validation is difficult, qualitative analysis will be applied. For the estimation of economic benefit and the identification of the current situation, baseline survey is conducted and its results are utilized for the assumptions for the estimation of economic benefits. Methodology of analysis and expected benefit of subprojects is mentioned in the other volume for each CC.

Chapter 7 Environmental and Social Consideration of Subprojects

This chapter explains environmental and social consideration of the subprojects, which includes current institutional framework and regulation under the Government of Bangladesh and JICA's environmental and social considerations.

7.1 Institutional Framework for Environmental and Social Considerations

7.1.1 National Level

Following are regulations and institutions at the National level.

The Environmental Conservation Act 1995 (ECA)

During the rapid industrial development in the early 1990s, the Government of Bangladesh (GOB) realized that the degradation of the environment should be minimized with regards to the environmental impact and its mitigation steps should be undertaken utilizing the technology without slowing down the industrialization process.

The GOB enforced the Environmental Conservation Act 1995 (ECA) to update the Environment Pollution Control Ordinance 1977.

Major features of the Act are:

- Power and function of the Department of Environment and that of the Director General;
- Declaration of Ecologically Critical Area;
- Regulation related to the vehicles' environmentally harmful gas emission;
- Environmental Clearance;
- Formulation of Environmental Guidelines;
- Regulation of development activities from environmental perspective;
- Promulgation of standards for quality of air, water, noise, and soils for different areas and for different purposes; and
- Promulgation of acceptable limit for discharging waste.

This Act is implemented by the Department of Environment (DoE), which is a department of the Ministry of Environment and Forest (MoEF) and is headed by a Director General (DG) who has complete control over DoE. DoE Headquarters currently consists of six division offices and 21 district offices to carry out the overall national management of the environment.

Before going for any new development project, the proponent is required to obtain Environmental clearance from the DoE. Failure to comply with any part of ECA 1995 may result in punishment by a maximum of five year imprisonment or a maximum fine of BDT 100,000, or both (JICA 2012)³¹.

Environmental Conservation Rules, 1997 (ECR)

In 1997, the government enacted the Bangladesh Environment Conservation Rules (ECR) to supplement the ECA. The rules specify environmental standards for air, water quality, noise, and foul odors. These were partially amended in 2002 and again in 2003. The Act stipulates the

³¹ Profile on Environmental and Social Considerations in Bangladesh, JICA, July 2012

Environmental Impact Assessment (EIA) process within the framework of Environment Clearance Certificate (ECC) (JICA 2012).

The relevant subjects/instruments of the Rules are:

- Considerations for the declaration of ecologically critical areas;
- Procedure for granting environmental clearance;
- Requirement for Initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA) according to the appropriate category of the project, for this purpose industrial units and projects have been divided into four categories – Green, Orange A, Orange B and Red;
- Environment Clearance Certificate (ECC) with a validity of 3 years for Green Category; and one year for all other categories;
- Renewal of the ECC within 30 days after the expiry of validity of clearance period;
- Provision of appeal to the appellate authority constituted by the government;
- Procedure to be followed by the appellate authority;
- Procedure of hearing appeal;
- Determination of environmental standards; and
- Determination of waste discharge and emission standards.

Acquisition and Requisition of Immovable Property Ordinance 1982 (ARIPO)

The principles for the compensation of property in Bangladesh are founded in Articles 42 and 47 of the Constitution. The law and implementing rules and regulations governing all cases of land acquisition are contained in the ARIPO, known as Ordinance II of 1982, some provisions of which were amended in 1993 and 1994³².

Environmental Court Act 2000

In 2000, the Environmental Court Act was especially enacted for court cases involving pollution. Environmental courts were established at six sites throughout the country and granted rights such as the right to enter premises and conduct investigations.

Although environmental laws have gradually been enacted, they are still insufficient in terms of applying precise regulatory power and assuring the implementation of policy measures for solving environmental problems. Deficiencies include missing items, no methodology specified for the enactment of regulation, articles that allow expanded interpretations and items that leave no room for administrative guidance (JICA 2012).

Environmental Impact Assessment (EIA) Guidelines for Industries by the Department of Environment

The Clause 12 of the ECA stipulates that “No industrial unit or project shall be established or undertaken without obtaining Environmental Clearance Certificate (ECC) from the Director General, Department of Environment (DoE).

The DoE issues ECCs for the development projects and is responsible for the enforcement of the ECA and ECR. Therefore, the DoE developed guidelines outlining procedures for preparing and reviewing EIA. The guidelines consist of the following:

- EIA procedures
- Screening of industrial projects

³² Draft Resettlement Framework Document: Bangladesh Urban Public and Environmental Health Sector Development Program, Prepared by Local Government Division, ADB, June 2009

- Application for Environmental Clearance
- Review of EIA Report
- Methodology for the EIA Process

Environmental Guidelines for the LGED Projects

Regarding any planned development projects under the Local Government Engineering Department (LGED), LGED needs to coordinate with the DoE for preparation of IEE and EIA in order to obtain ECCs.

LGED developed Environmental Guidelines for LGED Projects in 2008 (LGED Guidelines), aiming to implement all of its development projects in an environmentally sound and sustainable manner. It is to meet the requirements of both the GOB and donors including JICA. It provides necessary procedures and formats for the IEE and EIA of both rural and urban infrastructure development projects. For example, analysis of alternatives, public consultations and preparation of the Environmental Management Plan (EMP) are included in the suggested under the outline of the EIA report³³.

7.1.2 CC Level

City Corporations (CC) have to follow national level regulations for project implementation. Currently, there are no additional or separate rules and regulations under the City Corporations.

7.2 Regulation for Environmental and Social Considerations

7.2.1 Government of Bangladesh Regulation

The GOB regulations for environmental and social consideration are as follows.

Any planned project needs to be categorized under the four categories (Green, Orange-A, Orange-B and Red) through the screening process referring to the list of industries of projects in the ECR to apply for the ECC. Table 7-1 describes four categories, requirements, and examples of projects³⁴.

The IEE shall be applied to the Orange-B category projects and EIA to the Red category projects. For example, construction, reconstruction and expansion of roads (feeder and local) and bridges with lengths less than 100 meters belong to Orange-B. The construction, reconstruction and expansion of flood control embankments, polders, dikes, roads (regional, national and international) and bridges with the length of 100 meter or more are all Red category projects.

Application for ECC should be made by the project executing institutions/agencies/parties using the provided form (Form-3 of ECR, 1997). Different documents are needed to be enclosed with the application for each category.

³³ Refer to Table 7-2

³⁴ Refer to the Annex G-1 for the list of projects and descriptions

Table 7-1: Categories and Requirements

Categories	Requirements	Examples of Applicable Projects
Green	General information, No Objection Certificate from the local authority (NOC)	Assembling and manufacturing of products (i.e., TV, toy, candle, pen, bamboo excluding plastic products) etc.,
Orange-A	General information, NOC	Plastic manufacturing, minimum farming and poultry, restaurants, cinema hall etc.,
Orange-B	General information, NOC, IEE, EMP	Hotels, clinics, water purification plants, construction, reconstruction, and extension of roads (feeder road and local road) and bridges (length less than 100 meters), Public toilets, ship breaking, etc.,
Red	General information, NOC, EIA, EMP	Urea fertilizers, artificial rubber, waste incinerators, industrial estates, sewerage pipe lines, construction, reconstruction, and extension of flood control embankments, polders, dikes, roads (regional, national and international) and bridges (length 100 meters or more),

Source: Environmental Conservation Rules, 1997

7.2.2 Comparison between JICA Guideline and Bangladesh Regulations

As mentioned above, the LGED Guidelines are designed to mitigate the gaps of requirements between GOB and donors. The carrying out of IEE and EIA in accordance with the LGED Guidelines generally satisfies the requirements of the JICA Guidelines in terms of objectives. For instance, if the EIA missed necessary information, it would not be accepted by the DoE or ECC, the DoE would request the executing agency to revisit the EIA, and review it again.

However, the current GOB legislations, even the EIA, pay little attention to adverse social impact analysis, public participation, transparency, predictability and accountability. The definitions of project affected persons (PAP) and valuation of their loss, and public participation differs according to the donors' requirements³⁵.

In case the projects require land acquisition and resettlement, ARIPO does not consider persons without legal title, such as informal settlers, as PAP nor does it provide for the social rehabilitation of the loss of their livelihoods; moreover, it has no provision for giving special assistance to vulnerable groups³⁶.

There are differences in the valuation of land and prices of affected assets where, for example, ADB prescribes the use of current market rates in the project area. The GOB does not ensure replacement value or restoration of pre-project incomes of the APs. There is also no provision to assess the impacts on incomes and livelihoods from the loss of employment or business, neither is there any provision to restore lost incomes and livelihoods. In most cases, donors provide financial support for the preparation of required documents under the loan projects such as EIA, ARAP, RAP, RAP policy Framework and IPP.

According to the DoE³⁷, the EIA Guidelines is under the process of revision to minimize the gaps of requirements by donors such as JICA, ADB and World Bank, especially for the social impact aspects.

³⁵ Refer to the footnote # 32

³⁶ Vulnerable groups include: those without legal title to land or other assets; households headed by females; elderly and disabled persons; indigenous peoples; minority communities; and households with incomes below the poverty line (ADB's Policy on Involuntary Resettlement 1995)

³⁷ As of January 2013 information collected from the JICA ICGP team through the contact to the Director of Environmental Clearance, DoE, GOB

Table 7-2 shows the current gaps of requirements between GOB and JICA. The measures to be taken in order to minimize the gaps are shown as well.

Table 7-2: Gaps of Requirements and Measures by the Projects

Requirements by JICA Guidelines	GOB Policies	Gaps	Measures to be taken by the Subprojects
Analysis of alternatives and mitigation measures	The ECR provides for the submission of mitigation plans to cover the effects of pollution for the issuance of ECC (ECR #7). In addition, analysis of alternative measure is recommended in the LGED Guidelines.	Analysis of alternatives is not provided in the legal instruments of GOB, but recommended in the LGED Guidelines.	Alternative options and mitigation measures should be analyzed in accordance with the JICA Guidelines.
Scope of impacts to be assessed	The ECR has no provision for the scope of impacts to be assessed for environmental assessment, but the LGED guidelines recommended using a checklist covering a broad range of environmental and social issues.	Scope of impacts to be assessed is not provided in the legal instruments of GOB, but recommended in the LGED guidelines. Project Affected Persons (PAPs) exclude impacts on informal settlers, indigenous peoples, and ethnic minorities against the donors' safeguard policy.	Scope of impacts should be assessed in accordance with the JICA Guidelines. Preparation of Abbreviated Resettlement Action Plan (ARAP), Resettlement Action Plan (RAP) and updating of the Resettlement Action Plan Policy Framework (RAP-PF) whenever required in the JICA Guidelines. Preparation of Indigenous Peoples Plan (IPP), whenever appropriate, is required in the JICA Guideline
Information disclosure and consultation with stakeholders	The ECR has no provision for information disclosure or public consultation, but the LGED guidelines provide general recommendations for information disclosure and public consultation in environmental assessment.	Information disclosure and public consultation is not provided in the legal instruments of GOB, but recommended in the LGED guidelines.	Stakeholder meeting should be held, and findings of environmental analysis as well as draft IEE/EIA reports should be explained in the local language.
Consideration for ecosystems and biota	The ECR provides for the consideration of ecosystems and biota by declaring Ecologically Critical Areas and limiting activities in those areas (ECR #3)	There is no significant gap. All subjected impacts on ecosystem and biota are with the JICA guidelines.	Should exclude the site under the Ecologically Critical Areas, ECR.
Monitoring	The ECR provides for the submission of an EMP for the issuance of an ECC	There is no significant gap.	EMP which comprises an environmental monitoring plan should be prepared to obtain ECC prior to the implementation of the Project. Monitoring should be conducted according to the EMP.

Note: “#” indicates provision of the ECR (e.g., ECR #3 indicates Rule 3)

Source: ECR, LEGD Guideline, JICA Guidelines for Environmental and Social Considerations, April, 2010, Profile on Environmental and Social Considerations in Bangladesh, JICA, July 2012

7.3 Potential Environmental and Social Considerations

In accordance with the submission of the subproject list by the CCs in April 2013, the ICGP Team provided the following initial check form for environmental and social considerations (Table 7-3). The list was distributed and explained to all CC and Infrastructure WG by the ICGP Team.

As the scope of ICGP (Prep) is to nominate subprojects and indicate sequential batches for their implementation, the detailed design of each subproject is not prepared. Without detailed designs of the subprojects, the environmental and social considerations of the subprojects at this stage are only based on their preliminary designs. The ICGP Team visited some proposed subproject sites from April till September with CC engineers. The common findings will be noted at the end of the chapter and the initial assessment of the ICGP Team nominated subprojects will be mentioned in individual CC volumes.

Prior to the Fact Finding Mission carried out by the JICA Headquarters in July 2013, the ICGP Team filled the tentative Screening Form for the JICA Guidelines for Environmental and Social Considerations, which was requested by the JICA Headquarters for the Fact Finding Mission scheduled in early July 2013 (Annex G-2).

Table 7-3: Initial Check Form for Environmental and Social Considerations

CC Name		
No. and Project Title		
Date of Visits	DD/MM/YY	
Location (GPS coordinates)		
A. Environmental Items		
1. What is the current land use in the proposed project site? (Forest, wetland, agriculture, residential, etc.)		
2. Categories under the GOB regulation	Green, Orange-A, Orange-B or Red	
3. Required Documents	NOC, IEE or EIA	
4. Does CC secure budget for document preparation in the project cost? If Yes, how much? If No, how much is needed?	Yes or No	Amount
5. Does CC secure HR for document preparation? (Internal HR availability) If Yes, how many persons are in charge? If No, how much MM is needed for outsourcing?	Yes or No	MM
B. Social Items		
1. Land Acquisition required? If Yes, how big is the area?	Yes or No	Area:
2. Are there any Project Affected Persons (PAPs)?	Yes or No	No. of PAPs
2-1 How many PAPs are there for resettlement for land acquisition (Legal land owner)?	No. of PAPs	
2-2 How many PAPs are there for resettlement for land acquisition (Illegal land owner)?	No. of PAPs	
2-3 How many PAPs are there for adverse impacts for loss of income during project implementation/ <u>construction</u> (i.e., shop owner, farmer)	No. of PAPs by types	
2-4 Are there any indigenous people (IP) involved as PAP? If Yes, number and description	Yes or No	
3. Does CC know the requirements of documents for the JICA loan request for the project such as ARAP, RAP, RAP policy Framework and IPP?	Yes or No	
4. Does CC secure the cost for the abovementioned document preparation in the project cost as well as compensation portion (JICA loan fund cannot be used for the compensation)? If Yes, how	Yes or No	Amount

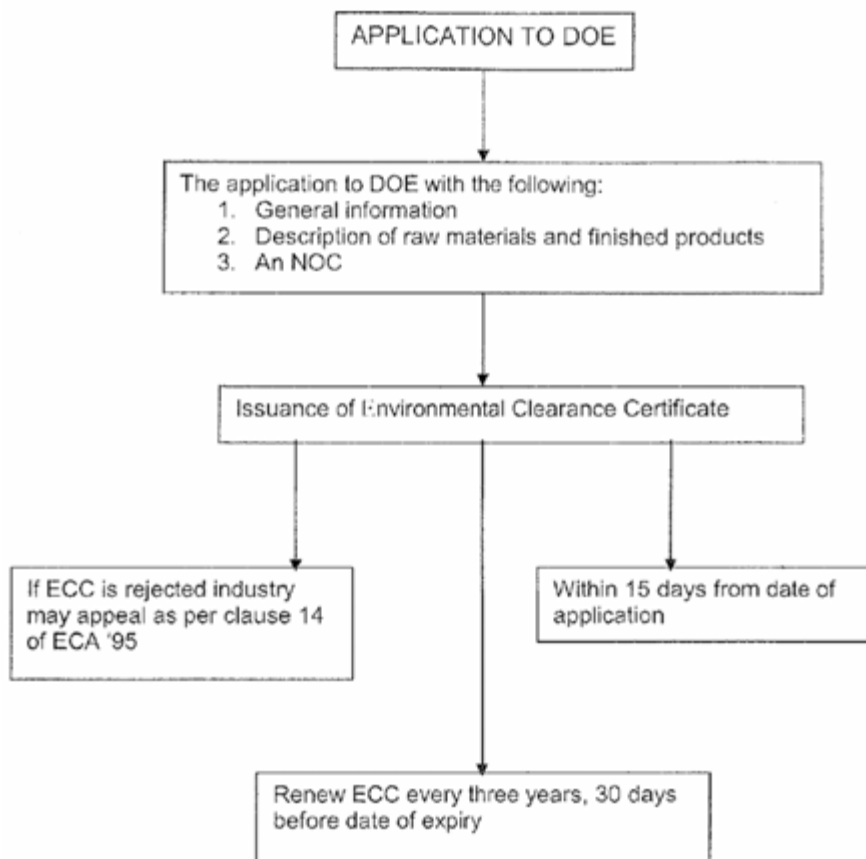
much? If No, how much is needed? Is shifting allowance for PAPs during construction included?		
5. Does CC secure HR for document preparation? (Internal HR availability) If Yes, how many persons are in charge? If No, how much MM is needed for outsourcing?	Yes or No	MM

Source: ICGP

7.3.1 Environmental Consideration

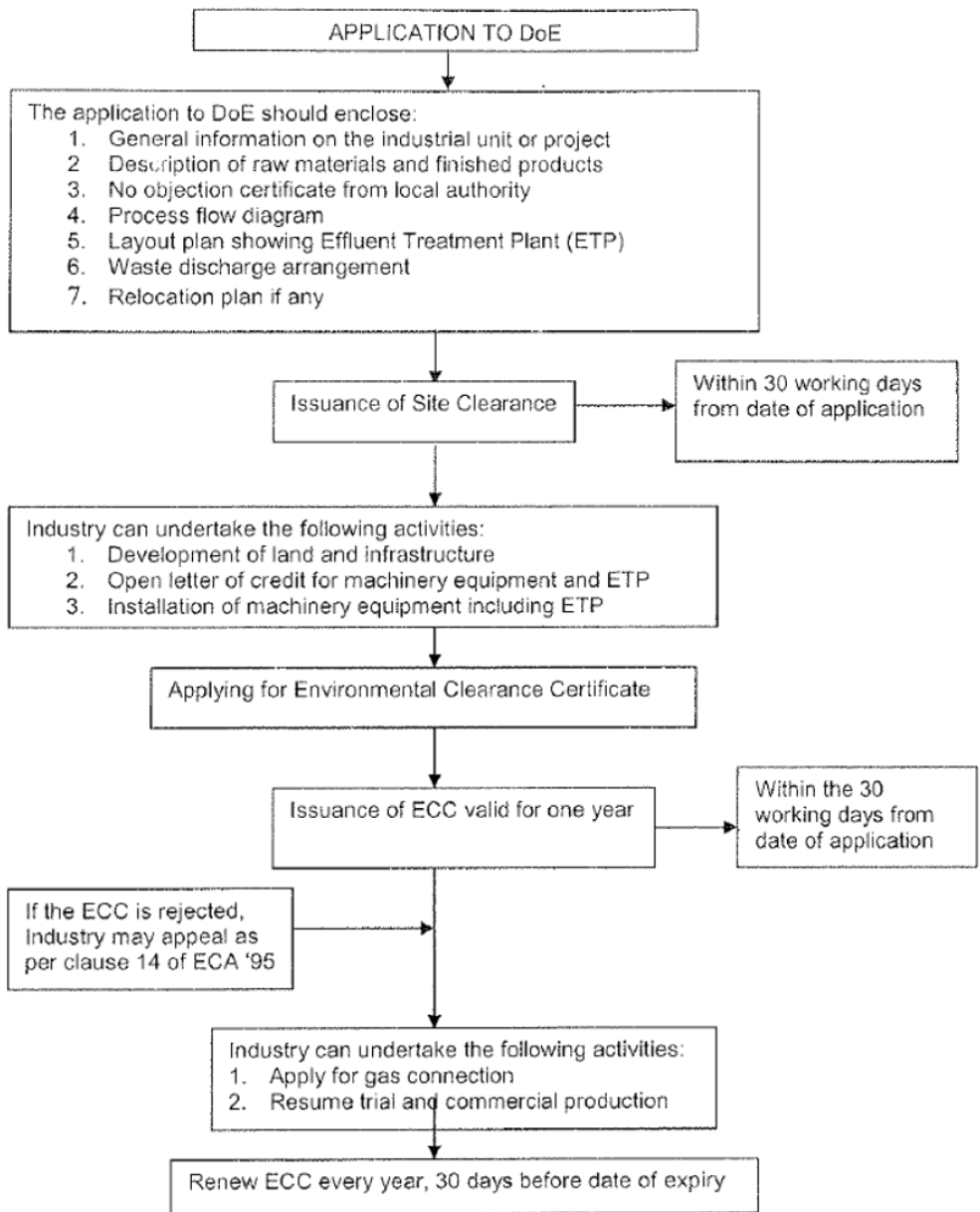
The LGED Guideline is designed to mitigate the gap between GOB and the donors concerning the requirements of environmental and social considerations. Conducting IEE and EIA in accordance with the LGED Guidelines generally satisfies the requirements of the JICA Guidelines. The DoE is the agency in charge of reviewing and approving the EIA/IEE reports, and therefore necessary actions for environmental clearance in any subproject for ICGP must be taken under their instruction and guidance. The steps that are required for each environmental category are shown in the figures below. After completing these steps an Environmental Clearance Certificate (ECC) is issued by the DoE. Generally, the CCs seem to lack in both designated personnel and experience in implementing any type of EIAs.

In order to show the above procedure, the ICGP Team carried out a sample IEE and EIA for the nominated subproject in Chittagong CC, which will be categorized as RED under the GOB. The name of the subproject is SAGORIKA ALANKAR CROSSING OVERPASS (Annex G-3)



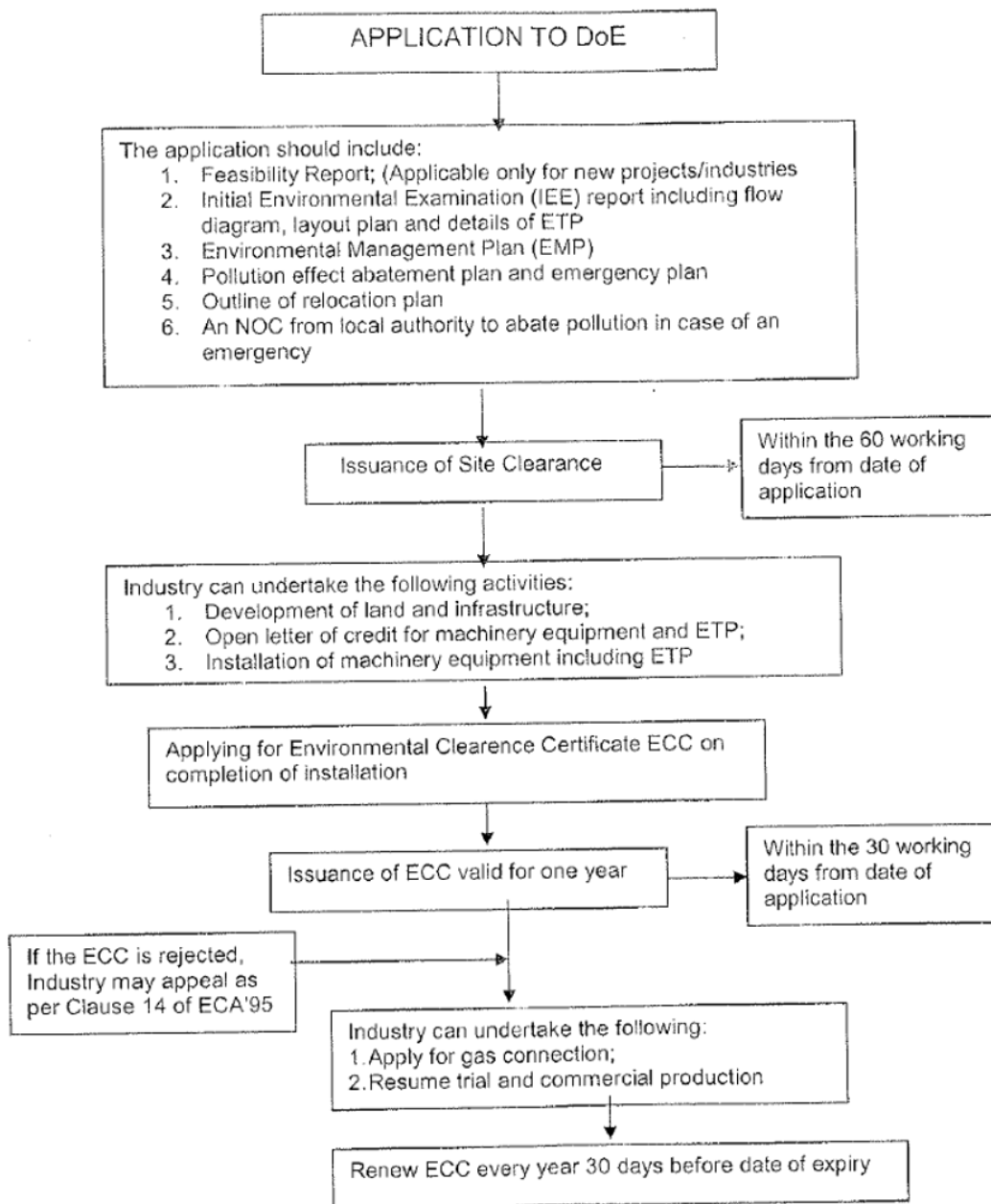
Source: Environmental Assessment Guidelines for LGED Projects

Figure 7-1: ECC Process for Green Category Projects



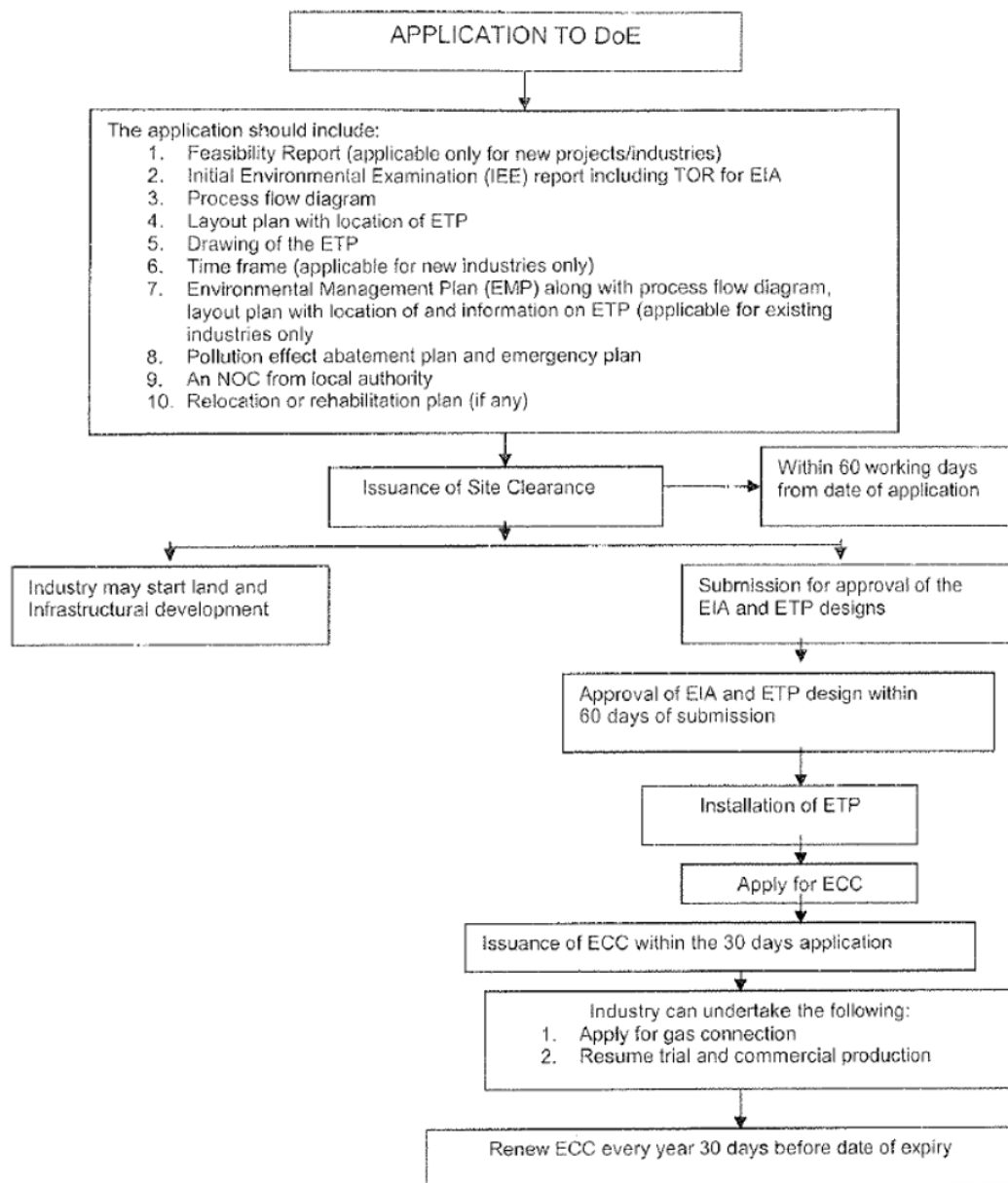
Source: Environmental Assessment Guidelines for LGED Projects

Figure 7-2: ECC Process for Orange-A Category Project



Source: Environmental Assessment Guidelines for LGED Projects

Figure 7-3: ECC Process for Orange-B Category Projects



Source: Environmental Assessment Guidelines for LGED Projects

Figure 7-4: ECC Process for Red Category Projects

7.3.2 Social Consideration

1) Common Status for the Social Consideration of the Proposed ICGP Subprojects

The subprojects currently selected do not require land acquisition or involuntary resettlements. Therefore, in principle, none of the subprojects should require preparation of Resettlement Action Plan (RAP) or Abbreviated Resettlement Action Plan (ARAP).

However, there are chances of finding Project Affected Person (PAPs)³⁸ and adverse social impacts once the design of the projects are elaborated further and more detailed assessment is conducted during the upcoming detailed project design phases. The potential impacts include the following general items and required mitigation measures to be taken at the detailed project design phase. Depending on the feasibility studies (F/S) and detailed design (D/D) of the subproject, all the items may not be applicable to the ICGP subprojects.

Table 7-4: Potential Adverse Social Impacts and Mitigation Measures

No.	Items	Impacts	Mitigation Measures
1	Loss of Land	Loss of private land and involuntary resettlement (including illegal land owners)	In case land acquisition is required, assess alternative plans to avoid land acquisition and involuntary resettlements In case of land acquisition, it must be done according to the GOB rules and the donors' valuation price should be paid with the CC or GOB fund. In case of involuntary resettlements, JICA requests preparation of RAP, ARAP, or RAP-PF. Then compensation or resettlements need to be paid from the CC fund or GOB fund prior to project construction based on the donors' valuation price.
2	Loss of Income	Loss of income from places used as stores or shops during the construction periods	In case some individuals or households lose their income during the construction periods, they need to be consulted for agreement or compensation. Shifting allowance should be calculated and provided to them from the CC fund or GOB fund to avoid the adverse economic impacts of the projects. It can also be compensated by providing temporary jobs such as construction work and training to shift occupations if stakeholders agree.
3	Loss of Crops	Crop loss for project implementation	In case any adverse impacts are predicted by the project for the agricultural sector, compensation should be assessed and paid for the price of crops from the CC fund or GOB fund.
4	Loss of Trees	Tree loss for the project implementation if applicable	In case any loss of tree is predicted by the project, compensation should be paid for the price of trees from the CC or the GOB fund.
5	Cross of Road	Roads affected by the project	Precautionary measures should be taken during the project site selection to avoid road crossing to avoid adverse impacts during construction and completion of the projects.

³⁸ PAP (Val unable groups) under the international donor standard includes: those without legal title to land or other assets; households headed by females; elderly and disabled persons; indigenous peoples; minority communities; and households with incomes below the poverty line (ADB's Policy on Involuntary Resettlement 1995)

No.	Items	Impacts	Mitigation Measures
6	Land Price	Changes of land value in the future after the project	In general, land price may be increased after the project. There might be a case of devaluation due to the project such as Solid Waste Management projects. The predictable changes of land value needs to be considered before the project. In case of land acquisition for the project is unavoidable; the land value should be calculated transparently. Disclosure of information and stakeholder meetings are suggested to avoid future complaints.
7	Employment	Temporary employment may be created during construction period	Local contractors are advised to take local labors (including unskilled labor) during the construction period for civil works, etc. It will contribute to the local community economically and build their skill capacities.
8	Human Safety	Risks of adverse impact during the construction and after the project completion	Predictable risks, such as construction and traffic accidents which increase after the projects (i.e., road improvement project), should be assessed. Depending on the risks, public awareness programs, signboards and precautionary measures should be taken to avoid accidents at the time of project detail design. The contractors should implement safety measures (i.e., restriction of construction site entry and temporally fencing) to avoid accidents during construction for both workers and neighboring residents.

Source: ICGP team with reference to previous study³⁹

7.4 Environmental Management System

The Project needs to establish an environmental management system to ensure that necessary environmental and social measures are undertaken properly. The environmental management system shall include: 1) identification of key environmental and social impacts to be caused by the subproject; 2) elaboration of mitigation measures against the impacts; 3) clarification of environmental and social monitoring system; and 4) description of institutional setup.

Necessary actions and responsible entities are described in the Draft Environmental Framework (DEF: Annex G-4) and Draft Resettlement Policy Framework (DRAP-PF: Annex G-5). Since the potential environmental and social impacts and mitigation measures are described in the previous sections, this section focuses on the monitoring of the environmental and social impacts and implementation of the mitigation measures and institutional arrangements for their management. The monitoring is particularly important to check whether the proposed mitigation measures are properly implemented, whether proposed mitigation measures are adequate, and whether unexpected impacts are observed.

³⁹ Referred items are from the recent World Bank Study named “Final Report on Social Impact Assessment (SIA) and Resettlement Action Plan (RAP) of Siddhirganj–Maniknagar 230 kV 11 km. T/L Project under the Ministry of Power, Energy & Mineral Resources Power Grid Company of Bangladesh (PGCB) prepared by Center for Environmental and Geographic Information Services A public trust under the Ministry of Water Resources, July 2012”.

Table 7-5: Environmental and Social Monitoring Items for the ICGP Subproject

Phase	Key impact	Monitoring item
Preconstruction	Environmental clearance	<ul style="list-style-type: none"> • Verify compliance with the conditions attached to the ECC by DOE
	Land acquisition and resettlement	<ul style="list-style-type: none"> • Check whether land acquisition or resettlement is required in accordance with the DRAP-PF • Check whether land acquisition procedure is properly undertaken in accordance with the DRAP-PF • Check whether compensations are completed in accordance with the RAPs or ARAPs
	Subproject selection	<ul style="list-style-type: none"> • Check whether selected subprojects meet all the selection criteria on environmental and social consideration requirements
Construction	Air quality and dust	<ul style="list-style-type: none"> • Confirm whether measures to minimize dust, such as spraying water, are properly undertaken • Confirm the change in air quality in the vicinity of the construction sites of subprojects that may cause significant air pollution
	Water quality	<ul style="list-style-type: none"> • Check whether earthworks are undertaken in the dry season • Check whether bituminous materials and other construction materials are treated properly • Check whether wastes which may cause water pollution are properly collected, stored, and disposed of • Check whether maintenance system for toilets or other facilities which may cause water pollution are properly established • Confirm the change in water quality in the vicinity of the construction sites of subprojects that may cause significant water pollution (e.g., large bridge construction)
	Noise and vibration	<ul style="list-style-type: none"> • Check whether construction works are conducted during daytime • Check whether local residents are informed of the schedule of works • Check whether bus and truck terminals are developed sufficiently far from populated residential area (nominated subprojects are only to improve the existing bus and truck terminals, where impacts on residents aren't highly expected) • Confirm the change in noise level in the vicinity of the construction sites of subprojects that may cause significant noise pollution
	Offensive odor	<ul style="list-style-type: none"> • Check whether wastes which may emit offensive odor are properly collected, stored, and disposed of • Check whether maintenance systems for toilets or other facilities which may emit offensive odor are properly established
	Bottom sediments	<ul style="list-style-type: none"> • Check whether bituminous materials and other construction materials are treated properly • Confirm the change in substances contained in the bottom sediments in the vicinity of the construction sites of subprojects that may cause significant sediment contamination (e.g., large bridge construction)

Phase	Key impact	Monitoring item
	Wastes	<ul style="list-style-type: none"> • Check whether construction sites are cleaned by contractors • Check whether facilities such as garbage bins and waste disposal sites are installed properly • Check whether wastes are treated and disposed of properly by responsible entities
	Ecosystem	<ul style="list-style-type: none"> • Check whether subprojects cause large-scale vegetation clearance • Check whether conservation measures are properly undertaken
	Regional hydrology and Drainage	<ul style="list-style-type: none"> • Check whether earthworks are undertaken in the dry season • Check whether construction materials are properly stored to avoid disturbance of local hydrology • Check whether the capacity of drainage facilities is adequate • Check whether alternative drainage is provided when dredging works are implemented • Check whether the improved drainage is maintained on a regular basis
	Soil erosion	<ul style="list-style-type: none"> • Check whether earthworks are undertaken in the dry season • Check whether soil protection measures, e.g., soil compaction and minimization of vegetation clearance, are properly undertaken • Check whether regular maintenance of the protection measures is undertaken
	Land acquisition and involuntary resettlement	<ul style="list-style-type: none"> • Check whether the RAP and ARAP is properly implemented, focusing on compensation, restoration and rehabilitation assistance, and special attention to vulnerable persons • Confirm the perceptions of PAPs on the ICGP nominated subprojects, including grievances or any other request
	Living and livelihoods	<ul style="list-style-type: none"> • Check whether there are people who may lose income sources, such as workers on ferries near ghats and shopkeepers who need to change their business patterns in market • Check whether such people are informed well in advance • Check whether consultations with such people are sufficiently held
	Cultural heritage	<ul style="list-style-type: none"> • Check existence or nonexistence of cultural heritage in the vicinity of subproject sites • Check whether consultations with local stakeholders are sufficiently held • Check whether agreement of local stakeholders is obtained if any disturbance is inevitable.
	Ethnic minorities and indigenous peoples	<ul style="list-style-type: none"> • Check existence or nonexistence of residences of ethnic minorities and indigenous peoples • Check whether consultations with such peoples are sufficiently held • Check whether agreement of such people is obtained if any disturbance is inevitable.

Phase	Key impact	Monitoring item
	Safety and health	<ul style="list-style-type: none"> • Check whether potential safety hazards and health issues are explained to construction workers • Check adequate equipment to prevent accidents is provided to construction workers
Operation and maintenance	Environmental Monitoring	<ul style="list-style-type: none"> • Undertake a periodic environmental monitoring on air quality, water quality, noise level, sediments, or other parameters for subprojects where required • If any of the monitoring results of the above parameters exceed environmental quality standards or baseline data, continue the monitoring on the parameter(s)
	Regional hydrology and drainage	<ul style="list-style-type: none"> • Check whether regional hydrology is disturbed by the subproject • Check whether the capacity of drainage facilities is adequate
	Soil erosion	<ul style="list-style-type: none"> • Check the conditions of embankment to evaluate adequacy of soil protection measures
	Living and livelihoods	<ul style="list-style-type: none"> • Confirm the perceptions of PAPs on the ICGP nominated subprojects
	Land acquisition and resettlement	<ul style="list-style-type: none"> • Confirm the perceptions of PAPs on the ICGP nominated subprojects • Check whether PAPs have any complaints
	Safety/health	<ul style="list-style-type: none"> • Check whether safety measures such as the installation of a sufficient number of warning signs are undertaken • Confirm the perceptions of local residents
	Operation and maintenance	<ul style="list-style-type: none"> • Check whether improved or constructed facilities are properly maintained on a regular basis

Source: ICGP

7.4.1 Environmental and Social Monitoring

A monitoring system shall be clarified for each subproject site. Environmental monitoring consists of the following five parts:

- Verify compliance with the mitigation measures proposed in the individual examinations of subproject sites as well as IEE and/or EIA
- Verify compliance with compensation and resettlement measures proposed in RAPs, ARAPs and the DPAR-PF
- Check the effectiveness and adequacy of the proposed mitigation measures
- Take additional measures if the proposed measures are found to be inadequate
- Take necessary measures if unexpected problems emerge

Key environmental impacts to be monitored at subproject sites shall be identified based on the natural and socioeconomic characteristics of each project site during the detailed design period. As reference information, possible items to be monitored for the individual subprojects under the ICGP nominated subprojects are presented in the respective CC Volumes 2 to 6. However, it should be kept in mind that there may be other items which need to be monitored depending on the types and specific characteristics of subprojects. Similarly some of them will not be required to be monitored. The executing agency (PMO, LGED) and implementing agency (PIUCC, CCs) should identify subproject-specific monitoring according to the anticipated impacts before the commencement of civil works.

7.4.2 Institutional Arrangement

The executing agency (LGED) and implementing agency (CCs) are responsible for the environmental and social considerations. However, few members within the LGED have sufficient capacity to handle environmental and social considerations. Furthermore, there is no staff in charge of environmental and social issues in CCs. Therefore, the Project Management Office (PMO) in the LGED are expected to recruit a Design, Supervision, and Monitoring (DSM) consultant team, which includes experts for environmental and social considerations to ensure that proper environmental and social measures are undertaken for the 1st and 2nd batch of the project. Consultants with expertise in environmental and social considerations are for example Environmental Expert (international), Rehabilitation and Resettlement Specialist (local), and Environmental Specialist (local).

For the feasibility study, the PMO will recruit a Feasibility Study and Master Plan Review (FSMP) Consulting team, which include Environmental Expert (international), Social Consideration Expert (international), Environmental Specialists (local) and Social Consideration Specialists (local).

Moreover, it is expected both the LEGD and CCs appoint Environmental and Social Officers (ESOs) for the ICGP subproject for PMO and PIU to realize smooth implementations and build their capacities for taking care of environmental and social considerations. Table 7-6 indicates the expected personnel for the environmental and social considerations under the ICGP subproject duration.

Table 7-6: Expected Personnel for Environmental and Social Consideration

	Consulting Team	PMO (LEGD)	CC (PIU)
DSM(PMO)	FSMP (PMO/PIU) for feasibility study	Expected appointments: No.	Expected CC appointments: No.
Environment Expert (Int.): 1	Environment Expert (Int.): 1 for 5 PIUCC (PMO base)	Environmental and Social Officer:1 or 2 (new appointments)	Environmental and Social Officer:1 (new appointment)
Rehabilitation and Resettlement Specialist: 1	Environment Specialist 2 for 5 PIUCC (PMO base)		
Environmental Specialist: 1	Social Consideration Expert(Int.): 1 for 5 PIUCC (PMO base)		Urban Planner (to be involved for
	Social Consideration Specialist: 5 for each PIUCC (PIU base)		

Especially, in each CC, the expected PIUCC will have at least one staff in charge of environmental and social considerations namely PIUCC Environmental and Social Officer (ESO). ESO will be local and may be appointed from the current CC staff or provided by the LGED or newly recruited by either CC or LEGD. The below indicate the expected performance of ESO.

Suggested Position Requirement for the PIUCC ESO

- At least a bachelor's degree in environmental science or other relevant fields of social science.
- Minimum 12 years of work experience with a minimum of 3 years of experience in environmental and social management activities related to infrastructure development,

in accordance with GOB regulations and the requirements of international development partners.

- Proven track record and knowledge in government policies, administrative systems and procedures for environmental and social management, governance issues, and experience of working with NGOs and international agencies.
- Proven work skills in multi-disciplinary and multi-cultural team environments.
- Proven communication skills (excellent command of spoken and written English).
- Computer literacy and ability to work with standard office software.

Expected Performance of PIUCC Environmental and Social Office (ESO)

The PIUCC ESO will work under the supervision and guidance of the Environmental Expert, Rehabilitation and Resettlement Specialist, and Environmental Specialist in the DSM under PMO. Specifically, the ESO will:

- 1) Assist PIUCC in preparing, screening and categorization of subprojects with consultation with the ES, RRS, and Sociologist/Gender Specialist.
- 2) Assist PIUCC in preparing IEEs, EIAs, RAPs, ARAPs, and IPPs including TOR preparation, and assist in environmental and social monitoring on the impacts of subprojects and implementation status of mitigation measures.
- 3) Assist PIUCC in the environmental and social review of subprojects.
- 4) Assist PIUCC in capacity building and training, preparation of environmental and social guidelines and procedure and subproject specific guidance.
- 5) Support PIUCC's environmental and social monitoring undertaken.
- 6) Support PIUCC's in undertaking mitigation measures associated with opportunities and other specific measures in construction contracts.
- 7) Ensure subprojects' compliance with the requirements of the GOB policy and the JICA Guidelines.
- 8) For the subprojects requiring land acquisition and involuntary resettlement, identification of PAPs, and preparation of TORs for the RAPs, ARAPs, and IPPs complying with the GOB and JICA guidelines.
- 9) Support PIUCC in preparing Project Information Documents (PIDs) for disclosure to stakeholders and PAPs.
- 10) Support PIUCC in preparing RAPs, ARAPs, and IPPs which need to include a census of all PAPs and a socioeconomic survey, screen out vulnerable PAPs and calculate compensation and entitlement, hold consultation with PAPs on RAPs, ARAPs, and IPPs and finalize them and submit to PMO and JICA, and supervise the activities of outsourced implementers such as NGOs in performing the above tasks.
- 11) Support ES, RRS, and Social Consideration Specialist by providing data, information and all other requested assistance to her/him at the PMO, and
- 12) Any other responsibility assigned by the ES, RRS, Social Consideration Specialist, and Team Leader of DSM consultants and the PD.

7.5 JICA Environmental Check List

A JICA environmental checklist for the ICGP nominated subproject was developed for environmental review (Annex G-6). It was formulated based largely on the checklists attached to the JICA Guidelines, but some modifications, such as the addition and deletion of check items, were made to adapt them to the characteristics ICGP nominated subprojects.

7.6 Land Acquisition and Involuntary Resettlement

As for the ICGP nominated subprojects, neither land acquisition nor involuntary resettlement is anticipated. However, after the detailed design period, PAPs may be identified. Therefore, the ICGP prepared the Draft Resettlement Action Plan Policy Framework (DRAP-PF) with the following aspects in accordance with the JICA Environmental Guideline (April 2010)⁴⁰ (Annex G-5).

7.6.1 Draft Resettlement Action Plan Policy Framework

The basic contents of the DRAP-PF are as below, though the contents may change depending on the type and scale of the subprojects.

- 1) Objective of the project and necessity of involuntary resettlement
- 2) Reason why resettlement plan cannot be prepared
- 3) Process of preparation of resettlement and its approval
- 4) Expected number of people required to resettle
- 5) Compensation for calculated value of affected assets and eligibility criteria of getting support of living standard recovery
- 6) Compensation procedure of affected assets to regain complete equivalent assets
- 7) Countermeasures to improve (or at least recover) the livelihoods and living standards of persons who are resettled in comparison with those before resettlement
- 8) Authority of the organization that handles claims and procedures to address claims
- 9) Identification of relevant organizations that are responsible for resettlement procedures and their responsibilities
- 10) Implementation schedule of physical relocation after compensation payment of affected assets
- 11) Costs and resources
- 12) Institutional structure for monitoring (mandate), and monitoring system of independent organizations (if necessary)
- 13) Strategy to secure community participation from planning of the resettlement

Source: ICGP team with reference to previous study⁴¹

⁴⁰ Annex E-4 shows the draft version of the Draft RAP-PF reflecting the current progress of the ICGP. The final Draft RAP-PF will be attached with the ICGP Final Report

⁴¹ Referred items are from the recent World Bank Study named “Final Report on Social Impact Assessment (SIA) and Resettlement Action Plan (RAP) of Siddhirganj–Maniknagar 230 kV 11 km. T/L Project under the Ministry of Power, Energy & Mineral Resources Power Grid Company of Bangladesh (PGCB) prepared by Center for Environmental and Geographic Information Services A public trust under the Ministry of Water Resources, July 2012”.

Chapter 8 Implementation Arrangements

This chapter reviews the present status of implementation for infrastructure projects and implementation structure and input of consultants for ICGP (Loan).

8.1 Current Implementation Process for Infrastructure Projects in CCs

The table in Annex H-1 shows responsible departments and the decision making process at several stages.

Project Preparation (Selection of Projects to Procurement)

The stage of project preparation includes selection of subprojects and procurement. Basically the responsible department of subproject preparation is the Engineering Department. Though selection of subprojects and procurement need several steps for approval, the final approval of each step is always given by the mayors.

In general identified subprojects are first approved through the City Council meeting then the final approval is given by the mayors. Procurement processes are carried out according to the Public Procurement Act 2008. Regarding detail design, preparation of bidding documents, and announcement, the engineering department conducts preparatory works and documentations; afterwards the consent of CEO and the final approval of mayors are needed. P/Q and bidding evaluation are approved by the mayors after the examination by the Tender Evaluation Committee while the procedures related to contracts (approval for contract, contract signing) only need the approval of the mayors.

Supervision

The supervision stage mainly includes four processes (supervision of construction, payments to contractors/suppliers, disbursement application, and final inspection).

For supervision, the engineering department conducts supervision of construction works and its progress. The accounting department is responsible for payment to contractors. Payments are made based on invoices with milestones approved by the engineering department, with approval of the accounting department – CEO – mayors (checks need both mayors' and CEO's signing). For final inspection, the engineering department is responsible for the inspection works; then, approvals of the CEOs and the mayors are needed.

O&M

O&M works are conducted by each responsible department/section for each sector (road, drainage, lightening water supply, and other municipal facilities). For the roads and drainages, the Engineering Department undertakes routine and periodical maintenance, while the Conservancy Department is responsible for cleaning. O&M for lightening is managed by the Electrical Section of the Engineering Department. The water supply is operated and maintained specifically by the Water Section of the Engineering Department. Basically, CCs, as Local Government Institution, are responsible for O&M, but, in case of NCC, community and NGOs take part in O&M activities. The communities play a role of monitoring the conditions (road, drainage and lightening) and NGOs are involved in the cleaning of drainage in some parts.

8.2 Challenges in Implementation for Infrastructure Projects

The four CCs, excluding ChCC, do not have sufficient experiences in large scale infrastructure project. Thus, it is anticipated that they may face difficulties in the process of infrastructure

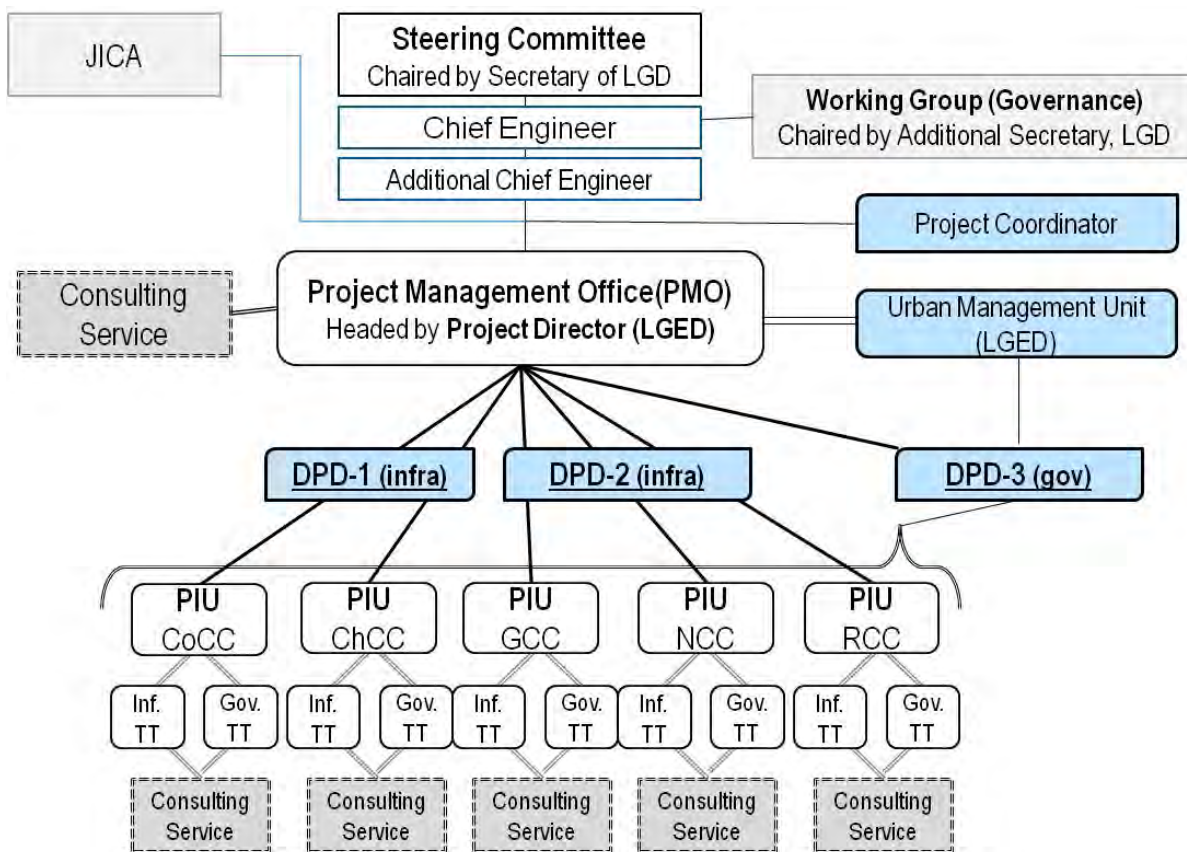
development (detail design, preparation of bidding document, P/Q evaluation and bidding evaluation). As for procurement, the procedures are defined by “Public Procurement Act 2008”; therefore they do not have any problem in the formalities.

Difficulties in the implementation stage are quality control in civil works and lack of technical capacity along with lack of equipment and machineries. Those are caused by lack of funds, skilled officials/workers, experiences and equipments.

8.3 Implementation Structure for JICA Loan Project

8.3.1 Implementation Structure

The ICGP Team reviewed implementation structures in UGIIP and NOBIDEP and proposed a structure suitable for this project in Figure 8-1. The basic structure includes following items. Steering Committee chaired by the Secretary, LGD. Project Management Office (PMO) headed by the Project Director (PD). Project Implementation Unit (PIU) as well as Task Team (TT) for governance and infrastructure established in each City Corporation (CC). Working Group (WG) for Governance chaired by Additional Secretary, LGD. A Project Coordinator, as senior Engineer oriented in JICA project implementation who support PD together with Consultants.



Note: Abbreviations are as followings. PIU: Project Implementation Unit, DPD: Deputy Project Director, Inf.TT: Infrastructure Task Team, Gov.TT: Governance Task Team
Source: ICGP Team

Figure 8-1: Implementation Structure for JICA Loan Project

1. **Steering Committee (SC)** will be established in the Local Government Division (LGD), chaired by the Secretary, LGD, to provide overall guidance and policy direction of ICGP.

The main purpose of the SC would be to review the progress of project implementation and ensure smooth coordination with other Government and non-Government concerned agencies.

The overall responsibilities of the SC will be:

- a) To give policy guidelines for the implementation of the project to make the City Corporation an Inclusive City.
- b) To provide policy guidelines for the implementation of Administrative Reform Plan (ARP) for City Corporation
- c) To review overall progress and problems of the project and play a role of coordination among the SC members to resolve the issues
- d) To make the decision of relocating the funds among the CCs in the 2nd phase according to the performances laid down in the ICGIAP on the basis of evaluation of the performances regarding the ICGIAP of each targeted 5 City Corporations;
- e) To provide directives and guidance for overall management mechanism.

The first Steering Committee will meet within one month from the Project commencement and the committee will meet at least twice every year and/or based on the PMO requirement.

Members of Steering Committee are;

1.	Secretary, LGD	Chairperson
2.	Chief Engineer, LGED	Member
3.	DG, MIE, Local Government Division (LGD)	Member
4.	Additional Secretary, LGD (Urban)	Member
5.	Representative of ERD, Ministry of finance (MOF)	Member
6.	Representative of Finance Division, MOF	Member
7.	Representative of IMED, Ministry of Planning	Member
8.	Representative of PPWS&H Sector, Planning Commission	Member
9.	Representative of Ministry of Housing and Public Works (MHPW)	Member
10.	Representative of Ministry of Power Energy and Mineral Resources	Member
11.	Representative of Road and Highways Department, Ministry of Communication	Member
12.	Representative of Bangladesh Telecommunication Co. Ltd.	Member
13.	Representative of Titas/ Bakhrabad Gas Transmission and Distribution Company Ltd.	Member
14.	Representative of Bangladesh water Development Board, Ministry of Water Resources	Member
15.	Representative of Dhaka Water Supply and Sewerage Authority	Member
16.	Representative of Ministry of Environment and Forest	Member
17.	Representative of Ministry of Health and Family Planning	Member
18.	Representative of Ministry of Public Administration	Member
19.	Representative of Chittagong Water Supply and Sewerage Authority	Member
20.	Representative of Department of Public Health Engineering (DPHE)	Member
21.	Representative of National Institute of Local Government (NILG), LGD, MLGRDC	Member
22.	Representative of JICA Bangladesh office.	Member
23.	Representative of RAJUK	Member
24.	Representative of CDA	Member

25	One representative from Urban Sector of LGED	Member
26	Project Director of ICGP, LGED	Member Secretary

SC may co-operate any other representative of any agency, as necessary.

Note: SC may co-opt any other representative of any agency, as necessary.

2. **Working Group (Governance)** will be established which will be chaired by the Additional Secretary of LGD (Urban Wing) for the implementation of the project with a view to support ARP and ICGIAP.

The Working Group (Governance) will be required to

- a) Monitor and evaluate ICGIAP activities
- b) Find out the way to make the City Corporation inclusive
- c) Support any national seminar/workshop on urban issues
- d) Review the progress and achievement of ICGIAP and ARP
- e) Give policy guideline to Steering Committee for implementation of ARP
- f) Consult the target 5 CCs about overall governance issues
- g) Maintain with close liaison with the Urban Management Unit (UMU) about collection of policy issue information in urban sector
- h) Provide directives and guidance of ICGIAP evaluation report.
- i) Examine and provide overall recommendations on evaluation report of ICGIAP prepared by PMO and send it to SC.
- j) Share good practice on governance improvement of City Corporation

The first meeting of the WG will be held within one month of the first SC meeting and regular meetings of the WG will be held every 3 (three) months and the activities of the ICGAP and ARP will be reviewed and recorded in every meeting. The minutes of each meeting will be circulated within 15 days among the members of the WG after the meeting is held. The summary of the vital issues discussed in the regular meeting of the WG will be submitted to the SC. The WG may call an emergency meeting when any important issue arises.

Members of Working Group are;

1.	Additional Secretary (Urban Wing), LGD, MLGRDC	Chairperson
2.	Representative of ERD, Ministry of finance (MOF)	Member
3.	Representative of PPWS&H Sector, Planning Commission	Member
4.	Representative of IMED, Ministry of Planning	Member
5.	Representative of MOPA	Member
6.	Representative of NILG	Member
7.	Additional Chief Engineer (Urban), LGED	Member
8.	Project Director of ICGP, LGED	Member
9.	CEOs of 5 City Corporations	Member
10.	Representative of JICA Bangladesh office.	Member
11.	Senior Assistant Secretary , LGD, MLGRDC	Member
12.	Deputy Project Director (Governance) of ICGP, LGED	Member
13.	Project Coordinator, ICGP, LGED	Member Secretary

Note: Working Group (Governance) may co-opt any other representative of any agency as when necessary.

3. **Project Coordinator:** A senior engineer from LGED, experienced in urban sector as well as implement the JICA assistance project as PD, will act as Project Coordinator of ICGP. He/she will coordinate the project issues with the Chief Engineer, Additional Chief

Engineer, JICA, Ministry, Planning Commission etc. and provide support to the Project Director and also monitor the project. The coordinator is the member secretary of the Governance Working Group. He/she will make necessary coordination with relevant Technical Assistance projects (TA) especially SAPI and directly supervise the Technical Cooperation Projects (Governance and Urban Planning) as a counterpart.

4. **Project Management Office (PMO)** will be established for overall management of the Project. PMO will be headed by one full-time Project Director (PD), supported by three full-time Deputy Project Directors (DPDs) respectively; DPD-1 for Urban infrastructure development-1 at CoCC & ChCC, DPD -2 for Urban Infrastructure Development -2 at NCC, RpCC & GCC and DPD-3 for Governance improvement . The cooperation between the PMO and UMU is essential to realize the output of the Governance Improvement component. Therefore, the DPD-3 will work under the guidance of both the PD and the Director of UMU as DD of UMU. For the same reason, the PD will need to maintain close liaison with the Director of UMU during the project implementation period.

The other officers of PMO are mentioned in Table 8-1. There shall be 57 officers assigned at PMO some are by deputation and some are by outsourcing.

Table 8-1 Officers of PMO

	Title	No of Post.	Full time	Remarks
1	Project Director	1	Yes	Deputation
2	Deputy Project Director Component 1	1	Yes	Deputation
3	Deputy Project Director Component 2	1	Yes	Deputation
4	Deputy Project Director Component 2	1	Yes	Deputation
5	Senior Assistant Engineer	2	Yes	Deputation
6	Assistant Engineer (5 for PIU)	5	yes	Outsourcing
7	Environment Engineer (AE)	1	Yes	Deputation
	Senior Slum Development Officer	6*	Yes	Outsourcing
8	Procurement officer	1	Yes	Outsourcing
9	Accounts Officer	1	Yes	Deputation
10	Administrative Officer	1	Yes	Deputation
11	Training officer	1	Yes	Outsourcing
12	Sub Assistant Engineer (5 for PIU)	7	Yes	Outsourcing
14	Estimator	1	Yes	Outsourcing
15	Socio-economist (5 for PIU)	6	Yes	Outsourcing
16	Accountant (5 for PIU)	6	Yes	Outsourcing
17	Accounts assistant	1	Yes	Deputation
18	Computer operator	3	Yes	Deputation
19	Office assistant	2	Yes	Deputation
20	Driver	6	Yes	Deputation
21	Photocopy Operator	2	Yes	Outsourcing
22	Messenger	1	Yes	Outsourcing
23	MLSS	4	Yes	Outsourcing
24	Cleaner	2	Yes	Outsourcing
	Total	63	NA	NA

*Senior Slum Development Officer will be assigned at PMO and work at CC for preparation and implementation of PRAP. One Slum Development Officer will station at PMO and coordinate the slum development actions.

The PMO will be responsible for:

- a) Planning overall project implementation;
- b) Assisting to implement the ICGIAP and ARP at the City Corporation level;

- c) Procuring, managing, and supervising consultants hired under the project;
- d) Monitoring and supervising project implementation;
- e) Approval of all subprojects;
- f) Finalizing the detailed design of all subprojects supported by consultants;
- g) Preparing disbursement projections;
- h) Collecting supporting documents on expenditures from PIUs;
- i) Preparing and sending request forms with summary of payment to JICA;
- j) Ensuring compliance with the agreement with JICA, including safeguards;
- k) Preparing and submitting reports, including progress reports and the completion report;
- l) Assisting the Working Group (Governance) and Steering Committee;
- m) PD of the project has to follow the threshold value to give the approval for procurement of works, goods and services.

7. Urban Management Unit (UMU)

Urban Management Unit of LGED supervise and monitoring the all urban sector activities and directly implement the capacity development component of all urban local bodies of the country. This unit also supports the Governance Improvement Program in selected city corporation as well as municipalities. The Urban Management Unit with its regional offices will directly support the capacity building activities as well as ICGIAP in all 11 City Corporation.

The UMU will also function as the secretariat that will take responsibility for performance evaluation on ICGIAP and criteria for performance base fund allocation and project performance monitoring and evaluation in order to ensure transparency and accountability. UMU also support the Working Group (Governance) for carry out its function.

Staff allocation and TOR of main positions are summarized in Table 8-2.

Table 8-2: Main Members of PMO and Their TOR

S/N	Position	No.	TOR
1	Project Director	1	<ul style="list-style-type: none"> • Lead the PMO in coordinating all the Project components with related organizations • Oversee expenditure and utilization of Project funds • Provide oversight of accounts and timely submission of disbursement requests to JICA • Review Project progress regularly and report to related organizations • Supervise and allocate tasks to officers and staff of the Project • Support CC to set up PIU and make them workable • Supervise PIUs and keep their activities on the right track • Appropriately coordinate with SAPI experts • Supervise consultants in PMO and PIU • Oversee PIU to implement ICGIAP and infrastructure works • Make appropriate coordination with the consultant team for Performance Review, and assist consultant to prepare for the review. • If problems concerning ICGIAP occur in PIU, provide advice on necessary measures for improvement according to the report from DPD. • If any CC failed to achieve the criteria for loan program, assist the consultants and PIU in achieving them. • Support PMO and PIU in conducting seminars and trainings
2	Deputy Project	1	The Deputy Project Director is mainly responsible for supervising

S/N	Position	No.	TOR
	Director (Governance)		<p>the implementation of ICGIAP and coordinating PMO, PIU and consultants. TOR in details are as below;</p> <ul style="list-style-type: none"> • Assist PD to setup PMO and make it workable • Support CC to set up PIU and make them workable • Supervise PIUs and keep their activities on the right track • Appropriately coordinate with SAPI experts for governance issue • Supervise consultants in PMO and PIU for governance tasks • Facilitate PIU in implementing ICGIAP according to the guideline • Appropriately coordinate with the consultant team for Performance Review, and assist consultant to prepare for the review. • If problems occur in PIU concerning ICGIAP, investigate the problem and report to PD for improvement. • If any CC failed to achieve criteria for loan program, assist consultants and PIU in achieving them. • Support PMO and PIU in conducting seminars and trainings • Report the progress of governance improvement to the Project Director
3	Deputy Project Director (Infrastructure)	2	<p>Since there are 5CCs involved in this JICA Loan project and each CC will implement variety of infrastructure subproject, ICGP proposes two (2) Deputy Project Directors (DPD) for this position. One DPD handles NCC and COCC. While another DPD takes care of RpCC, GCC and ChCC. They are required to:</p> <ul style="list-style-type: none"> • Assist PD in setting up PMO and making it workable • Support CC in setting up PIU and making them workable • Supervise PIUs and keep their activities on the right track • Appropriately coordinate with SAPI experts for infrastructure issues • Supervise consultants in PMO and PIU for infrastructure tasks • Facilitate smooth progress of the 1st batch construction works • Assist review of IDPCC before the 2nd batches and feasibility study. • If problems occur in PIU concerning infrastructure, investigate and report to PD for improvement. • Support PMO and PIU in conducting seminars and trainings. • Report the progress of infrastructure development to the Project Director

Source: ICGP Team

5. **PIUCC** will be established in each target CC to implement physical works and the Governance improvement (ICGIAP, and ARP) activities with the assistance of consultants. Construction, supervision and contract administration of works will be carried out by the individual PIUs with the support and guidance of PMO and consultants. On the other hand, for approval of the tender, detailed design, drawings, and engineering estimation for these works will be prepared by PMO with the assistance of PIU officials and consultants. Mayors of target CCs will sign the contract agreement after securing the approval of PMO.

The PIU will be responsible for:

- a) The CC officials preparing subprojects for Batch-1 individually while Batch-2 will be prepared with the help of consultants
- b) Implementing, supervising and monitoring the Inclusive City Governance

- Improvement Action Program (ICGIAP);
- c) Initiating the Administrative Reform Plan (ARP) activities.
 - d) Implementing construction works, including preparing bid documents, procuring and supervising contractors, and ensuring safeguard compliance;
 - e) Preparing detailed annual work plan and the progress reports to the PMO;
 - f) Assigning concerned officer and staff in written form to implement the ICGIAP and ARP.
 - g) Conducting monthly meetings and sending reports to the Mayor and PMO.
 - h) Any other activities as per direction of PMO.

Table 8-3 Composition of members of Project Implementation Unit (PIU)

	Title	Nos	Title in PIU
1	Mayor	1	Chairperson
2	Female councilor nominated by mayor (Standing committee member)	1	Member
3	Councilor nominated by mayor (Male Standing committee member)	1	Member
4	Head of Engineering Department	1	Member
5	Chief Accounts officer	1	Member
6	Chief Revenue officer	1	Member
7	Health officer	1	
8	Town planner	1	Member
9	Social welfare and slum development officer	1	Member
10	Conservancy officer	1	Member
11	Secretary	1	Member
12	Chief Executive Officer	1	Member- Secretary
	Total	12	

*Mayor can co-opt any other officer as necessary

Table 8-4: Members of PIU and Their TOR

No	Position in CC	Nos	TOR
1	CEO	1	<ul style="list-style-type: none"> • Organize regular PIU meetings and produce minutes of meeting. Organize special PIU meetings according to necessity, and produce minutes of meeting • Facilitate and monitor overall activities of ICGIAP • Organize “City Development Coordination meeting” in “Accountability” part of ICGIAP and produce minutes of meeting • Execute, monitor and report on activities of “Administrative Reform Committee (ARC)” in “Accountability” part of ICGIAP • Facilitate setting “vision and mission of departments” • Execute, monitor and report on activities of “Comprehensive Planning Unit” in “Accountability” part of ICGIAP • Finalize reports for the project • Approve activities on procurement and implementation of infrastructure subprojects
2	Secretary	1	<ul style="list-style-type: none"> • Compile and keep project documents • Execute, monitor and report on activities in “Transparency” part of ICGIAP • Execute, monitor and report on the activities of the “Capacity Development Unit” in the “Accountability” part

No	Position in CC	Nos	TOR
			of ICGIAP
			<ul style="list-style-type: none"> Execute, monitor and report on the activities of the “Coordination System for Law Enforcement” in the “Predictability” part of ICGIAP
3	Head of Engineering Department	1	<ul style="list-style-type: none"> Perform all activities related to infrastructure implementation and concern part of ICGIAP and ARP Fix responsibilities to sub-ordinate officers and staffs by consultation with Mayor and CEO and maintain close liaison with PMO
4	Executive Engineer	1	<ul style="list-style-type: none"> Execute and monitor procurement and implementation of infrastructure activities Execute and monitor O&M activities Finalize documents on procurement and implementation of infrastructure activities Finalize necessary documents on O&M activities
5	Assistant Engineer (Civil, Electrical, Mechanical)	3	<ul style="list-style-type: none"> Prepare necessary documents for procurement and implementation of infrastructure (civil, electrical and mechanical) and submit to Superintending Engineering for approval Prepare necessary documents on O&M activities
6	Sub-assistant Engineer (Civil, Electrical, Mechanical, Water)	4	<ul style="list-style-type: none"> Execute field level activities of civil, electrical, mechanical and water works
7	Water Superintending Engineer	1	<ul style="list-style-type: none"> Execute and monitor procurement and implementation of infrastructure activities in water supply Prepare necessary documents for procurement and implementation and submit to Superintending Engineer for approval Execute operation and maintenance of the water supply system
8	Urban Planner	1	<ul style="list-style-type: none"> Implement, monitor and report on urban planning related activities in the “Urban Planning and Environment Improvement” area of ICGIAP
9	Medical Officer / Chief Health Officer	1	<ul style="list-style-type: none"> Implement, monitor and report on sanitation related activities in “Urban Planning and Environment Improvement” of ICGIAP
10	Chief Conservancy Officer	1	<ul style="list-style-type: none"> Implement, monitor and report on activities concerning waste management in the “Urban Planning and Environment Improvement” area in ICGIAP
11	Chief Social Welfare / Slum Development Officer	1	<ul style="list-style-type: none"> Implement, monitor and report on activities in Poverty Reduction Action Plan and Gender Action Plan
12	Chief Account Officer	1	<ul style="list-style-type: none"> Implement, monitor and report on the “Tax Reform” and “Finance Reform” areas of ICGIAP
13	Slum Development Officer	1	<ul style="list-style-type: none"> Prepare PRAP and implement it. *

Source: ICGP Team

6. **Task Team (TT):** Two Task Teams, TT (Infrastructure) & TT (Governance) will be formed in each City Corporation to implement the ICGP project activities.

TT (Infrastructure) will be responsible for:

- To prepare the subproject as per instruction of PMO and submitted for approval.
- Follow the procurement procedure as per instructions of PMO.

- c) Ensure quality control by conducting lab test and supervising the work.
- d) Conduct weekly meetings and review the performance of the assigned tasks of the concerned Engineers for better performance.
- e) Assist the ICGP consultant in field visit and take active part in study activities conducted for the feasibility study.
- f) Attend the monthly PIU meetings and compile all the minutes of all weekly meetings and submit the summary

Table 8-5 Members of Task Team (Infrastructure)

Title		Title
1	Head of Engineering Department	Chairperson
2	Zonal Head of Engineering Section (All zone)	Member
3	Architect	Member
4	Town planner	Member
5	Account Officer	Member
6	Head of Conservancy Section	Member
7	Executive Engineer/Superintending Engineer (Nominated by Mayor)	Member Secretary
Total		8-15

Note: TT may co-opt any other representative of any agency, as necessary.

TT (Governance) will be required to:

- a) Monitor and evaluate ICGIAP activities
 - b) Find out the way to make the City Corporation inclusive
 - c) Support any national seminar/workshop on urban issues
 - d) Review the progress and achievement of ICGIAP and ARP
 - e) Give policy guideline to Steering Committee for implementation of ARP
 - f) Consult the target 5 CCs about overall governance issues
 - g) Maintain with close liaison with the Urban Management Unit (UMU) about collection of policy issue information in urban sector
 - h) Provide directives and guidance of ICGIAP evaluation report.
 - i) Examine and provide overall recommendations on evaluation report of ICGIAP prepared by PMO and send it to SC.
 - j) Share good practice on governance improvement of City Corporation

Table 8-6 Members of the Working Group (Governance)

1.	Additional Secretary (Urban Wing), LGD, MLGRDC	Chairperson
2.	Representative of ERD, Ministry of finance (MOF)	Member
3.	Representative of PPWS&H Sector, Planning Commission	Member
4	Representative of IMED, Ministry of Planning	Member
5	Representative of MOPA	Member
6	Representative of NILG	Member
7	Additional Chief Engineer (Urban), LGED	Member
8	Project Director of ICGP, LGED	Member
9	CEOs of 5 City Corporations	Member
10	Representative of JICA Bangladesh office.	Member
11	Senior Assistant Secretary, LGD, MLGRDC	Member
12	Deputy Project Director (Governance) of ICGP, LGED	Member
13	Project Coordinator, ICGP, LGED	Member Secretary

Note: Working Group (Governance) may co-opt any other representative of any agency as when necessary.

7. **CSCC** is expected to reflect the stakeholders' opinion and concerns on the planning and implementation of ICGP as a whole.
Members of CSCC will be ordered by LGD.
8. **Consultant** shall support at each implementation step requested by PMO and/or PIUCC, which includes;
 - a) Procurement of goods and services according to JICA Procurement guideline.
 - b) Disbursement of documents according to Special Account Procedure and Statement of Performance Procedure
 - c) Progress report of subprojects as well as ICGIAP
9. **Engineering Department** of each CC is a key entity responsible of preparation, implementation, operation and maintenance of subprojects. The CEO, Mayor and other stakeholders are involved in the approval and the decision making process of subprojects. Demarcation of roles is summarized in the table below by activity necessary for implementation for each subproject.

Table 8-7: Role Sharing in Subproject Implementation

No.	Activity	Responsible Dept.	Approval/Decision Making Process	Constraints and Challenges
A) Subproject Preparation				
1	Determination of Subproject	Eng. Dept.	Eng. Dept. - Councilor – Mayor	Process of decision making is not clear There is no certain selection criteria
2	Detail Design	Eng. Dept.	Eng. Dept. - CEO – Mayor	Insufficient experience in large scale designs Insufficient number of officers
3	Bidding document	Eng. Dept.	Eng. Dept. - CEO – Mayor	Insufficient experience in large scale projects Insufficient number of officers
4	Announcement	Eng. Dept.	Eng. Dept. - CEO – Mayor	
5	P/Q evaluation	Eng. Dept.	Evaluation Committee/Eng. Dept. – Mayor	Insufficient experience in large scale projects
6	Bidding evaluation	Eng. Dept.	Evaluation Committee/Eng. Dept. – Mayor	Insufficient number of officers
7	Contract approval	Eng. Dept.	Mayor	
8	Contract signing	Eng. Dept.	Mayor	
B) Subproject Implementation				
1	Progress of civil works	Eng. Dept.	Eng. Dept. - CEO	Quality control Technical inspection (knowledge and facilities)
2	Payment to contractor	Account Dept.	CEO – Mayor	
3	Disbursement application	Account Dept.	CEO – Mayor	
4	Final inspection	Eng. Dept.	Eng. Dept. – Mayor	
C) After Completion				

No.	Activity	Responsible Dept.	Approval/Decision Making Process	Constraints and Challenges
1	Operation and Maintenance	Eng. Dept.	Eng. Dept.- (if necessary CEO – Mayor)	Insufficient fund, experience and manpower

Source: ICGP Team

8.3.2 Input of Consultants

Consulting services of ICGP consist of two teams and three sub-teams;

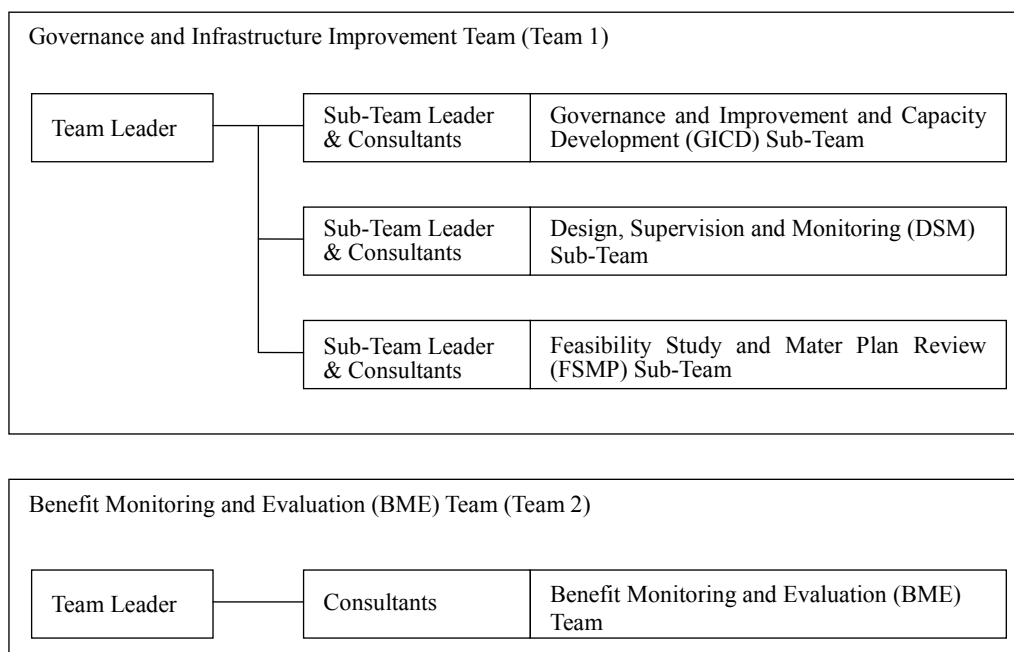
- 1) Governance and Infrastructure Improvement (GII)
 - A) Governance Improvement and Capacity Development (GICD)
 - B) Design, Supervision and Monitoring (DSM)
 - C) Feasibility Study and Mater Plan Review (FSMP)
- 2) Benefit Monitoring and Evaluation (BME)

The procurement of consultant services shall be implemented in two different ways.

For the 1) Governance and Infrastructure Improvement (GII) service, international bidding would be conducted to select a consulting team. On the other hand, for the service of Benefit Evaluation (BME), individual local consultants will be selected and organized into a team.

Consultants will be hired to assist PMO and PIUs in the implementation of the batch 2 subprojects, feasibility study, governance improvement, monitoring and evaluation.

Figure 8-2 and Table 8-8 show the proposed input volume of consultants by position with distinction of international and local portions. Base station in the table stands for main locations where each consultant works. Circuit means a position travelling to different CCs and Dhaka.



Source: ICGP Team

Figure 8-2: Teams and Three Sub-Teams for Consultancy Services

Table 8-8: Consultants of GII Team (Management Unit Only)

Type	Serial No	Position	No of Person	MM	Duty Station
International	1	Inclusive City Development Expert (Team Leader)	1	49	PMO
Local	1	Financial Management Specialist	1	57	PMO
GII Management Unit Sub-Total			1	106	-

Table 8-9: Consultants of GICD Team

Type	Serial No	Position	No of Person	MM	Duty Station
International	1	Senior Governance Expert	1	15	PMO
Sub-Total (International)			1	15	
Local	1	Deputy Team Leader (Governance)	1	57	PMO
	2	Senior Governance Specialist	2	114	PMO
	3	Senior Financial and Accounting Specialist	2	114	PMO
	4	Senior Community Participation Specialist	2	114	PMO
Sub-Total (Local)			7	399	
Total			8	414	-

Source: ICGP Team

Table 8-10: Consultants of DSM Team

Type	Serial No	Position	No of Person	MM	Duty Station
International	1	Senior Infrastructure Manager	1	26	PMO
	2	Bridge Engineer	1	8	PMO
	3	Environment expert	1	8	PMO
	4	Construction Planning/Cost Estimation expert	1	8	PMO
Sub-Total (International)					
Local	1	Deputy Team Leader (DSM)	1	57	PMO/PIU
	2	Operation and Maintenance Specialist	2	16	PMO
	3	Road Engineer	2	15	PMO
	4	Bridge Engineer	2	17	PMO
	5	Drainage Engineer	2	15	PMO
	6	Water Supply Engineer	2	17	PMO
	7	Architect	2	17	PMO
	8	Geotechnical engineer	2	12	PMO
	9	Implementation planning specialist	1	12	PMO
	10	Structural Design Engineer	2	17	PMO
	11	Rehabilitation and Resettlement Specialist	1	19	PMO
	12	Environmental Specialist	1	30	PMO
	13	Constriction Planning / Cost Estimation Specialist	3	27	PMO
	14	Procurement / Contract Management Specialist	6	89	PMO/ PIU
15	Quality Control Specialist	2	90	PMO/PIU	
16	Safety Management Specialist	1	45	PMO/PIU	
17	Senior Field Engineer	12	540	PMO/ PIU	
Sub-Total (Local)					
Total			48	1,085	

Source: ICGP Team

In Feasibility Study of Component 2 (Infrastructure Development), consultants engage in technical studies. The table below shows positions of consultants involved in the study by CC.

Table 8-11: Consultants of FSMP Team

Type	Serial No	Position	No of Person	MM	Duty Station
International	1	Transport Policy Expert (Deputy Team Leader)	1	13	PMO
	2	Urban Planner	1	11	PMO
	3	Transport Planner	1	13	PMO
	4	Demand Forecast / Economic Analysis Expert	1	7	PMO
	5	Road Engineer	1	12	PMO
	6	Bridge Engineer	1	11	PMO
	7	River engineer	1	6	PMO
	8	Industrial Development Expert	1	6	PMO
	9	Drainage Engineer	1	11	PMO
	10	Water Supply Engineer	2	19	PMO
	11	Solid Waste Management Expert	1	10	PMO
	12	Reclamation expert	1	6	PMO
	13	Environment expert	1	8	PMO
	14	Social Consideration Expert	1	8	PMO
	15	Construction planning/cost estimate Expert	1	6	PMO
			16	147	
Local	1	Urban Development Planner	5	63	PIU
	2	Transport Planning Specialist	5	69	PIU
	3	Demand Forecast / Economic Analysis Specialist	2	16	PMO
	4	Financial analysis Specialist	2	8	PMO
	5	Road Engineer	5	57	PIU
	6	Bridge Engineer	2	24	PMO
	7	River Engineer	1	6	PIU
	8	Geotechnical Engineer	1	9	PMO
	9	Drainage Engineer	5	57	PIU
	10	Water Supply Engineer	4	46	PMO
	11	Solid Waste Management Specialist	5	47	PMO
	12	Architect	1	12	PMO
	13	Facility Engineer (Utility)	1	12	PMO
	14	Environment Specialist	2	18	PMO
	15	Social Consideration Specialist	5	42	PIU
	16	Construction Planning/Cost Estimate Specialist	2	12	PMO
	17	GIS Specialist	3	15	PMO
		Sub-Total (Local)	51	513	
		FSMP Total	67	660	-

Source: ICGP Team

The Benefit Monitoring and Evaluation (BME) will be an independent team composed by the experts in the list below.

Table 8-12: Consultants of BME Team

Type	No	Position	No of Person	MM	Duty Station
Local	1	Team Leader	1	55	PMO

	2	Monitoring and Evaluation Specialist	1	55	PMO
	3	Mechanical Specialist	1	12	PMO
	4	Audit Specialist	1	12	PMO
	5	Public Relations Specialist	1	55	PMO
	6	3D Animation Specialist	1	30	PMO
BME Sub-Total (Local)			6	219	

Source: ICGP Team

8.4 Anti-Corruption Action

8.4.1 Principle of Anti-Corruption

PMO and PICC will follow the rules and guidelines of GOB and JICA. Action plan for anti-corruption is set up. PMO and CC will monitor the action plan according to the agreed monitoring sheet. Draft Anti-corruption Monitoring Sheet is shown in Table 8-9 in 8.4.2 below.

If it is allowed to take a long time to make a decision on each responsibility, corruption may be occurred to expedite the decision. Therefore target time frame of each responsibility is to be set, then, a third party may check the reasons when the time taken extends beyond the target time frame.

If the rules of decision are not clear, corruption may occur to modify the decision. Therefore the rule is disseminated to the public and a third party may check the decision to be made in accordance with the rules disseminated.

All payment is made through the designated project account so that the amount and the date of each transaction are recorded.

When members of PICC and PMO find any kind of fraud and corruption activities, he/she should report the fact immediately to the CEO of the respective CC and the Project Director. The CEO and the Project Director shall inform JICA and formulate a committee to decide the action against the corrupt or fraudulent activities and execute it properly.

When individuals other than the members of PIUCC and PMO inform any kind of fraud and corruption activities, any member of PIUCC and PMO who receives the information should report the fact immediately to the CEO of the respective CC and the Project Director. The CEO and the Project Director shall inform JICA and formulate a committee to decide the action against the corrupt or fraudulent activities and execute it properly. Information on Anti-corruption Hot line of GOB and JICA should be disseminated.

For JICA

In Japanese: <https://www2.jica.go.jp/ja/odainfo/index.php>

In English: <https://www2.jica.go.jp/en/opinion/index.php>

For GOB

Central Procurement Technical Unit, Implementation
Monitoring and Evaluation Division (IMED), Ministry of Planning
Block-12 (2nd Floor), Sher-e-Bangla Nagar, Dhaka 1207
Phone: 880-2-9144252, 53
Fax: 880-2-9144250
E-mail: info@cptu.gov.bd

Training on Anti-corruption Action Plan, Public Procurement Regulations 2008 of GOB and Procurement Guideline of JICA for all members of PIUCC and PMO who work for ICGP (Loan) Project shall be executed as soon as the ICGP (Loan) Project starts.

8.4.2 Anti-Corruption Action Plan and Monitoring Sheet

Table 8-9 shows actions undertake for anti-corruption and the format to monitor.

Table 8-13: Anti-Corruption Monitoring Sheet (Draft)

Special Measures and Actions		Timing	Current Status	Next Step
1	<p>Special Training All the staffs of City Corporation (CCs) and Project Management Office (PMO), who are in charge of ICGP operation, shall receive the training on Public Procurement Regulation 2008 (PPR) of the Government of Bangladesh, Procurement Guideline, Disbursement Procedures of JICA and the Anti-corruption Action Plan for ICGP.</p>	Before Procurement starts, as soon as the L/A is signed.		
<Procurement>				
2	<p>Dissemination of the Subproject and Bid Schedule Subprojects agreed to be financed by ICGP and the bidding package and schedule will be disseminated to the public through various methods such as Website. In case the announcement schedule is delayed more than 3 months, the reason for the delay shall be informed to PMO and PMO shall examine the reason and the necessary action to be taken.</p>	As soon as the decision is made.		
3	<p>Bid Announcement Bid will be announced publically in accordance with PPR and the JICA Guideline through at least one English and two Bengali newspapers. Dissemination of information on the website is also recommended.</p>	When bid is announced.		
4	<p>Evaluation Method Evaluation method is clearly indicated in the bidding documents. In case evaluation criteria other than price are introduced, such evaluation criteria shall be designed before bidding documents are delivered.</p>	When bid document is made		
5	<p>Anti-corruption Announcement at Pre-bid Conference Anti-corruption policy and action plan shall be explained at the pre-bid conference. At the pre-bid conference all procedure for bidding shall be disseminated and all questions shall be answered. The record of the pre-bid conference is made and delivered to all attendants.</p>	When pre-bid conference is held		
6	<p>Public Bid Opening Opening committee shall be set-up including outside experts not relating to CC-PIU. Bid opening is made in public. Bidding price of each bid shall be announced clearly and recorded. Such record shall be confirmed and signed by the representative of each bidder. The record shall be submitted to PMO as well as JICA Bangladesh Office. In the case that the date of opening is postponed, the reason of postponement shall be submitted to PMO in writing by CC-PIU and PMO shall examine it carefully.</p>	When the bid is opened.		

Special Measures and Actions		Timing	Current Status	Next Step
7	<p>Bid Evaluation Committee (BEC) BEC shall be established in the CC and evaluation shall be executed in accordance with PPR as well as JICA Guideline. At least two outside experts (engineers not belonging to CC) shall be the member of BEC. Regarding the projects categorized as Batch 2, the consultant shall assist BEC, attend the meeting of BEC and make a record.</p>	When bid evaluation is made		
8	<p>Bid Evaluation BEC shall conclude the decision within 30 days after bid opening. In the case that BEC recognizes it is difficult to make conclusion, BEC shall report the reason to PMO in writing. PMO shall examine the reason and respond in writing in a timely manner. If it is required to extend the bid evaluation period, extension of bid validity taking the contract negotiation period into consideration shall be made simultaneously. Such decision and extension shall be reported to JICA Bangladesh Office.</p>	When bid evaluation is made		
9	<p>Contract Negotiation After receiving the notice for negotiation from the evaluated bidder, contract negotiation shall be made within 30 days. In case that it is difficult to complete negotiation, CC-PIU shall report the reason to PMO in writing. PMO shall examine the reason and respond in writing in a timely manner. If it is required to extend the contract negotiation period, extension of bid validity shall be made immediately. Such decision and extension shall be reported to JICA Bangladesh Office.</p>	When contract negotiation is made		
10	<p>Contract Amount In the case the contract amount differs from the bid price due to simple calculation mistake, negotiation record shall be made and signed by the bidder and sent to JICA Bangladesh Office</p>	When the contract is signed.		
11	<p>Dissemination of Bidding Process After signing of contract, all the process and summary of the contract shall be disseminated to the public through various mediums such as website.</p>	Monthly		
<Disbursement>				
12	<p>Designated Bank Account Disbursement of the contract financed by JICA Loan shall be made only by the designated bank account. Payment order from the account is limited to the person who is authorized by the CEO of the CC or the Project Director. Written undertaking to not make any transaction by the order of any other person other than the designated person shall be made with the bank, which controls the designated account.</p>	When ICGP (Loan) starts		

Special Measures and Actions		Timing	Current Status	Next Step
13	<p>Disbursement Within One week after the Engineer’s confirmation of the invoice submitted by the contractor, disbursement to the contractor shall be made. If more than two weeks is required, the reason shall be submitted to PMO in writing and PMO shall examine and respond in writing.</p>	When the disbursement is made to the contractor		
14	<p>Evidence of Disbursement All evidence to certify the disbursement, contractor claim, approved documents signed by the Engineer and third party confirmation shall be kept in due course for the agreed period (5 years) after the completion of the Project. Filing shall be made divided into the contract and disbursement. These documents shall be submitted at any moment when JICA requested for its auditing and other purposes.</p>	Regularly		
15	<p>Monthly Record Monthly payment record shall be submitted by the designated bank to the CEO and PMO through the officer in charge. If any unauthorized transaction is found, the officer shall investigate and report to the CEO and PMO as well as JICA Bangladesh Office immediately.</p>	Monthly		
16	<p>GOB Portion Disbursement rule funded by GOB as well as the CC budget shall be refined for the concerned officers. The CEO shall examine the appropriateness of disbursement from time to time. When unauthorized transaction is found, CC-PIU shall inform it to PMO and JICA Bangladesh Office immediately.</p>	Regularly		

Chapter 9 O&M Arrangements

This chapter covers the present situation and performance of O&M and expected institutional arrangement for O&M.

9.1 Present Institutional Arrangement for O&M

Detailed activities of each department in each sector are described below;

9.1.1 Division of Roles for O&M in CCs

According to “City Corporation Act (60 no. law of 2009)”, municipalities are responsible for operation and maintenance of infrastructure in their territory. While CCs have conducted O&M, guidelines / manuals for maintenance, inventory and trainings have not been established till now.

Currently the four CCs have no specific section/unit for O&M activities (except ChCC). Instead, the Engineering Department of each CC covers the entire work relevant to infrastructure; from planning, design, procurement, and supervision to O&M.

i) Division of Roles

The table below is a summary of the responsible departments for O&M.

Table 9-1: Division of Roles for O&M Activities

Responsible Body	Road	Water Supply	Drainage	Street Light
CC/ Public Work Section	Maintenance Rehabilitation Monitoring		Maintenance Rehabilitation	-
CC/ Water Section	-	Operation and Maintenance Monitoring Rehabilitation	-	-
CC/ Electric Section	-	-	-	Operation Monitoring Maintenance Rehabilitation
CC/ Conservancy Dept.	Cleaning	-	Cleaning Monitoring	
Community	-	-	-	-
NGO	-	-	-	-
Others	Rehabilitation for inter district road (LGED/RHD)	Large scale rehabilitation (DPHE)	-	-

Source: ICGP Team

Transportation

The Conservancy department in each CC is in charge of cleaning the roads within the territory. By hiring cleaners, the engineering department conducts routine or minor maintenance of CC owned roads (such as pothole filling with CC owned equipment), while maintenance of national road is the responsibility of the RHD. Road inventory is not properly prepared in the target CCs. Traffic lights are maintained by CCs and controlled by the police.

Drainage

The Engineering department is in charge of physical observations and repairing of drainage. The Conservatory department is responsible for cleaning works depending on the needs and the availability of the maintenance budget.

Water Supply System

In the three CCs (except NCC and ChCC), the water supply section under the engineering department is in charge of service provision as well as tariff collection. Revenue from tariff is used to cover O&M expenditure, and the engineering department executes major rehabilitation works when needed. Besides, DPHE monitors water quality.

In NCC, the water supply service is currently handled by DWASA, the function of which is majorly different from that of other target CCs. It has been decided that authority and functions concerning services in NCC should be transferred from DWASA to NCC. In ChCC, Chittagong WASA (CWASA) is responsible for water supply and sewerage system.

Street Light

The Electrical section is responsible for the maintenance of street lights, such as replacement of old lights upon report from the citizens.

ii) Performance for O&M

The operation and maintenance of the subprojects will be carried out under the responsibility of CCs after completion of the subprojects. In Annex I-1, the present structure of O&M for the sectors related to JICA Loan Project is summarized. The information is provided by engineers in each CC.

9.1.2 Organization Structure for O&M in Each CC (Existing and Proposed Number of Assigned Officials)

O&M activities for infrastructure are undertaken by several sections (Civil Work Section, Water Supply Section, Electrical Section in Engineering Department, Conservancy Dept. and Revenue or Account Dept). The number of officials assigned at present and proposed for the new organization structure in each section and department are showed in Table 9-2 below;

9.2 Present Financial Arrangement for O&M

[Budget Structure of CCs]

The budget of each CC consists of two parts; **Revenue Account** (*current budget*) financed through CC’s own source; and **Development Account** (*development budget*) which is subsidized/funded by the central government/donors. Revenue Account and Development Account separately cover different expenditure items. Expenditures of Revenue Account (recurrent expenditure) are composed of; salary/allowance, general & administration cost, O&M cost for water supply sector, cleaning (O&M) cost for waste and sewerage, and others. Expenditures of Development Account (development expenditure) mainly cover; i) initial investment costs for infrastructure (road/bridge, drainage, water supply, etc), and ii) repair/rehabilitation cost for infrastructure. Table 9-1 illustrates the budget structure.

Revenue		Expenditure	
Revenue Account (own source in CCs)		Revenue Account	
Holding tax		Salary, general & administration cost	
Other taxes (Tax on transfer property, tax on trade, etc)		Education, health expenditure and others	
Non-tax sources	Fees and fines	Cleaning (O&M) cost for waste and sewerage	
	Water supply charges	O&M cost for Water supply expenditure	
	Rents and profits from property		
	Other sources		
Development Account (development budget from the central government)		Development Account	
Annual Development Program (ADP)		Construction	
Special allotment for specific projects		Rehabilitation / Repair	
Revenue Grant		Others	

Source: ICGP Team

Figure 9-1: Concept of Composition of Budget in CCs

The spending pattern of the budget of the CCs is different for Revenue Account and Development Account. In Revenue Account, the size of income and expenditure have been almost the same in all four CCs for the last three years, and therefore significant excess of expenditure and/or under-spending against revenue have not generally occurred.

As for the Development Account, large gaps between actual spending and original budget have sometimes been noticed. This has happened because of rough estimation of budget (especially budget from donors) and ambiguous prediction at the budget planning stage. Although the said problems have happened sometimes, it is fundamentally different from issues regarding the capacity of spending targeted budget. The capacity of spending targeted budget would depend on factors like number of staffs in the engineering department, deployment of staffs, and so on.

[Current Status of O&M Budgeting]

Funding arrangement for O&M Budget is almost the same in all four CCs. The costs for normal O&M activities (cleaning of road and drainage, truck for waste management, etc) are covered by the Revenue Account without earmarking. Daily O&M and repair/rehabilitation costs for water supply are also paid out from the Revenue Account. Repair/rehabilitation cost for road

and drainage are basically not financed by CCs, and it relies on the funding from the central/donors.

The balance of income-expenditure for water supply and waste management sectors, which are common in all four CCs, has been in deficit in the recent years, though it was breakeven in the past (please refer to Chapter 3).

9.3 Financial Capacity for Water Supply Sector in Each CC

9.3.1 Purpose and Methodology for Financial Analysis

As proposed in Chapter 3, the primary goal of the water supply sector in CCs is set “*to achieve full cost recovery through financially independent accounting system*”. Basically, it is planned that subsidies to the water supply sector are minimized and the beneficiaries bear the costs of service delivery. Therefore, financial analysis must not only determine the financial capacity of CCs but also factors like tariff level of water supply.

While JICA loans cover the initial investment costs for the new facilities, the whole operation of the water supply sector, including both new and existing facilities, will be implemented by CCs. So, the purpose of the financial analysis is set to examine the financial aspects of the whole water supply sector, and not confined to the financial simulation of JICA loan projects.

Taking the above into account, the following major aspects are explored.

- The financial soundness⁴² of the sector is verified by the ratio of cost recovery through the project life.
- Appropriate tariff level is tested.

(1) General Assumptions and Conditions

i) Coverage of financial analysis

The coverage of financial analysis is as follows;

[Revenue]

Revenue from water tariff from both existing connections and newly installed connections

Revenue from water rate of holding tax (except NCC and GCC)

[Expenditure]

O&M expenses including repair/rehabilitation related to water supply

All capital expenses are not borne by CCs (all initial investment costs are granted from the central government without re-lending)

ii) Simulation period

The simulation period is set as 20 years from 2016 (commencement of construction).

iii) Schedule

The construction period will be from 2016 to 2017. Operation will commence in 2018 until 2035.

⁴² Normally financial soundness and profitability is examined by Financial Internal Rate of Return (FIRR). FIRR is an indicator to analyze the financial return toward investments, which allow for comparisons among several options. However, for CCs, as all initial costs will be granted by the central government, investment cost is not recognized in their cash flow. So, FIRR is not applied for practice in this chapter.

iv) Inflation Rate

Inflation rate: 6.95%. Average non food CPI inflation rates in the past six years were 6.95%.

Table 9-3: Inflation Rate

2009	2010	2011	2012	2013	2014	Average
5.9	5.2	5.7	10.8	7.8	6.3	6.95%

Source: IMF (<http://www.imf.org/external/pubs/ft/scr/2013/cr13157.pdf>)

v) Currency and Exchange rate

BDT is applied for all calculation in financial analysis. No other currencies are used.

vi) Tax

No tax (VAT and so on) is taken into account in the financial analysis.

9.3.2 Assumptions on Cash Flow**I. Cash Inflow**

i) Tariff

[For CoCC, RpCC and GCC]

- Tariff setting: current tariff levels (diameter system) are applied
- Number of connections: existing connections + newly installed connections by JICA projects. No incremental number after the JICA project is assumed in the analysis.

Table 9-4: Tariff and Number of Connections

type/diameter	CoCC		RCC		GCC	
	Rate (BDT)	Number of connection	Rate (BDT)	Number of connection	Rate (BDT)	Number of connection
Residential 0.5	125	3,511	50	5,725	140	643
Residential 0.75	175	4,214	100	2,025	200	40,951
Residential 1.0	300	259	200	0	500	672
Commercial / Industrial 0.5	300	94	100	170	280	8
Commercial / Industrial 0.75	600	34	200	92	350	164
Commercial / Industrial 1.0	1,900	3	400	30	700	96
Commercial / Industrial 1.5	-	-	1,000	22	1,500	0
Commercial / Industrial 2.0	-	-	2,000	2	4,000	0
Institutional 0.5	150	277	-	-	-	-
Institutional 0.75	300	71	-	-	-	-
Institutional 1.0	1,400	33	-	-	-	-
Institutional 1.5	4,500	18	-	-	-	-

Source: ICGP Team

[For NCC]

- Tariff setting: same as the current tariff level of WASA (measured rate system)

Table 9-5: Tariff

type/diameter	Rate
Residential	6.99BDT / 1000 liter
Commercial / industries	23.28BDT / 1001 liter

Source: ICGP Team

- Number of connection: the current number for WASA (82,300) and newly installed number (98,000). No incremental number after JICA project is assumed in the simulation.
- Volume of water supply: 180,300 m³/day (90% for households, 10% for industry)

ii) Water rate of Holding Tax

Tax rate: The current tax rates of each CC are applied

Table 9-6: Tax Rate for Holding Tax (Water Rate)

	NCC	CoCC	RCC	GCC
Tax rate (%)	0%	1%	3%	0%

Source: ICGP Team

II. Cash Outflow

i) O&M expenditures

- O&M expenditures including repair/rehabilitation cost: the costs are assumed based on the budget of 2012–13 and answers from the questionnaires of CCs.
- Inflation: O&M expenditures increases yearly by inflation (6.95%)

Table 9-7: O&M Expenditures for CCs

	CoCC	RCC	GCC	NCC
Salary/wage	14,265,678	10,516,320	14,960,000	12,874,461 (ex-WASA)
Electricity	6,160,694	5,376,000	17,500,000	57,625,426 (ex-WASA) 60,000,000 (Staff, electricity for new facilities)
Chemical	90,000	0	0	0
Line connection	0	0	15,000,000	0
Rehabilitation	2,000,000	1,000,000	30,000,000	15,124,944 (ex-WASA) 6,000,000 (for new facility)
Others	1,625,119	1,000,000	3,280,000	
Total	24,141,491	16,892,320	77,460,000	151,624,831

Source: ICGP Team

9.3.3 Financial Analysis

1) Outcome of Financial Simulation

To explore financial capacities in each CC, financial simulation is done. The following are the outcomes of the simulation.

[NCC]

- Cost recovery: recovery 252% of O&M costs
- Cash flow: positive after starting operations

[CoCC]

- Cost recovery: recovery 73% of O&M costs
- Cash flow: negative after starting operations

[RpCC]

- Cost recovery: recovery 61% of O&M costs
- Cash flow: negative from the beginning of the project period

[GCC]

- Cost recovery: recovery 95% of O&M costs
- Cash flow: positive during the first half of the project period, and then negative in the latter half due to inflation of O&M costs

Table 9-8: Cost Recovery in CCs

	Total revenue	Total expenses	Balance	% of cost recovery
NCC	10,209,817,449 ¹	4,047,243,203	6,162,574,246	252%
CoCC	400,937,400 ¹	586,234,409	▲ 185,297,009 ¹	68%
RCC	267,206,910 ¹	440,417,190 ¹	▲ 173,210,280 ¹	61%
GCC	1,955,126,400 ¹	2,055,384,070 ¹	▲ 100,257,670 ¹	95%

Source: ICGP Team

2) Required Tariff Level for Cost Recovery

In this exercise, appropriate level of tariff to reach cost recovery for O&M expenditures is tested. For the purpose of this exercise, tariff levels gradually increase up to 100% of cost recovery. The outcomes in each CC are individually summarized below.

Table 9-9: Required Tariff Levels

	Tariff level % of increase to reach cost recovery for O&M expenditures
NCC	already achieved
CoCC	158%
RCC	243%
GCC	106%

Source: ICGP Team

9.3.4 Conclusion (Financial Capacity for Water Supply Sector)

[NCC]

NCC will be able to achieve more than 200% of cost recovery under the current tariff levels. One of the critical reasons is the system of tariff. In case NCC succeeds in the use of the *measured meter system*, which is currently applied by DWASA, NCC will be able to cover the entire O&M costs for both new facilities and existing facilities transferred from DWASA. Further, the cash flow generates sufficient surplus during the whole project period. It is highly recommended for NCC to choose not a diameter system which prevailed in another municipality, but a measured meter system.

Another reason is that the existing water supply facilities will be transferred from DWASA without compensation and, accordingly, NCC can gain sufficient money from tariffs from existing users.

[CoCC]

In case the current tariff level as well as the current tax rate prevails, revenues will not be able to cover O&M costs additionally needed for new facilities. To achieve full cost recovery for O&M

costs, it is necessary to increase the tariff level by approximately 1.6 times⁴³. In principle, the beneficiaries should bear costs of service delivery, and therefore revision of the tariff is required.

It is also recommended for CoCC to apply a measured meter system like NCC.

[RpCC]

RpCC already decided to double the current tariff levels upon recognition that the current tariff levels are extremely low. However, the said rate is not high enough to achieve cost recovery for O&M costs, it is necessary to increase the current tariff level by approximately 2.4 times⁴⁴. Tariff revision to an appropriate level is required.

It is also recommended for RpCC to apply a measured meter system like NCC.

[GCC]

In case the current tariff is continuously applied, while it is possible to cover all costs including repair/rehabilitation costs from a surplus of cash flow during the first half of the project period, a deficit will occur in the latter half. In order to relieve negative cash flow due to increased O&M costs caused by inflation, a revision of the tariff is required in the latter half of the project period.

It is also recommended for GCC to apply a measured meter system like NCC.

Box: Willingness to Pay and Affordability to Pay for Water Supply

In order to maintain the financial capacity of CCs and to achieve continuous service provision by CCs, it is essential to re-establish financial systems by introducing appropriate tariffs levels. To do so, it is required to analyze/verify the beneficiaries' willingness to pay (WTP) and affordability to pay (ATP).

To find out the WTP and ATP of households (HHs) in four CCs (NCC, CoCC, RpCC and GCC), a questionnaire survey was carried out from February to April 2013. The survey was conducted with semi-structured questionnaire as the data collection instrument. The target for the survey is 100 HHs for each CC (total 400 HHs in four CCs), and it covered groups which are likely to benefit from the proposed project. Also, the sample HH survey covered three social groups (low-income HHs, middle and high income groups). The below is a brief summary of the survey result.

I. NCC

i) WTP

The survey revealed that all HHs are, in general, willing to pay for improved water service. The average amount of "willingness to pay (WTP)" among all groups is BDT392.3. The average amount of WTP of low income group is BDT274, BDT393 for middle income group, and BDT510 for high income group.

⁴³ According to the WTP survey in CoCC (see the box below), the amounts of WTP are nearly range of 1.6 times of the current tariff level.

⁴⁴ According to the WTP survey in RpCC (see the box below), 2.4 times of the current tariff level slightly exceed the amount of WTP.

Table 9-10: WTP of Each Social Group in NCC

Category of HHs	Number of HHs	Number of HHs presently paying water tariff	Average amount paying for water (BDT)	Number of HHs have WTP for improved water supply service	WTP for improved water service average (BDT)
High	35	32	403.23	35	510
Medium	40	33	339.55	40	393
Low	25	19	279.06	25	274
Total/ Average	100	84	340.61	100	392.3

Source: ICGP Team

ii) ATP

Based on the responses to the questions about the HHs' affordability to pay (AFP) for improved water services, 94.29% of HHs feel the affordable charges for improved water service are equivalent to their present expenditure on "fuel and lightning". According to "Bangladesh HH Income and expenditure survey 2005 (National monthly average)", the percentage share of "Fuel & lightning" is 5.99% of the HHs' expenditure. Based on this figure, ATP is calculated as 5.99% of the average monthly expenditure of each social group. As a result, the amount of ATP for low income group is BDT 619, BDT 1,054 for middle income group, and BDT 1,636 for high income group.

Table 9-11: ATP of Each Social Group in NCC

Category of HHs	Number of HHs	Average Monthly Expenditure in HHs	Percentage of "Fuel & lightning in HHs' expenditure" of Bangladesh statistics	ATP for improved water supply
High	35	27,307	5.99	1,636
Medium	40	17,603	5.99	1,054
Low	25	10,332	5.99	619
Total/Average	100	18,414	5.99	1,103

Source: ICGP Team

II. CoCC

i) WTP

According to the survey on WTP in CoCC, 95 out of 100 HHs express willingness to pay for improved water service. The average amount of WTP among all groups is BDT264. WTP is BDT208 for low income group, BDT262 for middle income group, and BDT321 for high income group.

Table 9-12: WTP of Each Social Group in CoCC

Category of HHs	Number of HHs	Number of HHs presently paying water tariff	Average amount paying for water (BDT)	Number of HHs have WTP for improved water supply service	WTP for improved water service average (BDT)
High	31	18	198.61	28	321.43
Medium	35	18	162.5	34	262.65
Low	34	10	155	33	208.18
Total/ Average	100	46	172.04	95	264.09

Source: ICGP Team

ii) ATP

Based on the responses to the questions about the HHs' affordability to pay (ATP) for improved water services, 75% of the HHs feel the affordable charges for improved water service are equivalent to their

present expenditure on “fuel and lightning”. According to “Bangladesh HH Income and expenditure survey 2005 (National monthly average)”, the percentage share of "Fuel & lightning" is 5.99% of the HHs' expenditure. Based on this figure, ATP is calculated as 5.99% of the average monthly expenditure of each social group. As a result, the amount of ATP is BDT623 for low income group, BDT1074 for middle income group, and BDT2892 for high income group.

Table 9-13: ATP of Each Social Group in CoCC

Category of HHs	Number of HHs	Average Monthly Expenditure in HHs	Percentage of "Fuel & lightning" in HHs' expenditure of Bangladesh statistics	ATP for improved water supply
High	35	48,280	5.99%	2,892
Medium	40	17,937	5.99%	1,074
Low	25	10,399	5.99%	623
Total/Average	100	25,538	5.99%	1,530

Source: ICGP Team

III. RpCC

i) WTP

Regarding WTP in RpCC, 93 out of 100 HHs express willingness to pay (WTP) for improved water service. On average, all groups are willing to pay BDT 128. The amount of WTP is only 94 for low income group, BDT 131 for middle income group, and BDT 159 for high income group.

Table 9-14: WTP of Each Social Group in RpCC

Category of HHs	Number of HHs	Number of HHs presently paying water tariff	Average amount paying for water (BDT)	Number of HHs have WTP for improved water supply service	WTP for improved water service average (BDT)
High	34	26	94.2	34	159
Medium	33	13	57.7	32	131.3
Low	33	8	50	27	94.1
Total/ Average	100	47	67.3	93	128.1

Source: ICGP Team

ii) ATP

Based on the responses to the questions about the HHs' affordability to pay (ATP) for improved water services, 75% of the HHs feel the affordable charges for improved water service are equivalent to their present expenditure on “household effects”. According to “Bangladesh HH Income and expenditure survey 2005 (National monthly average)”, the percentage share of "household effect" is 2.05% of the HHs' expenditure. Based on this figure, ATP is calculated as 2.05% of average monthly expenditure of each social group. As a result, the amount of ATP is BDT 285 for low income group, BDT 297 for middle income group, and BDT 569 for high income group.

Table 9-15: ATP of Each Social Group in RpCC

Category of HHs	Number of HHs	Average Monthly Expenditure in HHs	Percentage of "household effects" in HHs' expenditure of Bangladesh statistics	ATP for improved water supply
High	35	27,764	2.05%	569
Medium	40	14,491	2.05%	297
Low	25	13,880	2.05%	285
Total/Average	100	18,712	2.05%	384

Source: ICGP Team

IV. GCC

i) WTP

According to the survey on WTP, 95 out of 100 HHs express willingness to pay (WTP) for improved water service. The average amount of WTP among all groups is BDT 305. WTP is BDT 217 for low income group, BDT 323 for middle income group, and BDT375 for high income group.

Table 9-16: WTP of Each Social Group in GCC

Category of HHs	Number of HHs	Number of HHs presently paying water tariff	Average amount paying for water (BDT)	Number of HHs have WTP for improved water supply service	WTP for improved water service average (BDT)
High	40	39	324.1	39	375.38
Medium	35	32	276.88	33	323.33
Low	25	15	170	25	217.6
Total/ Average	100	86	256.99	95	305.44

Source: ICGP Team

ii) ATP

Based on the responses to the questions on the HHs' affordability to pay (ATP) for improved water services, 74% of the HHs feel the affordable price to pay for improved water service is equivalent to their present expenditure on "fuel and lightning". According to "Bangladesh HH Income and expenditure survey 2005 (National monthly average)", the percentage share of "Fuel & lightning" is 5.99% of the HHs expenditure. Therefore, ATP is calculated as 5.99% of the average monthly expenditure of each social group respectively. As a result, the amount of ATP is BDT 639 for low income group, BDT 1,026 for middle income group, and BDT 1,809 for high income group.

Table 9-17: ATP of Each Social Group in GCC

Category of HHs	Number of HHs	Average Monthly Expenditure in HHs	Percentage of "Fuel & lightning" in HHs' expenditure of Bangladesh statistics	ATP for improved water supply
High	35	30,195	5.99%	1,809
Medium	40	17,136	5.99%	1,026
Low	25	10,671	5.99%	639
Total/Average	100	19,334	5.99%	1,158

Source: ICGP Team

9.4 Financial Capacity of the Entire CCs' Finances

9.4.1 Purpose and Methodology for Financial Analysis

The primary goal of O&M is set as: "*CCs will be financially autonomous in budgeting for O&M including repair and rehabilitation*". To achieve the goal, it is planned to establish "Reserve Fund for O&M (repair and rehabilitation)".

This analysis focuses on the CCs' capability of bearing the O&M expenditures after construction of new facilities funded by JICA. This simulation excludes the water supply and waste management sectors because two sectors are planned to be treated under a financially independent accounting system from the general account of CCs.

Taking the above into account, the following major aspects are explored.

- to what extent the cash flow generates surplus to allocate O&M expenditures during the period
- what percentage of new investment costs can be deposited in the Reserve Fund for O&M

9.4.2 General Assumptions and Conditions

i) Coverage for the financial analysis

Basically, the financial analysis covers financial transaction in Revenue A/C (financial flow of CC’s own sources). In addition, repair and rehabilitation expenditures in Development A/C are incorporated into the simulation⁴⁵. Therefore the coverage of financial analysis is as follows (See also Figure 9-2).

[Revenue]

- Revenue from Holding tax, except water rate and conservancy rate (Revenue A/C)
- Revenue from Other taxes such as transfer of immovable assets, tax on trade, etc (Revenue A/C)
- Revenue from Non tax sources such as fees, lease, etc (Revenue A/C)

[Expenditure]

- Expenditures in Revenue A/C (salary, general & administration cost and others) except expenses related to water supply and waste management
- Expenditures on repair/rehabilitation of roads/bridges, drains, lightning and others (Development A/C)
- All capital expenses are not born by the CCs (all initial investment costs are granted by the central government without re-lending)

Revenue		Expenditure	
Revenue Account (own source in CCs)		Revenue Account	
Holding tax (except water rate and conservancy rate)		Salary, general & administration cost	
Other taxes (Tax on transfer property, tax on trade, etc)		Education, health expenditure and others	
Non-tax sources	Fees and fines	Development Account	
	Rents and profits from property	Rehabilitation / Repair expenditure	
	Other sources		

Source: ICGP Team

Figure 9-2: Conceptual Figure for the Simulation

ii) Simulation Period

Simulation period is set as 20 years from 2016 (commencement of construction).

iii) Schedule

The construction period will be from 2016 to 2017. Operations will commence in 2018 and continue until 2035. Scheme of “Reserve Fund for O&M (repair and rehabilitation)” will start from 2018.

⁴⁵ Basically, the Development A/C revenue comes from the central government/donors (except transfer surplus of Revenue A/C from Revenue A/C), and expenditures in Development A/C are made from the said money. Therefore, in this exercise, financial transaction in Development A/C is not covered except repair and rehabilitation expenditures in Development A/C.

iv) Inflation Rate

Inflation rate: 6.95%. Average non food CPI inflation rates in the past six years were 6.95%.

Table 9-18: Inflation Rate

2009	2010	2011	2012	2013	2014	Average
5.9	5.2	5.7	10.8	7.8	6.3	6.95%

Source: IMF (<http://www.imf.org/external/pubs/ft/scr/2013/cr13157.pdf>)

v) Currency and Exchange Rate

BDT is applied for all calculations in financial analysis.

vi) Tax

All taxes (VAT and so on) are not taken into account in the financial analysis.

9.4.3 Assumptions for Cash Flow**I. Cash Inflow**

i) Holding Tax

- Annual valuation of holdings: same level as mentioned in the budget 2011–12
- Incremental rate for annual valuation of holding tax per annum: population growth rate per annum in each CC is applied (see the table below)

Table 9-19: Incremental Rate for Annual Valuation of Holdings

	NCC	RaCC	CoCC	GCC
Population growth rate	3.05%	1.24%	1.58%	5.21%
Sources	Census, 2011	Census, 2011	Census, 2011	Census, 2011

Source: ICGP Team

- The rate of Holding tax: same as the current tax rate in each CC (conservancy rate and water rate is not taken into account)

Table 9-20: Tax Rate

items	Ceiling rate in Model tax schedule in 2003	NCC	CoCC	RCC	GCC		
					residential (core area)	residential (other area)	rural
Tax on building and land	7%	7%	7%	7%	7%	7%	7%
Conservancy rate	7%	7%	7%	7%	7%	7%	0%
Lightning rate	3%	3%	2%	3%	3%	0%	3%
Water rate	10%	0%	1%	3%	0%	0%	0%

Source: ICGP Team

ii) Other Taxes

- Income from other tax (tax on transfer of immovable assets, tax on trade, etc): same level as mentioned in the budget 2012–13
- No incremental rate is taken into account.

iii) Non Tax Source

- Income from non tax revenue (fees, lease, etc): same level as mentioned in the budget 2012–13
- Incremental rate for non-tax sources: inflation rate (6.95%) is applied

II. Cash Outflow

i) Expenditures in Revenue A/C

- Expenses related to salary, general & administration cost and others : same level as mentioned in the budget 2012–13

ii) O&M expenditures

- O&M costs: CC bears all costs needed for both new and existing facilities (expenses related to water supply and waste management/cleaning are out of the simulation)
- Large scale repair/rehabilitation cost: CCs bear the costs (same level as mentioned in the budget 2012–13). Its amount is valued in proportion to each CC’s affordability.

III. Surplus

Allocation of surplus in Revenue A/C is planned as follows⁴⁶. The surplus is allocated in the following order (from ① to ④).

- ① “1/12 of Revenue A/C expenses” is carried forward to the following year: budgeted Revenue A/C expenditures (same level as mentioned in the budget 2012–13) * 1/12 (equivalent to 8%) for 20 years
- ② “rehabilitation cost” is carried forward to the Development A/C of the following year: same level as mentioned in the budget 2012-13
- ③ Reserve Fund for rehabilitation cost: depreciation of newly constructed facilities (investment cost * 5% for 20 years: straight line method)
- ④ Carried forward to the next year: its amount is valued in proportion to each CC’s affordability.

Table 9-21: Structure for Reserve Fund in Budget

Revenue (i)	
Expenditure (ii)	
Surplus (iii)=(i)-(ii)	Surplus allocates the below order (from ① to ④)
①Carried fowrd "1/12 of Revenue A/C expenses"	Budgeted Revenue A/C expenditures for the next year * 1/12 (8%)
②Carried forward "rehabilitation cost" to Development A/C the next year	
③Reserve Fund for rehabilitation cost	Depreciation (straight line method): new invest amount * 5% for 20 years
④Carried forward	④=(iii)-①-②-③ (No ear mark)

Source: ICGP Team

9.4.4 Financial Analysis

[NCC]

- Cash flow generates abundant surplus during the whole project period. An average of 417 million BDT per year will be surplus.

⁴⁶ A scheme of Reserve Fund for O&M will be incorporated to O&M action plan.

- Surplus can be used to cover repair/rehabilitation costs (for roads/bridges, drain and others) which were previously subsidized by the central government (30 million BDT per year).
- Then, 5% of the investment cost for newly installed facilities (JICA projects) can be deposited in the Reserve Funds.

[CoCC]

- Cash flow generates surplus during the whole project period. An average of 156 million BDT per year will be surplus.
- Surplus can be spent to cover repair/rehabilitation costs (for roads/bridges and drains) which were previously subsidized by the central government (43 million BDT per year).
- However, after deducting the above amounts, a maximum of only 3.7% of the initial investment cost financed by JICA can be deposited into the Reserve Funds.

[RpCC]

- Cash flow generates surplus during the whole project period. An average of 41 million BDT per year will be surplus.
- The surplus is not enough to cover all repair/rehabilitation costs (for roads/bridges, drain and others) which were previously subsidized by the central government (46 million BDT per year). Only 80% can be covered by the surplus.
- After deducting the balance carried forward, no surplus remains which can be deposited into the Reserve Funds.

[GCC]

- Cash flow generates surplus during the whole project period. An average of 740 million BDT per year will be surplus.
- Surplus can be spent to cover repair/rehabilitation costs (for roads/bridges, drain and others) which were previously subsidized by the central government (152 million BDT per year).
- Then, 5% of the initial investment financed by JICA to new installed facilities can be deposited into the Reserve Funds.

9.4.5 Conclusion (Financial Capacity for Whole CC Finance)

Revenues from the CCs' own sources, especially in CoCC and RpCC, were not of considerable size, and because of that, the CCs are confined to carrying out only a minimum level of maintenance of public services for which the CCs are autonomously responsible (such as O&M for water supply, drain and road cleaning, and garbage collection and dumping). As for expenditures for large scale repairs and rehabilitation, generally CCs have received subsidies from the central government/donors.

However, as revenue levels have gradually increased in the past 2 years, a certain level of surplus has occurred in their budget. Even if the current income level continues (with growth in proportion to population growth), CCs can generate sufficient surplus, making it possible to cover the repair/rehabilitation costs (for roads/bridges, drain and others) which were previously subsidized by the central government.

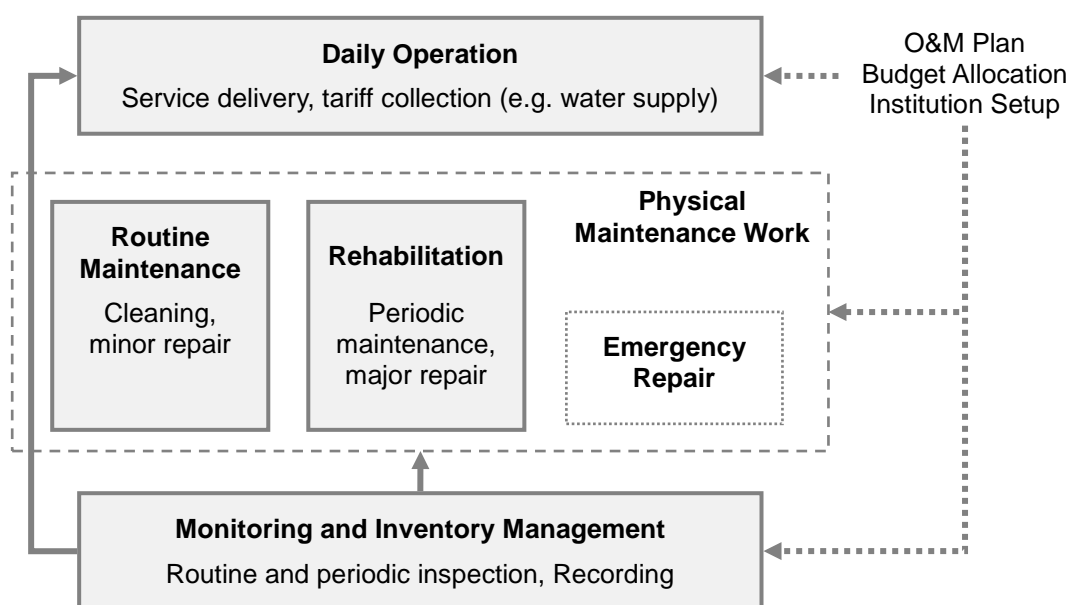
In addition to the annual repair/rehabilitation expenditures, the surplus is sufficient enough to generate some amount to be deposited in the "Reserve Fund for rehabilitation cost". It is planned that 5% of the initial cost for newly installed facilities will be deposited for the 20 years as "Reserve Fund". However, each CC's ability to deposit depends on their individual financial position. NCC and GCC will be able to deposit 5% for the next 20 years, but CoCC is able to deposit less than 4%. It is difficult for RpCC to deposit any portion of the investment after

spending on repairs/rehabilitation. Despite the differences in their ability to deposit, the scheme of the Reserve Fund should be established in the budget system to allow CCs to secure funds for repair/rehabilitation themselves.

9.5 Current Technical Capacity for O&M

9.5.1 Scope of O&M

O&M activities which CCs carry out is divided in two different categories, i) daily operation and maintenance (e.g. cleaning of road and drainage, transportation of waste) and ii) repair and rehabilitation of the infrastructures. It should be recognized that monitoring is also an important element of O&M to assess necessity of physical interventions based on updated inventory of infrastructure assets in CC. Scope of O&M activities in this study is defined as shown in Figure 9-3.



Source: ICGP Team

Figure 9-3: Scope of O&M Activities

9.5.2 Technical Performance

To observe the CC's technical capacity for O&M, the ICGP Team conducted a questionnaire survey in each CC on their present performance of O&M in the following 7 basic activities:

- 1) Asset inventory
- 2) Periodic inspection: including inspection of road bed, marking, side ditch, pavement, bridge girder, beam, etc.
- 3) Detail survey: including strength test of structure
- 4) Environmental survey: including surveys on ambient air, noise, vibration, traffic volume, etc.
- 5) Record keeping: including records of periodic inspection, repairing, cleaning, etc.
- 6) Periodic repairing: including repair of crack, pot hole on pavement and any other damaged facilities
- 7) Periodic cleaning: including garbage collection, road cleaning, excavation of drain, etc.

The following section describes the present performance of O&M activities in detail.

Assets Inventory

Although management of infrastructure asset inventory is an important basis for planning of O&M activities, there is a gap in performance on this among CCs. NCC and GCC answer that they make inventories for all infrastructure assets in yearly basis, while CoCC and RpCC have inventories for limited areas (street light, water supply system and bus/ truck terminal) and ChCC answered that they don't have any inventories. However, recording standard and quality of the inventories vary by CC. For example, inventories are not always computerized and linked with spatial information, even though CCs answer that they have inventories. Currently, there is no established system to classify and evaluate urban infrastructure. Geographic data covering peripheral area of CCs is also lacking. These are essential to prepare and maintain the asset inventory. Sufficient manpower and trained skills are also required.

Periodic Inspection

NCC, RpCC and GCC perform periodic inspection for all infrastructure assets more than once a year and CoCC performs 80% of all infrastructure assets, whereas ChCC performs none of them due to the lack of technical capability. Other activities such as repairing and cleaning will rely on the indication of the periodic inspection, hence regular and frequent inspection enables CCs to plan timely intervention.

Detail Survey and Environmental Survey

Both detail survey and environmental survey are rarely paid attention among the listed activities according to the answers to the questionnaire. The most raised reason for not to implementing the above mentioned activities is the lack of proper equipment as shown in Table 9-22. Lack of budget and technical ability is also raised as the main reasons. The importance of these surveys should be noted in terms of long-term economic efficiency of O&M expenditure, as repairing works can be planned in preventive and environmentally sustainable manner.

Record Keeping

Record keeping activities premise existence of asset inventory system. The reason why RpCC and ChCC failed in record keeping is lack of manpower and technical ability. Therefore, sufficient manpower and proper training to develop the technical ability is highly required.

Periodic Repairing

Periodic repairing is performed on all infrastructure assets in CCs except for RpCC which cannot manage repairing of road and bridge. The reason that RpCC failed in repairing of some assets is lack of manpower, equipment and technical capacity. Most of the CCs conduct repairing as necessary.

Periodic Cleaning

Though littered garbage can be seen widely in every CC, CCs state that they conduct periodic cleaning of infrastructure. It cannot be concluded from the limited answers to the questionnaire that cleaning activities satisfy the substantial demand. At least, it can be said that periodic cleaning in CC is actually working at present. It is important to improve the quality and frequency of cleaning with the allocated manpower.

[Reason of difficulty in implementation]

Additionally, Table 9-22 shows the reason for the difficulties in implementing maintenance works.

Each rate shows the percentage of each reason in total number of the answer. Total rate in the right column of the table shows the average of each reason for all activities.

While it shows 50% of the reasons are the lack of manpower for asset inventory, periodic repairing and record keeping, it shows 80 % of the reason is the lack of appropriate equipment for detail survey and environmental survey. It should be also noted that the two main reasons are lack of equipment and technical ability, with equivalent rates of 42% and 45%, respectively.

Table 9-22: Reason of the Difficulty to Implement O&M in Each Activity

<i>Reason</i>	<i>Assets inventory</i>	<i>Periodic inspection</i>	<i>Detail survey</i>	<i>Environmental Survey</i>	<i>Periodic repairing</i>	<i>Periodic Cleaning</i>	<i>Record keeping</i>	<i>Total</i>
Manpower	58%	20%	23%	23%	50%	0%	50%	32%
Equipment	33%	0%	82%	82%	50%	50%	0%	42%
Budget Allocation	0%	0%	23%	41%	50%	0%	0%	16%
Technical ability	33%	80%	36%	77%	0%	50%	38%	45%

Note: Multiple answers are allowed.

Source: ICGP Team based on questionnaire survey

9.6 Measures for Issues in O&M

9.6.1 Measure for Institutional Arrangement

Establish an O&M Section (Specialized for O&M Activities)

Basically the Engineering Department and the Conservancy Department will manage O&M of the project. As it is mentioned above, the main reasons for difficulties are insufficient manpower and technical skill in periodic inspection and insufficient manpower, equipment and budget in periodic repairing. Thus, after immediately completing the study of ICGP (Prep), an appropriate section/unit specified to O&M activities should be established based on recommendations from the study.

Manpower (Staffing Plan)

To cover the shortage of manpower, it is necessary that the organization chart proposed by CCs is approved by the authority in consideration with the future volume of O&M works. Then CCs will be able to assign officials according to the approved organization chart. As shown in the above section of this chapter, NCC, CoCC and RpCC have already proposed new organization charts as new city corporations. Manpower specified to O&M activities should be assigned on a sector basis such as civil, water supply, electrical and equipment.

To secure proper implementation of O&M, members of PIU will include a person in charge of O&M. PIU will oversee O&M activities implemented by a responsible department, and then will submit the progress report to PMO on a yearly basis.

The consultants (GII) hired under the project will assist O&M activities in CCs. This includes; (a) facilitation and advice for the Engineering Department to prepare an O&M Action Plan, (b) monitoring activities set in the O&M Action Plan, (c) organize the training on O&M with LGED Training Unit.

In the Annex I-2, the future structure for operation and maintenance in each CC after completion of the subprojects is summarized.

Skills and Planning

As for the capability of staffs for O&M in CCs, it is concerned that well experienced officials decrease among number of officials. To strengthen capability of staffs, trainings for capacity development will be undertaken under the project including OJT. The ICGP Team proposed trainings for capacity development as shown in the table below. As it is proposed in ICGIAP, CCs will establish Capacity Development Unit (CDU) which plans a capacity development program. CDU will make a plan for skill training based on “Analysis Sheet for ARP”

Table 9-23: Capacity Development Activities for Engineering Dept

Engineering	Costing	Construction estimate for physical infrastructure	Cost Estimator, Work Assistant
	Procurement	Public procurement rules & contract management	Ex. Eng. AE, SAE, Secretary
	Quality Control	Quality control and supervision of civil works	Ex. Eng., AE, SAE, Work Assistant
	O&M	O&M of infrastructure and facilities	Ex Eng., AE, SAE, Work Assistant, concerned CC staff
	Implementation	Infrastructure works (road, drain, sanitation, water, etc.)	Ex. Eng., AE, SAE, Work Assistant, concerned CC staff

Source: ICGP Team

9.6.2 Measures for Financial Arrangement

In order to achieve full cost recovery of at least the O&M activities of the water supply sector and cleaning/waste management, it is planned to introduce a “financially independent accounting system” to CCs. Under the system, one bank account will be opened for one sector, and the accounting treatment for each sector will be independent from the others. This enables to conduct proper financial management. It is also expected that the introduction of a financially independent accounting system will enhance transparency of financial management for these sectors.

For the water supply sector, it should be planned that revenues from tariff and holding tax (water rate) is earmarked for expenditures of O&M and repair/rehabilitation of the water supply sector. In principle, the said income should not diver to expenditures for other purpose. Then, financial control (management of profit and loss) will be undertaken under one independent account. If required, tariff will be amended to realize cost recovery in consideration with inflation. As for the waste management sector, like the water supply sector, revenues from holding tax (conservancy rate) will be earmarked for expenditures relevant to O&M of the waste management sector.

Regarding roads and bridges, CCs have no specific revenue sources, and currently funds for repair/rehabilitation is allocated by the central government. For CCs to secure funds for repair/rehabilitation cost themselves, schemes of reserving provisions for the said sector should be established in CCs’ budget system.

Fund allocation system of “reserve fund for O&M expenditures” is planned as follows.

Table 9-24: Structure for Reserve Fund in Budget

Revenue (i)	
Expenditure (ii)	
Surplus (iii)=(i)-(ii)	Surplus allocates the below order (from ① to ④)
① Provision of Revenue A/C expenses to the next year	Total expenditure of Revenue A/C for the next year * 1/12 (8%)
② Reserve Fund for rehabilitation cost	Depreciation (straight line method): new invest amount (inc. JICA new project) * 5% for 20 years
③ Carried forward "rehabilitation cost" to Development A/C for the next year	(iii)-①-②
④ Carried forward	③-④ (No ear mark; e.g. new investment for infrastructure, poverty reduction, education)

Source: ICGP Team

In order for CCs to ensure proper O&M, ICGIAP set activities; establishment of financially independent accounting system and implementation of cost recovery. And also, reserving provision for O&M expenditures will be set in O&M Action Plan.

9.6.3 Measure for Technical Aspects

The main focus of measures for technical issues is to improve "Asset inventory system". To do so, each target CC will formulate and implement an "Infrastructure O&M Action Plan". Details are elaborated in the following sections.

9.7 Operation and Maintenance Action Plan

9.7.1 Function of O&M Action Plan

It is proposed that each targeted CC of ICGP will formulate and implement an "Operation and Maintenance Action Plan" at the implementation stage of the project. The objective of the O&M Action Plan is to enhance sustainability of the CCs' infrastructure by strengthening capacity for O&M of the infrastructure. It is essential to set a plan embracing institutional, financial and technical aspects, so that CCs can ensure sustainability of service delivery.

9.7.2 Contents of O&M Action Plan

The following contents have to be included in the O&M Action Plan:

a) Institutional Arrangement for O&M Implementation

After immediately completion of the study of ICGP, an appropriate section/unit specified to O&M activities will be established. Sufficient number and quality of staff should be assigned with clear scope of work. Shortage of manpower should be filled by proposing necessary staffing plan in consideration with the future volume of O&M works. This staffing plan will indicate the target number of new employees for O&M works in every planning year (e.g. xx new employees in the first year, xx new employees in the second year). Responsibilities related to O&M activities will be clarified among divisions in CCs, consultants, LGED and other relevant agencies.

b) Planning of O&M

(i) Inventory preparation and update (including equipment)

For establishing asset inventory system, in general, it is necessary to (a) classify asset types and hierarchy, (b) develop inventory framework in accordance with the classification, (c) prioritize with asset condition by physical observation, and (d) link with mapping on a computer.

(ii) Annual O&M plan for all sectors of infrastructure in CC

Each CC will prepare an O&M plan specifying annual activities necessary for every sector of

infrastructure in the territory. This annual O&M plan will cover sectors of subprojects implemented under ICGP, so that CCs ensure necessary O&M activities after the investment. This plan specifies necessary activities in a subject year with frequency, budget, and responsibility of the activities.

c) Financial and Budgeting Framework of O&M

A “Financially independent accounting system” will be established for the water supply sector and the waste management sector. Under the system, earmarked budget should be secured and amendment of tariff should be considered if required. In order to secure O&M funds for other infrastructure sectors, schemes of reserve fund should be established in the CCs’ budget system (see Table 9-24). Under ICGIAP, a “financially independent accounting system” will be established within the 1st batch of the project.

d) Implementation of O&M

Executive Engineer in PIU and the O&M section/unit will supervise activities of the annual O&M plan to ensure implementation of it in assistance with consultants and LGED. Regular meetings will be held twice a year to discuss progress of the planned activities, institutional and financial status, and technical issues among related members including superintending engineers in engineering, water, and conservancy divisions and consultants (O&M expert and GII).

e) Monitoring

PIU will oversee O&M activities implemented by a responsible department, and then will submit the progress report describing achievement of the plan to PMO on a yearly basis. Condition of infrastructure and service performance will be monitored on a regular basis, following check items and frequency specified in the plan. The results are recorded in a specified inventory format in order to give feedback to O&M planning. Monitoring process and format will be specified during the preparation of the O&M Action Plan.

f) Measures for Technical Capacity

PMO will provide support for CCs to facilitate the preparation and implementation of the O&M Action Plan. PMO, with support from the consultants (O&M expert and GII), will provide training courses for CCs with regard to overall mechanism and procedures for the O&M Action Plan, technical measures for O&M of each type of infrastructure, and so forth; The LGED Training Unit will also develop training materials on O&M for CCs based on the existing LGED materials.

9.7.3 Preparation and Implementation of O&M Action Plan

Each CC will submit the O&M Action Plan to PMO by June, 2015, and PMO will examine and approve the Infrastructure O&M Action Plan. The proposed O&M Action Plan will consist of the following items per contents a) to f) written above:

- Actions to be implemented to achieve the objective of the plan
- Aimed output through respective actions and the indicator of the output
- Specified tasks to be undertaken to carry out respective actions
- Organization/person in charge of respective tasks
- Time schedule of actions and respective tasks

Table 9-25: Proposed Format of Infrastructure O&M Action Plan (Sample)

Action	Output/ indicator	Specific task	Organization/ person in charge	Time schedule
a) Institutional arrangement for O&M implementation				
An appropriate section/unit for O&M activities is established.				
Sufficient number and quality of staff are secured.				
Responsibilities related to O&M activities are clarified.				
b) Planning of O&M				
Inventory preparation and update (including equipment)		<ul style="list-style-type: none"> • classify asset types and hierarchy • develop inventory framework • prioritize with asset condition by physical observation • link with mapping on a computer 		
O&M plan and annual O&M plan for all infrastructure subprojects in CCs		<ul style="list-style-type: none"> • CC prepares an O&M plan for each subproject implemented under ICGP • CC prepares annual plan for O&M of infrastructure in the territory 		
c) Budgeting framework of O&M				
Individual bank accounts are opened for the water supply sector and the waste management sector.				
Earmarked budget is secured and amendment of tariff is considered when required.				
Schemes of reserving provisions are established in the CCs' budget system.				
d) Implementation of O&M				
Regular meetings are held among related members.				
e) Monitoring				
PIU submits the progress report to PMO on a yearly basis.				
Condition of infrastructure and service performance are monitored and recorded on a regular basis.				
f) Measures for technical capacity				
CC clarifies training needs.				

Note: Specific contents of the action plan should be prepared and determined by CCs in assistance with loan consultants and LGED.

Source: ICGP Team

O&M Action Plan will cover two time frames; mid-term (i.e. 5 years) prospect and annual actions. Annual actions will be based on mid-term planning and updated on a yearly basis to reflecting the results of monitoring. Proposed structure of an O&M Action Plan is as formatted in the table below. This format will be finalized by PMO and consultants (O&M expert and GII) and filled by CCs.

O&M Guideline will be prepared in the first year of the project with assistance of the SAPI team. This guideline aims to prepare a process for reporting and updating the O&M Action Plan, process for setting up asset inventory and O&M fund, and guidance of basic activities for O&M of infrastructure in different sectors.

Planned schedule concerning O&M Action Plan is summarized in the table below.

Table 9-26: Schedule of Preparation and Implementation of O&M Action Plan

Stage	Activities (Responsibility)
Set up of O&M Action Plan (1 st year of the Project)	<ul style="list-style-type: none"> • Preparation of O&M Guideline and format of O&M Action Plan (PMO with consultants) • Establishment of inventory format (PMO with consultants) • Preparation of O&M Action Plan (PIU with consultants) • Setting and planning of institutional arrangement (PIU) • Collection of basic infrastructure data for inventory (PIU)
Implementation and update of O&M Action Plan (2 nd ~ 6 th year of the Project)	<ul style="list-style-type: none"> • Preparation and initiation of O&M Action Plan (PIU with consultants) • Establishment of financial and budget system (PIU) • Implementation of activities in O&M Action Plan (O&M section/unit) • Establishment and update of inventory with monitoring (O&M section/unit) • Reporting and update of annual O&M plan (PIU with consultants)
Continuous planning and implementation (After the Project)	<ul style="list-style-type: none"> • Implementation of O&M activities (O&M section/unit) • Continuous monitoring and update of the plan (O&M section/unit)

Source: ICGP Team

9.7.4 Monitoring for O&M Action Plan

O&M Action Plan in CCs will be subject to periodic monitoring and revision. Executive Engineer in PIU will finalize necessary documents on O&M activities and report achievement of planned outputs to PMO on a yearly basis by using the format as proposed above. O&M Action Plan will be updated annually by each CC to reflect feedbacks from PMO and loan consultants, the latest infrastructure conditions and availability of financial/ institutional resources.

Chapter 10 Project Cost Estimate

This chapter details the JICA loan project cost: total project cost, cost per each component, Cost Saving Measures, Comparison of project costs with other similar projects, Procurement methods and Processes, Implementation Schedule, Financing plan and annual cost schedule, and Process of payment and disbursement of implementing agencies.

10.1 Total Project Cost

The project comprises of three components as shown below. Firstly the total cost of each component is estimated, and price escalation is calculated based on the yearly project cost. Then physical contingency which is calculated by the percentage of the total of project cost and price escalation amount is added. The cost of consultancy service is estimated based on the necessary number of staff, man-months and surveys. Other expenses such as administration cost, VAT, import tax and interest during construction are also included as the total project cost. The detail of cost estimation for each component will be explained later in this chapter.

Component 1: Training and capacity development

Component 2: Construction works

Component 3: Equipment

10.1.1 Base Condition of Cost Estimate

The total project cost is estimated based on the conditions explained hereafter. The base date of estimation is October, 2013.

(1) Exchange Rate

The common exchange rates provided by JICA for the loan projects in Bangladesh in 2013 are as follows.

- USD 1 = JPY 99.7
- USD 1 = BDT 77.8
- BDT 1 = JPY 1.28

(2) Price Escalation

The price escalation is calculated by below rates for local and foreign currency portions respectively in accordance with the project implementation schedule.

- Foreign currency portion: 1.3 % per annum
- Local currency portion: 3.4 % per annum

(3) Physical Contingency

The rate of physical contingency is 10%. The amount of physical contingency is obtained by multiplying the rate by the total of construction cost and price escalation.

(4) Consulting Service

The amount of consulting service is estimated by the average billing rate shown below multiplied by the required Man-Month (MM).

- International expert: 2,753,000 JPY per month
- Local expert: 160,000 BDT per month
- Local supporting staff: 50,000 BDT per month

(5) Administration Cost

Administration cost is the cost necessary to manage, supervise and monitor the project by the member of Bangladesh government side, and consequently to be borne by the government of Bangladesh. It is calculated as 5% of the local portion of the total project cost.

10.1.2 Summary of Overall Project Cost

Administration cost is the cost necessary to manage, supervise and monitor the project by the member of Bangladesh government side, and consequently to be borne by the government of Bangladesh. It was calculated based on the summation of necessary costs which amounted 2.8% of the total direct cost of the project.

10.1.3 Summary of Overall Project Cost

The basic cost of the project consists of three (3) components, i.e. training and capacity development, construction cost for each CC and equipment procurement cost which amounts to 18,857 million BDT in total (equivalent to 24,137 million JPY), of which 18,028 million BDT (equivalent to 23,075 million JPY) is to be financed by the Japanese ODA loan. Including other necessary cost such as price escalation, physical contingency, consulting services, administration cost, VAT, import tax and interest during construction, the total project cost will be 29,550 million BDT in total (equivalent to 37,924 million JPY) in total, of which 23,977 million BDT (equivalent to 30,690 million JPY) is the loan portion. The summary of the total project cost is shown below.

Table 10-1: Summary of Overall Project Cost

Breakdown of Cost	Foreign Currency Portion (million BDT)			Local Currency Portion (million BDT)			Total (million BDT)			Share (%)
	Total	JICA	GOB	Total	JICA	GOB	Total	JICA	GOB	
Component1 (Governance Improvement and Capacity Development)	65	65	0	620	108	512	685	173	512	2.3%
Component2 (Infrastructure Development)	0	0	0	17,471	17,471	0	17,471	17,471	0	59.1%
Component3 (Equipment)	384	384	0	318	0	318	702	384	318	2.4%
Price Escalation	11	11	0	2,448	2,395	53	2,459	2,406	53	8.3%
Physical Contingency	46	46	0	2,086	1,997	88	2,132	2,043	88	7.2%
Consulting Services	745	745	0	755	755	0	1,500	1,500	0	5.1%
Land Acquisition	0	0	0	0	0	0	0	0	0	0.0%
Administration Cost	0	0	0	699	0	699	699	0	699	2.4%
VAT	0	0	0	3,742	0	3,742	3,742	0	3,742	12.7%
Import Tax	0	0	0	152	0	152	152	0	152	0.5%
Interest during construction	10	0	10	0	0	0	10	0	10	0.0%
Commitment Charge	0	0	0	0	0	0	0	0	0	0.0%
Total	1,261	1,251	10	28,289	22,726	5,563	29,550	23,977	5,573	100.0

Source: ICGP team

10.2 Cost of Component 1: Training and Capacity Development

The following table shows the cost of Component 1 “Governance Improvement and Capacity Development)”

Table 10-2 Contents of Component 1

	Topic	Contents	Cost (BDT (Lakh)	Cost (JP¥ (Lakh)
1-1	ICGIAP Implementation	Trainings directly relevant to ICGIAP	84.45	108.10
1-2	Capacity Development		0.00	0.00
1)	Skill up Training	Sector specific trainings, such as ICGP introduction, Project procedure. Urban Planning, Engineering, etc. Implementation would be assisted by SAPI	562.80	720.38
2) a	ICT e-Governance	Improvement peoples' access to CC information using SMS	44.00	56.32
2) b	ICT Software for Holding Tax	Tax, accounting, resident information (birth, death, marriage, etc), including digitizing existing paper data. With software and equipment	368.80	472.06
3)	Community Resource Canter (CRC)	2 CRC in each CC. Functions include CC's branch office, councilor's office, meeting room for WLCC and community people, etc.	920.00	1177.60
4)	ICGIAP Extension	<ul style="list-style-type: none"> Annual good practice dissemination seminar inviting all the 11 CCs and exchange their lessons learned Exchange visit among the 11 CCs to learn from good practice 	28,00	35.84
5)	Solid Waste management (3R) activities	<ul style="list-style-type: none"> 3R Domestic Training 3R Training in Japan Community based 3R (compost) activities 	135.35	173.25
6)	Poverty Reduction	<ul style="list-style-type: none"> Community Mobilization Revolving fund for Micro Credit Operation Primary healthcare and education Satellite school program Training and Physical improvement work 	4,702.50	6,011.92
Total			6,845.90	8,755.47

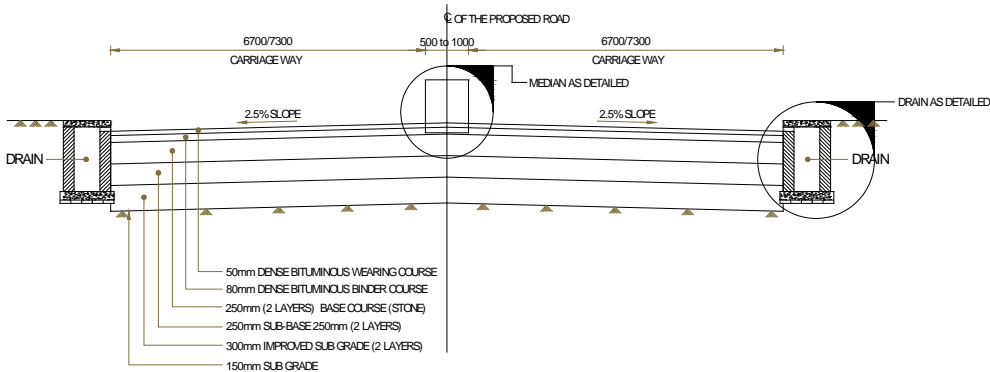
10.3 Cost of Component 2: Construction Works

10.3.1 Design Outline of Major Infrastructure

Basic design of infrastructures which will be constructed with financial assistance from JICA was carried out. The design outline and typical sections of the major sector are explained in this section.

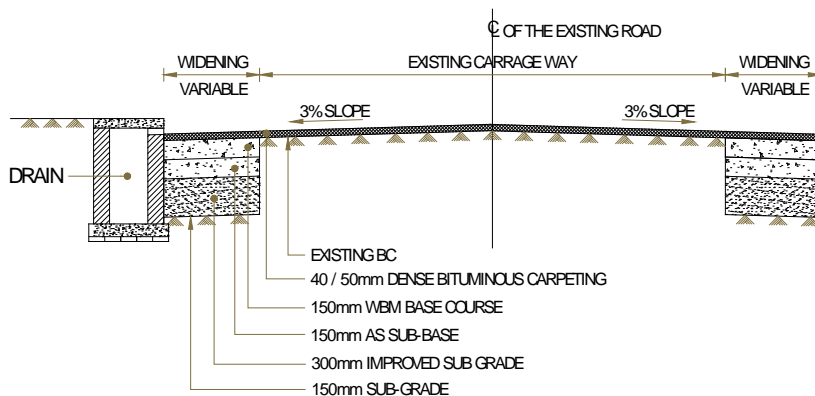
(1) Road and Side Drain

In most of the roads, a type of bituminous surface pavement is proposed except for the heavy traffic road in Chittagong which is considered to be upgraded with concrete pavement. The final design should be further studied and confirmed during the detail design. The typical cross sections of the roads are shown in the following figures.



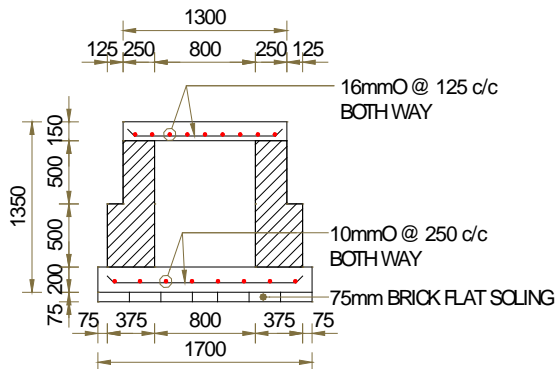
Source: ICGP team

Figure 10-1: Typical Section of Bituminous Road for Heavy Traffic



Source: ICGP team

Figure 10-2: Typical Section of Rehabilitation of Bituminous Road

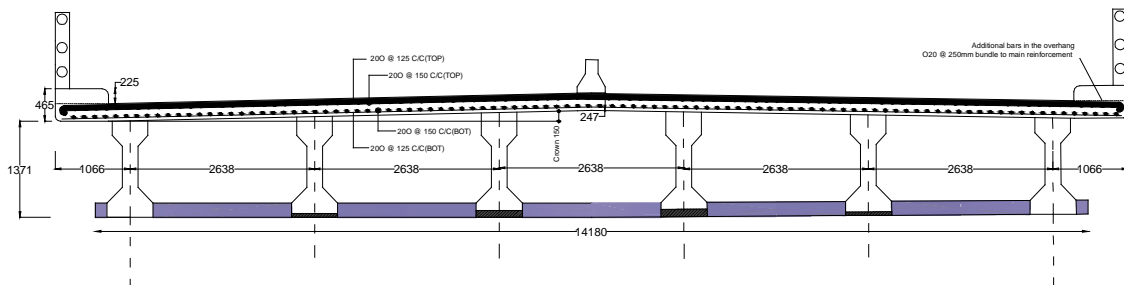


Source: ICGP team

Figure 10-3: Typical Section of Road Side Drain

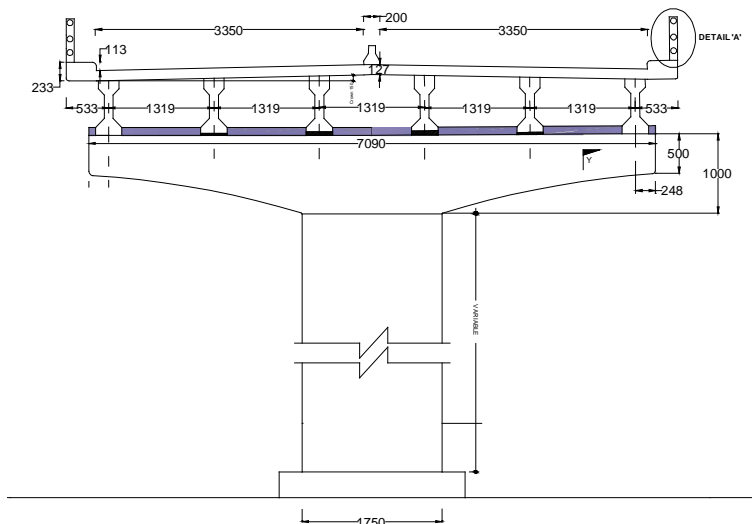
(2) Overpass

Overpass is an RC structure which is the same as those existing and under construction in Chittagong city. Pier foundation is an RC borepile, and the pier as well as the post tension RC beam are casted on the site. Depending on the width of the existing road and expected traffic volume, overpass will be either 2 lanes or 4 lanes.



Source: ICGP team

Figure 10-4: Typical Section of 4-lane Overpass (Superstructure)

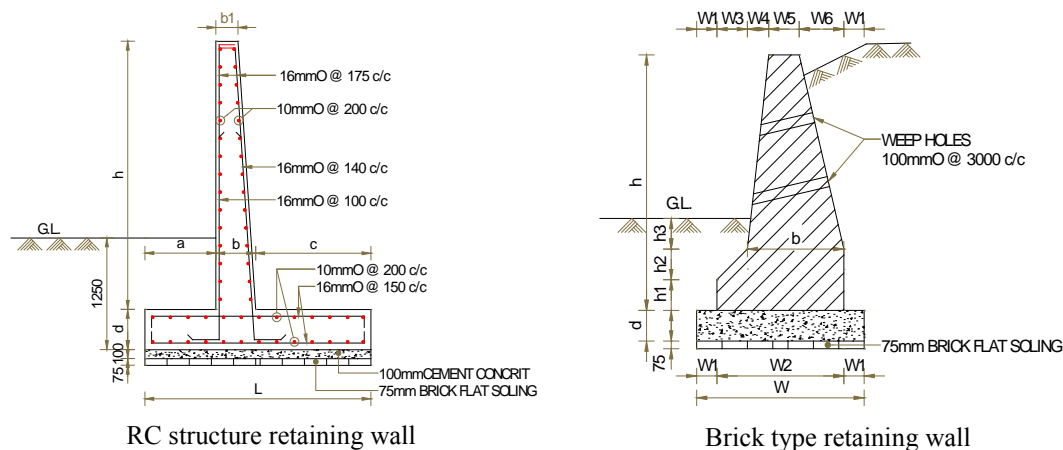


Source: ICGP team

Figure 10-5: Typical Section of 4-lanes Overpass (Bridge Pier)

(3) Retaining Wall (for the Canal)

The retaining wall structure can either be RC type or brick type. Depending on the site condition and the purpose of the wall, these two types of structure will be used. A typical cross section is shown below.



Source: ICGP team

Figure 10-6: Typical Cross SECTION of Retaining Wall

(4) School Cum Cyclone Shelter

On ordinary days, school cum cyclone shelters will be used as schools. In case of flood or water level increase of river or sea to a dangerous level, people will evacuate to the second floor or above. In order to avoid damage to facilities, the first floor is open with only structural pillars and no rooms. Water tank and solar panel for generating electricity will be installed in case of emergency. The typical structure of school cum cyclone shelter is shown in Figure 10-7.

For the water tank, low cost AMAMIZU system is planned to be used. The study on the AMAMIZU system as part of the promotion of BOP (Base of Pyramid) business had been carried out by JICA in 2013, with the aim of sustainably providing low cost, clean and safe water to the low income people of Bangladesh. The standard capacity of the water tank is 1,000 liters and its cost including fabrication and installation is around 5,700 BDT which is cheaper than the plastic tank made from polyethylene. Compared to the plastic tank, its water is cleaner and the temperature can be maintained even during the summer. The disadvantage is its weight (250kg per tank) which is much heavier than plastic tank and more difficult to handle because it is made of cement mortar. Example of water tank with AMAMIZU system is shown in Figure 10-8.

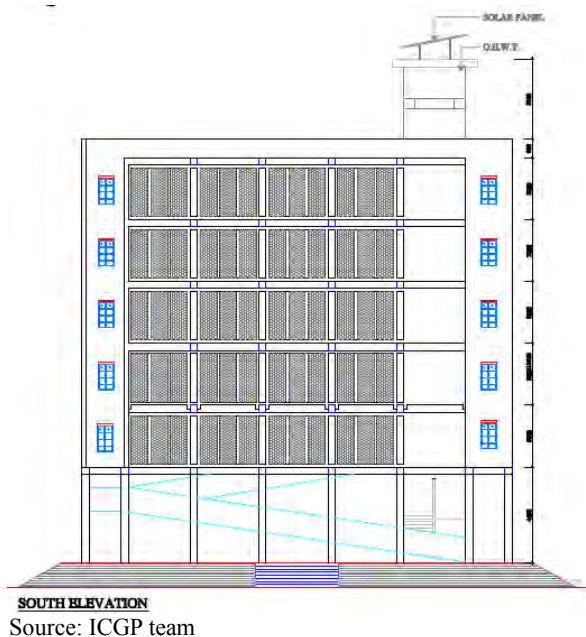
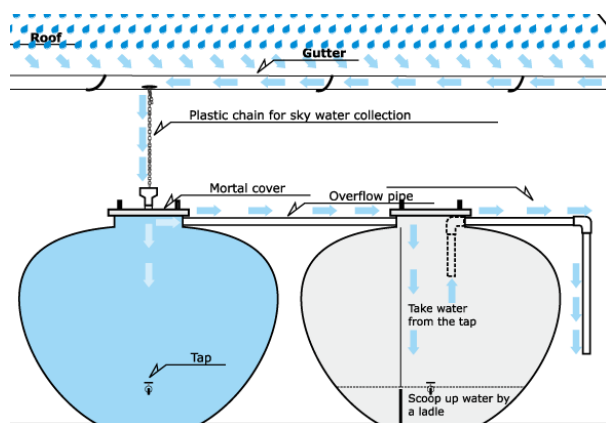


Figure 10-7: Typical Structure of School Cum Cyclone Shelter



AMAMIZU system (example of small size tank)

Large size tank made by concrete block

Source: Draft final report of preparatory study of AMAMIZU system by micro credit system in Bangladesh, JICA 2013

Figure 10-8: AMAMIZU System

10.3.2 Base Cost for Construction Works

The construction cost was estimated using LGED Schedule of Rate, 2012. The rate of every work includes 10% of overhead/profit and 8% of VAT/import tax. Besides direct expenses calculated from this rate multiplied by the design quantity, cost of temporary works, preparation works, and site management expenses shall be taken into consideration. For major roads getting heavy traffic such as container trailers and trucks in Chittagong, the schedule rate of RHD (Roads and Highway Department) is used to estimate the project cost.

The base cost of the project was estimated by local portion (BDT) and foreign portion (USD).

The basic cost of the project in the Dhaka region (including Narayanganj and Gazipur) is summarized below. The actual rate of every item varies slightly depending on the region, but it can be neglected considering the scale of each subproject in this study and Dhaka rates are used for the cost estimation of all the subprojects.

(1) Material

Most of the construction materials required in the selected subprojects are available locally. The market prices of major materials are shown below, and the purchasing price should be considered as 118% of the market prices including tax etc.

Table 10-3: Basic Cost of Construction Material in Dhaka Region

No	Item	Specification	Unit	Rate (BDT)	Remarks
1	Brick	1 st class	pcs	7.5	-
2	Stone boulder	-	m ³	3,500	-
3	Cement	-	bag	480	-
4	Aggregate	38–50mm down	m ³	4,000	Crushed stone
5	Brick chip	10–50mm down	m ³	2,335–2,535	1 st class
6	Sand	-	m ³	350-1,125	-
7	Bitumen	-	kg	71	Import from Iran or Pakistan
8	Reinforced bar	Grade40–60	kg	60–70	-
9	Geo-textile	1.5–3 mm thick	m ²	65–105	-
10	Diesel	-	litter	61	-

Source: Schedule of Rate, LGED 2012

(2) Equipment

Leasing costs of major equipments are shown below. These rates include operator cost, but excludes fuel price.

Table 10-4: Basic Cost of Equipment Charter in Dhaka Region

No	Item	Specification	Unit	Rate (BDT)	Remarks
1	Excavator	Medium size	day	7,000	-
2	Bull dozer	-	day	6,000	-
3	Dump Truck	-	day	4,500	-
4	Road roller (wheel)	8–10 ton	day	3,500	Static
5	Drum roller	10–12 ton	day	5,500	Vibratory
6	Mobile crane	25 ton	day	10,000	-
7	Compressor	-	day	400	-
8	Welding machine	-	day	400	-

Source: Schedule of Rate, LGED 2012

(3) Labor

Labor cost is summarized below. It can be seen that labor cost is very low even comparing with other developing countries in Asia.

Table 10-5: Basic Cost of Labor in Dhaka Region

No	Item	Specification	Unit	Rate (BDT)	Remarks
1	Skilled labor	-	day	500	-
2	Ordinary labor	-	day	350	-
3	Carpenter	-	day	600	-

4	Welder	-	day	600	-
5	Rig operator	-	day	400	-
6	Foreman	-	day	500	-
7	Surveyor	-	day	450	-
8	Diploma engineer	-	month	21,000	-

Source: Schedule of Rate, LGED 2012

(4) Execution of Works

In LGED schedule of rates, standard rate for execution of works are specified based on the material, labour and equipment cost explained above. All the work items are specified in detail including material and equipments to be used, so the cost of each construction work can be calculated by multiplying design quantity to these rates. In this study, Schedule of Rate, LGED 2012 is used.

It is to be noted that the project cost does not only include the cost of direct construction, but also necessary preparation works and temporary work. Temporary works may include traffic management/diversion during the road works or overpass construction if necessary.

10.3.3 Work Quantity

In accordance with the selected subprojects to be financed by the Japanese ODA loan explained in Chapter 4, the quantity of the works is summarized below.

Table 10-6: Summary of Work Quantity

Work description	Unit	NCC	CoCC	RpCC	GCC	ChCC
Batch 1						
Road construction, rehabilitation/upgrade	km	1.5	108.2	32.5	32.5	14.4
Street lighting (lights installation)	no	1,600	5,000	2,500	-	-
Bridge	no	-	-	1	-	7
Roadside drain	km	-	-	41.9	8.0	-
Khal/Canal (retaining wall)	km	-	-	-	3.0	11.4
Batch 2						
Road construction, rehabilitation/upgrade	km	9.6	80.2	72.3	60.5	8.2
Bridge/overpass	no	4/0	8/0	1/0	1/0	0/3
Roadside drain	km	-	-	54.1	17.5	-
Khal/Canal (excavation, beautification)	km	21.0	-	-	-	-
Khal/Canal (retaining wall)	km	-	33.8	-	5.8	-
Water supply (tubewell installation)	no	6	34	8	9	-
Water supply (plant construction)	no	-	-	2	-	-
Water supply (tank installation)	no	6	13	3	-	-
Water supply (pipeline installation)	km	25.0	98.0	62.5	30.0	-
Bus terminal	m2	-	-	5,000	-	-
Truck terminal	m2	-	-	5,000	-	-
School cum cyclone shelter	no	-	-	-	-	8

Source: ICGP Team

10.3.4 Cost Breakdown by Each CC

(1) NCC

There are three (3) subprojects in the 1st batch and five (5) subprojects in the 2nd batch for NCC. Major projects are construction of road with side drain and the development of a water supply system including the installation of tube-well, water tank and water supply pipe line.

The total amount of all the subprojects is 291.2 Crore BDT, of which 36.9 Crore BDT (12.7%) is for the 1st batch and 254.4 Crore BDT (87.3%) for the 2nd batch.

The breakdown of each subproject is shown below.

Table 10-7: Cost Breakdown of NCC Subprojects

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
1	33	Construction of Road by RCC from Amirabath Bus Stand to Shitalakhya River with Drain	Road rehabilitation	m	1,500	8.85
			Roadside drain construction	m	1,500	
1	10	Installation of Street Lighting System and Ornamental Lighting in Kadam Rusul Zone	Light installation	Nos	800	14.00
			Cable installation	m	60,000	
1	11	Installation of Street Lighting System and Ornamental Lighting in Siddirganj Zone	Light installation	Nos	800	14.00
			Cable installation	m	60,000	
					Sub-Total (A)	36.85
2	18	Re-excavation & Beautification of Cannel in Siddirganj	Canal excavation, bank protection, construction of walkway, plantation and lighting	m	21,000	97.42
2	1	Installation of Water Supply System in Kadam Rusul Zone	Tube-well installation	Nos	2	5.25
			Tank installation	Nos	2	
			Pipeline installation	m	5,000	
2	2	Installation of Water Supply System in Siddirganj Zone	Tube-well installation	Nos	4	13.62
			Tank installation	Nos	4	
			Pipeline installation	m	20,000	
2	27	Construction of Road by BC starting from Madanganj Powergrid to Nabiganj Bus Stand via Bandar Bazar with Drain and Bridge	Road rehabilitation	m	5,000	97.77
			Drain construction	m	5,000	
			Bridge re-construction	Nos	2	
2	34	Construction of Road by RCC from Nobiganj Bazar to Dhakeshary Mill with Drain and Bridge	Road rehabilitation	m	4,600	40.32
			Drain construction	m	4,600	
			Bridge re-construction	Nos	2	
					Sub-Total (B)	254.38
					GRAND TOTAL (A)+(B)	291.23

Source: ICGP Team

(2) CoCC

There are nine (9) subprojects in the 1st batch and six (6) subprojects in the 2nd batch for CoCC. Major project is construction of road with side drain. In addition, there are projects related to street lights installation, construction of retaining wall for the canal and water supply as well.

The total amount of all the subprojects is 289.4 Crore BDT, of which 82.8 Crore BDT (28.6%) is for the 1st batch and 206.6 Crore BDT (71.4%) for the 2nd batch.

The breakdown of each subproject is shown below.

Table 10-8: Cost Breakdown of CoCC Subprojects

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
1	1	Improvement of the Urban Transport (Road+Drain, Word 1-3)	Road rehabilitation / upgrading	m	13,370	10.58
			Drain construction	m	7,920	
1	2	Improvement of the Urban Transport (Road+Drain, Word 4-6)	Road rehabilitation / upgrading	m	8,050	10.39

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
1	3	Improvement of the Urban Transport (Road+Drain, Word 7-9)	Drain construction	m	5,250	12.96
			Road rehabilitation / upgrading	m	5,410	
			Drain construction	m	4,270	
1	4	Improvement of the Urban Transport (Road+Drain, Word 10-12)	Road rehabilitation / upgrading	m	7,410	8.91
			Drain construction	m	5,190	
1	5	Improvement of the Urban Transport (Road+Drain, Word 13-15)	Road rehabilitation / upgrading	m	11,600	9.82
			Drain construction	m	6,850	
1	6	Improvement of the Urban Transport (Road+Drain, Word 16-18)	Road rehabilitation / upgrading	m	12,190	14.52
			Drain construction	m	7,550	
1	7	Improvement of the Urban Transport (Road+Drain+Bridge, Word 19-21)	Road rehabilitation / upgrading	m	8,870	8.50
1	8	Improvement of the Urban Transport (Road+Drain+Bridge, Word 22-24)	Road rehabilitation / upgrading	m	4,300	3.10
1	25	Supplying and Installation of 5000 nos Energy Light with Shed at City Corporation area	Light installation	Nos	5,000	4.00
Sub-Total (A)						82.78
2	12	Development or Improvement of 5 Khal/Canal	Construction of retaining wall	m	33,800	19.5
2	7	Improvement of the Urban Transport (Road+Drain+Bridge, Word 19-21)	Road rehabilitation / upgrading	m	13,500	21.00
			Drain construction	m	2,200	
			Bridge construction	Nos	2	
2	8	Improvement of the Urban Transport (Road+Drain+Bridge, Word 22-24)	Road rehabilitation / upgrading	m	20,950	28.05
			Drain construction	m	14,000	
			Bridge construction	Nos	3	
2	9	Improvement of the Urban Transport (Road+Drain+Bridge, Word 25-27)	Road rehabilitation / upgrading	m	34,050	35.09
			Drain construction	m	4,500	
			Bridge construction	Nos	3	
2	22	Production Tubewell with Pump House & Related E/M Works	Tube-well installation	Nos	34	56.13
			Tank installation	Nos	13	
	23	Water Supply Pipe Line Extension and Construction of Overhead Tank. 6,80,000 Liter	Pipeline installation	m	98,000	
2	26	Solar Power System LED Street Lighting at Comilla City Corporation	Light installation	Nos	2,550	46.87
Sub-Total (B)						206.64
GRAND TOTAL (A)+(B)						289.42

Source: ICGP Team

(3) RpCC

There are eight (8) subprojects in the 1st batch and sixteen (16) subprojects in the 2nd batch for RpCC. Major projects are construction of road with side drain and installation of new water supply system including tube-well, water treatment plant and water supply pipeline.

The total amount of all the subprojects is 290.5 Crore BDT, of which 93.8 Crore BDT (32.3%) is for the 1st batch and 196.8 Crore BDT (67.7%) for the 2nd batch.

The breakdown of each subproject is shown below.

Table 10-9: Cost Breakdown of RpCC Subprojects

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
1	60	Construction of Road by Bituminous Carpeting (Ward 10-11)	Road rehabilitation / upgrading	m	6,000	3.26
1	31	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 24-27, 29, 30)	Road rehabilitation / upgrading	m	4,350	5.68
1	32	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 28-30)	Road rehabilitation / upgrading	m	7,200	5.07
1	25	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 04-07)	Road rehabilitation / upgrading	m	14,950	13.59
1	21	Re-construction of Bridge over Khoksha Ghaghot river at Mirgonj Road	Bridge construction	Nos	1	3.94
1	7	Construction of Road Side RCC Surface/Pipe Drain (Ward 20-24, 28)	Construction of tertiary drain	m	24,660	31.81
1	8	Construction of Road Side RCC Surface/Pipe Drain (Ward 25-30)	Construction of tertiary drain	m	17,200	22.19
1	55	Renovation Work of Street Lighting	Street lighting repair	Nos	2,500	8.25
					Sub-Total (A)	93.79
2	2	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 01-06)	Road rehabilitation / upgrading	m	14,900	13.67
2	24	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 01-03)	Road rehabilitation / upgrading	m	2,000	1.90
2	58	Improvement of Road from Benughat to 2 no Ward Pucca Road	Road improvement	m	8,000	7.59
2	3	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 03-09)	Road rehabilitation / upgrading	m	4,000	3.81
2	4	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 10-15)	Road rehabilitation / upgrading	m	11,000	10.47
2	26	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 08-10)	Road rehabilitation / upgrading	m	16,100	15.32
2	28	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 13-15)	Road rehabilitation / upgrading	m	9,600	8.36
2	29	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 16-19)	Road rehabilitation / upgrading	m	4,200	3.28
2	30	Construction of Road by (ISG,AS,WBM & BC) Bituminous Carpeting (Ward 20-23)	Road rehabilitation / upgrading	m	2,500	1.91
2	22	Construction of Bridge over K.D canal at Angur Mia	Bridge construction	Nos	1	4.19
2	6	Construction of Road Side RCC Surface/Pipe Drain (Ward 14-20)	Construction of tertiary drain	m	22,300	28.77
2	38	Construction of Road Side RCC Surface/Pipe Drain (Ward 14-20)	Construction of tertiary drain	m	31,800	41.02
2	12	Installation of Water Supply System in different ward	Tube-well installation Plant construction Pipeline installation	Nos Nos m	4 2 12,500	14.79
2	52	New Installation of Water Supply System	Tube-well installation Tank installation Pipeline installation	Nos Nos m	4 3 50,000	16.24
2	13	Construction of Bus Terminal	Construction of bus terminal	m ²	5,000	18.15
2	14	Construction of Truck Terminal	Construction of truck terminal	m ²	5,000	7.29
					Sub-Total (B)	196.76
					GRAND TOTAL (A)+(B)	290.55

Source: ICGP Team

(4) GCCThere are seven (7) subprojects in the 1st batch and ten (10) subprojects in the 2nd batch for GCC.

Major project is construction of road with side drain.

The total amount of all the subprojects is 289.9 Crore BDT, of which 86.1 Crore BDT (29.7%) is for the 1st batch and 203.7 Crore BDT (70.3%) for the 2nd batch.

The breakdown of each subproject is shown below.

Table 10-10: Cost Breakdown of GCC Subprojects

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
1	3	Repairing & widening of BC Road with RCC Drain (up to shaker pool) from Konabari bus stand to Norshingapur (Ashulia connecting road)	Road rehabilitation / widening	m	10,000	14.10
1	8	Repairing & widening of BC Road from Mazu khan bazar to Meghdubi Bi-pass road at Pubail	Road rehabilitation / widening	m	2,550	4.64
1	12	Repairing & widening of BC road from Rajendrapur Chowrasta of Dhaka-Mymensingh road to Vim bazar Master Bari-Mirzapur road via Bangla Bazar and Construction of RCC drain along the road side from Rajendrapur BRAC centre gate to Mirzapur Bazar canal.	Road rehabilitation / widening Drain construction	m m	5,000 6,000	20.49
1	5	Repairing & Widening of Road from Bilaspur Bot-tola to Porabari Bazar of Dhaka Mymensingh road via Salna Bazar & Jularpar Bazar	Road rehabilitation / widening	m	9,500	21.36
1	17	Construction of RCC Drain from chowrasta to Chilai Khal via Telipara-Bariali.	Drain construction	m	3,000	4.80
1	4	(a) Repairing & Widening of road from Bonomala Rail gate to Dhaka-Mymensingh connecting road at college gate	Road rehabilitation / widening	m	3,480	
		(b) Repairing & Widening of Bonomala Sayed Mridha connecting road to Pubail Connecting road behind Tongi Thana				9.76
1	2	Repairing & Widening of BC road from Nowzour to Zirani Bazar and Construction of RCC drain along the side of Nowzour to Zirani Bazar road	Road rehabilitation / widening	m	2,000	10.98
			Drain construction	m	2,000	
			Sub-Total (A)			86.13
2	4	Repairing & Widening of Road from Vanuya to Banomala rail crossing via Joydebpur-Dhirasram, Haydarabad	Road rehabilitation / widening	m	17,000	38.42
2	13	Repairing & widening of BC Road from Porabari bazar of Dhaka-Mymensingh road to Salna bazar of Dhaka-Mymensingh road via jolarpar bazar-Karkhana bazar & jolarpar bazar-Master bari bazar	Road rehabilitation / widening	m	12,500	28.06
2	23	Repairing & Widening of Tongi Vadam road by BC work and Construction of RCC drain along side of Tongi Vadam road	Road rehabilitation / widening	m	6,000	19.88
			Drain construction	m	4,500	
2	24	Repairing & Widening of Tongi Sataish main road by BC work and Construction RCC drain along the side of Tongi Sataish main road	Road rehabilitation / widening	m	6,500	19.73
			Drain construction	m	5,000	
2	19	a) Construction of RCC drain from Dhaka-Mymensingh highway to Dhaka bypass road via Gorib & Gorib factory & vogra bazar. b) Construction of RCC drain from Mogorkhal to Kadda-Turag Khal along Dhaka By pass road.	Improvement of drain	m	5,800	19.26
2	7	Repairing of BC road from Shibbari moor to Zoorkukur & Repairing & Widening of road from	Road rehabilitation / widening	m	4,500	10.58

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
		Zoorpukur moor to Titarkul				
2	20	Repairing & Widening of BC road from Dhaka-Pubail road at Markun K2 factory to Harbaid Bazar via Maruka. (Ch. 00+000-00+5000m)	Road rehabilitation / widening	m	5,000	
		Construction of Maruka Bridge	Bridge construction	Nos	1	9.90
2	27	Repairing & Widening of Kha para road (Dhaka-Mymensingh road to Tilargati road) by BC work and Construction of RCC drain along side of Kha para road last part	Road rehabilitation / widening	m	4,000	16.31
			Drain construction	m	3,000	
2	2	Repairing & Widening of BC road from Nowzour to Zirani Bazar and Construction of RCC drain along the side of Nowzour to Zirani Bazar road	Road rehabilitation / widening	m	5,000	27.45
			Drain construction	m	5,000	
2	31	Installation of Production Tube wells, Pumps house, Necessary electrical work & distribution pipe line	Tube-well installation	Nos	9	14.15
			Pipeline installation	m	30,000	
			Sub-Total (B)			203.73
			GRAND TOTAL (A)+(B)			289.86

Source: ICGP Team

(5) ChCC

There are five (5) subprojects in the 1st batch and six (6) subprojects in the 2nd batch for ChCC. Major projects include construction of road, overpasses, retaining wall for the canals and school-cum-cyclone shelters.

The total amount of all the subprojects is 586.1 Crore BDT, of which 201.5 Crore BDT (34.4%) is for the 1st batch and 384.5 Crore BDT (65.6%) for the 2nd batch.

The breakdown of each subproject is shown below.

Table 10-11: Cost Breakdown of ChCC Subprojects

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
1	5	Rehabilitation and Upgrading of Zakir Hossain Road GEC to Woman Collage to Dhaka Trunk Rd	Upgrading to RCC road	m	4,400	22.40
1	39	Construction of Retaining Wall at Moheshkali Khal	Construction of retaining wall	m	9,200	74.33
1	50	Rehabilitation and Upgrading of Chak tai Khal Diversion	Construction of retaining wall	m	2,170	15.31
1	27	Extension and Rehabilitation of Airport Road	Rehabilitation and widening of road	m		60.67
			Bridge rehabilitation (new construction)	Nos	3	
1	48	Construction of Marinar's Road	Road construction (new)	m	1,130	28.81
			Bridge construction (new)	Nos	4	
			Sub-Total (A)			201.52
2	33	Improvement of Port Connecting Road	Upgrading to RCC road and widening	m	6,000	106.53

Batch	No.	Sub-project Name	Work item	Unit	Q'ty	Cost (Crore BDT)
2	34	Improvement of Agrabad Access Road	Upgrading to RCC road and widening	m	2,200	41.02
2	56	Construction of School Cum Cyclone Shelter, "central disaster management control office, library and community center cum cyclone shelter"	Construction of school-cum-cyclone shelters	Nos	8	77.00
2	65	Construction of Sagarika A. K. khan Overpass	Overpass construction	Nos	1	95.26
2	66	Construction of Jakir Hossain Road Rail crossing (1)	Overpass construction	Nos	1	32.30
2	68	Construction of New Market Overpass	Overpass construction	Nos	1	32.43
					Sub-Total (B)	384.54
					GRAND TOTAL (A)+(B)	586.06

Source: ICGP Team

10.4 Cost of Component 3: Equipment

The equipment requested by CC was assessed based on the existing numbers of equipment, their condition and necessity. It was decided that equipment needed for the maintenance of CCs' infrastructure assets and facility should be procured by utilizing the financial assistance from JICA, while equipment needed for administration purpose to implement ICGP (loan) including vehicle, office equipment and survey equipment should be borne by GOB.

The summary of equipment cost for PMO and CC is shown in Table 10-12 and detail breakdown is shown in Table 10-12 respectively. The total is JPY 494.8 million for the JICA portion and BDT 20.3 Crore for the GOB portion. The unit cost of equipments is based on the quotation obtained from local suppliers and Japanese manufactures. Equipment under the JICA portion will be procured by International Competitive Bidding (ICB), and import of foreign product including Japan is considered. The freight transportation cost was estimated as 10% of the purchase cost including registration fee etc. VAT and import tax are not included in below tables as they will be borne by GOB.

Table 10-12: Summary of Equipment Procurement

Organization	Foreign (million JPY)	Local (Crore BDT)	Total (million JPY)
PMO	0.00	7.99	102.28
NCC	131.26	4.53	189.22
CoCC	98.28	4.53	156.24
RpCC	98.28	5.14	164.05
GCC	88.42	4.89	151.00
CHCC	74.91	4.75	135.65
Grand Total	491.14	31.82	898.44

Source: ICGP team

Note: The total amount may not be the same as the sum, due to round off.

Table 10-13: Breakdown of Equipment

SL. No	Portion	Equipment	Quantity	Unit Cost (Lakh BDT)	Total Cost (Lakh BDT)	Remarks
1	JICA	Pavement Grinding Machine	1	103.64	103.64	1no for NCC
2		Vibratory roller (3-4ton)	6	48.40	290.40	1no for each CC, 2nos for ChCC
3		Garbage truck with Compactor (3ton)	8	77.00	616.00	2nos for each CC except ChCC
4		Mini Excavator (track type, 01-0.5m3, 5-6ton)	5	108.90	544.50	1no for each CC
5		Excavator (Wheel type) 1.5m3	5	121.00	605.00	1no for each CC
6		Hydraulic Dump Truck (5 Ton)	3	77.00	231.00	3nos for NCC
7		Vacuum cleaner (sewage, 3-4ton)	5	71.50	357.50	1no for each CC
8		Tractor (100 Hp)	5	11.00	55.00	1no for each CC
9		Hydraulic Beam Lifter (9-10m)	2	77.00	154.00	For CoCC and RpCC
10		Wheel loader (10-12ton)	5	176.00	880.00	1no for each CC
		JICA Portion Total			3,837.04	
11	GOB	Jeep (double cabin)	5	50.00	250.00	1no for each CC
12		Jeep (4WD)	9	170.00	1,530.00	4 nos for PMO, 1 no for each CC
13		Microbus (seven seater)	1	45.00	45.00	1 no. for PMO
14		Motor Cycle	17	1.60	27.20	2 nos for PMO, 3 nos for each CC
15		Water Tanker (3,000-4,000 litter)	10	55.00	550.00	2 nos for each CC
16		Computer/Laptop	70	0.60	42.00	20 nos for PMO, 10 nos for each CC
17		Software for PC	70	0.50	35.00	Same as above
18		Special software	5	2.00	10.00	For PMO/PIU/CCs
19		Laser Printer(A4)	45	1.80	81.00	10 nos for PMO, 7 nos for each CC
20		Laser Printer(A3)	1	1.80	1.80	1 no for PMO
21		Color Printer (A3 size)	12	3.40	40.80	2 nos for PMO, 2 nos for each CC
22		Photo Copier (multi-fuction, high spec)	7	6.20	43.40	2 nos for PMO, 1 no for each CC
23		Photo Copier (multi-fuction, medium spec)	10	4.00	40.00	2 nos for each CC
24		Dot Matrix Printer	25	0.65	16.25	5 nos for each CC
25		Scanner	11	0.90	9.90	1 no for PMO, 2 nos for each CC
26		Plotter Machine	10	3.60	36.00	2 nos for each CC
27		Map copier (big size)	10	15.00	150.00	Same as above
28		FAX machine	12	0.40	4.80	2 nos for PMO, 2 nos for each CC
29		Multimedia Projector	6	0.90	5.40	2 nos for PMO, 1 no for each CC except ChCC
30		Level equipment	8	1.20	9.60	2 nos for each CC except ChCC
31		Total station	10	10.00	100.00	2 nos for each CC
32		GPS	10	0.50	5.00	2 nos for each CC
33		GIS mapping software with Accessories	5	2.50	12.50	1 no for each CC

SL. No	Portion	Equipment	Quantity	Unit Cost (Lakh BDT)	Total Cost (Lakh BDT)	Remarks
34		Digital Camera	12	0.35	4.20	2 nos for PMO, 2 nos for each CC
35		3G Mobile Handset	16	0.45	7.20	6 nos for PMO, 2 nos for each CC
36		PABX system with telephone set	1	3.00	3.00	1 no for PMO
37		Generator (10KVA)	6	12.00	72.00	3 nos For RpCC and GCC
38		Generator (100KVA)	2	25.00	50.00	1 no for RpCC and ChCC
		GOB Portion Total			3,182.05	
		GRAND TOTAL			7,019.09	

Source: ICGP Team

10.5 Cost of Consulting Services

The structure of consultant team, number of experts and their required Man-month are planned to realize smooth and effective implementation of the project with assured quality. As explained in the previous chapter, the consultant team is divided into 1) Governance and Infrastructure Improvement (GII) team and 2) Benefit Monitoring and Evaluation (BME) team.

GII team are further divided into three sub-teams; a) Governance Improvement and Capacity Development (GICD) sub-team, b) Design, Supervision and Monitoring (DSM) sub-team and c) Feasibility Study and Mater Plan Review (FSMP) sub-team.

The required man-months of each team and sub-team are summarized below.

Table 10-14: Breakdown of Consulting Service Man-Months

	GII					BME
	Management unit	GICD	DSM	FSMP	Sub-total	
International	49	15	50	147	261	0
National	57	627	1,035	513	2,232	219
Total	106	642	1,085	660	2,493	219

Source: ICGP Team

10.6 Cost Saving Measures

10.6.1 Construction Schedule and Packaging

Idling of construction equipment and machinery leads to an increase of project cost. Considering the rainy season and the dry season in Bangladesh, the package of each construction work is planned in such a way to complete as much as possible within one dry season to minimize idling of machines and equipments, especially for the road and river related works.

Also in general, the lesser the number of contracts, to the lower the project cost because the site management expenses as well as supervision expenses can be decreased. So to a reasonable extent, it is recommended that the number of packages be minimized.

10.6.2 Supervision of Works

Effective and appropriate construction supervision system can avoid delay of the project, which have a large impact on cost savings. In order to not disturb the smooth implementation of the construction works, the DSM consultants will:

- Establish effective check/approval system of the Contractor's drawing, material and work method etc.
- Organize periodical schedule monitoring meetings to identify the issues which may lead to possible delay of the project and discuss the measures to be taken
- Provide sufficient engineer on site to carry out the necessary inspection and also to ensure the quality and the safety of the works

10.7 Comparison of Project Costs with Other Similar Projects

The unit rate of infrastructure project varies depending on the width and structure type of road, dimension of drain, area and type of pavement for bus terminal and so on. Therefore it is not adequate to compare simply by average unit cost by length or surface area. Below table shows average unit cost by type of infrastructure for reference only. It can be said that the unit rate of each item in ICGP is more or less in the same range of other similar projects. The result of cost estimate in this study is reasonable and accurate enough at this stage, but it will be estimated in detail when Bills of Quantities will be prepared during next stage of the project.

Table 10-15: Cost Comparison Table with Similar Projects

No	Name of Project	Name of Major Items	Unit Cost (lakh BDT)
1	Proposed project		
a)	Municipal Governance and Services Project (MGSP)	Road improvement	85.00 /km
		Drain improvement	135.00 /km
		Bus terminal construction	500.00 / no
b)	Northern Bangladesh Integrated development project (NOBIDEP)	Improvement of Upazila road	98.9 /km
		Improvement of Union road	72.7 /km
2	Ongoing/completed project		
a)	Second Urban Governance and Infrastructure Improvement (Sector) Project	Road improvement	49.00 /km
		Drain improvement	95.44 /km
		Bus terminal construction	490.00 /no
b)	Overpass construction by CDA in Chittagong	Construction of overpass at Dawan hat (2-lane)	4.0 /m
		Construction of overpass at Kadamtali (2-lane)	5.2 /m
		Construction of overpass at Bahadarahat (4-lane)	8.3 /m
c)	ICGP	Road improvement	64.0-95.0 /km
		Drain improvement	Ave. 129.0 /km
		Bus terminal construction	1,815 /no
		Overpass construction	4.2-7.1 /m

Source: ICGP Team

10.8 Procurement Methods and Processes

10.8.1 Conditions of Bidding and Contract

(1) Procurement Methods of the Government

The Government's Public Procurement Rules stipulate five methods applicable for procurement

of goods and related services, works and physical services as listed below. The open tendering is the most preferred method, but the procuring entity can select one of the other procurement methods as per appropriate regulations and procedures:

- Open tendering method
- Limited tendering method
- Direct procurement method
- Two-stage tendering method
- Request for quotations (RFQ) method
- Electronic Government Procurement (e-GP)

The e-GP in Bangladesh has been developed and introduced in two phases. In the first phase, e-Tendering was introduced on a pilot basis in LGED and other entities. In the second phase, e-Contract Management System (e-CMS) was developed and implemented. The e-CMS is a complete electronic contract management system and provides a platform for the preparation of work plan and its submission including defining milestone, tracking and monitoring progress, generating reports, performing quality checks, generating running bills, vendor rating, generating and issuing completion certificate. CC may be encouraged to procure the Contractors for some of the 2nd batch projects by e-Tendering after necessary trainings are conducted.

Table 10-15 summarizes threshold amounts to select a valid method and type of tendering

Table 10-16: Summary of Applicable Procurement Methods

Category	Type	Method	Threshold (BDT)
Goods	National/ International	Request for quotation	Up to 0.5 million
	National	Limited tendering	Up to 2.5 million
	National	Open tendering	Above 2.5million
	International	Open tendering	Any value
Supply & Installation of Plant& Equipment	National/ International	Single stage and two stage tendering	Under “Turnkey Contract”
	National/ International	Prequalification	Above 150 million
Works	National/ International	Request for quotation	Up to 0.5 million
	National	Limited tendering	Up to 10 million
	National	Open tendering without prequalification	Up to 350 million
	National/ International	Prequalification	Above 350 million
Design Build Infrastructure	National	Open tendering	Above 350 million

Source: The Public Procurement Rules 2008, CPTU

Note: All the processes for procurement can be through e-Tendering if and when CCs are ready and able to do it.

(2) Process of Pre-Qualification and Tender Evaluation

The procuring entity may require a pre-qualification step, prior to the issue of Invitation for Tender for identifying applicants who are qualified to deliver the required goods and related services and works and physical services. A Procuring Entity shall evaluate the information provided by the Applicants in accordance with the evaluation criteria detailed in the Pre-Qualification or Tender Documents. Such criteria include the following items:

- Experience and past performance on similar projects or programs:

- Capabilities with respect to personnel, equipment and construction or manufacturing facilities; and
- Mandatory requirements for technical, financial and legal aspects.

An invitation for tender is advertised after the procuring entity prepares bid documents based on the Government's Standard Tender Document. Tender is closed on a designated date and opened by the Tender Opening Committee. The procuring entity appoints at least five members to the Tender Evaluation Committee. The Committee evaluates all tenders and reports to the approving authority, which is defined by type and amount of procurement as shown in Table 10-16. A Mayor is supposed to be an approving authority for a certain amount of works as HOPE in the table.

Table 10-17: Approving Authorities for Small Corporation Development Works

Approving Authority	National RFQ	Other Methods
CCGP	-	>BDT 500 mil
Ministry	-	≤BDT 500 mil
BoD or Equivalent	-	≤BDT 200 mil
HOPE/CEO	-	≤BDT 140 mil
PD Category A Project	≤BDT 1 mil	≤BDT 100 mil
PD Category B Project	≤BDT 1 mil	≤BDT 80 mil
PD Category C Project	≤BDT 1 mil	≤BDT 60 mil

CCGP: Cabinet Committee on Government Purchase, HOPE: Head of Procuring Entity

Source: Delegation of Financial Power for the Reference of e-GP Users, CPTU

(3) Selection Process of the Government

For procurement of consultants, Quality Based Selection (QBS) is the most preferred method to ensure service quality, while other methods⁴⁷ such as Selection under a Fixed Budget may also be used under specific conditions. However, Quality Based Selection (QBS) is considered in such a case when the consultancy service requires high-level expertise in terms of technical aspect, especially when the Client wishes to avoid the consultant team who offers low cost but will show unsatisfactory performance in the end. The procedures of QBS are as follows:

- 1) Preparation and advertisement of a Request for Proposal (RFP) to short-listed consultants
The RFP may request submission of a technical proposal only without the financial proposal, or both technical and financial proposals at the same time in separate envelopes (two-envelope system).
- 2) The RFP shall not provide the estimated budget, but it may provide the estimated number of key staff time, specifying that this information is given as an indication only, and that consultants shall be free to propose their own estimates.
- 3) Receiving Proposals and evaluation
 - Evaluation of the Technical Proposals.
 - The Consultant with the highest ranked technical proposal will be requested to submit a detailed financial proposal and be invited to the contract negotiations. In case of two-envelope system is applied, the price envelope of only the selected proposal is opened.
 - The rest of financial envelopes will be returned to the bidders unopened after the contract negotiations have successfully completed.

⁴⁷ Applicable methods include Least Cost Selection, Selection Based on Consultant's Qualifications, Selection amongst Community Service Organizations, Single Source Selection, Selection of Consultants by Design Contest, and Selection of Individual Consultants

10.8.2 Procurement Procedure of Similar Projects in Bangladesh

There are two similar projects to be referred for determination of implementation procedures of this ICGP project.

(1) UGIIP-II

ADB has supported urban development in Bangladesh through “Urban Governance and Infrastructure Improvement Project (UGIIP, 2003–2009)” and its following phase, known as UGIIP-II (2011–2013), is also funded by GTZ and KfW of Germany. Under the UGIIP-II, Project Management Office (PMO) was established in the urban management unit of LGED, which is the executing agency of the project under the supervision of LGD. At the level of individual target PSs, the Project Implementation Units (PIUs) were established for implementation of governance improvement and physical works including procurement of works.

The PMO selected consultants for assistance of governance improvement and physical works as separate packages through quality and cost-based selection (QCBS) method, following ADB’s Guidelines on the Use of Consultants and the Government’s Public Procurement Rules.

ADB defined applicable procurement methods by size of contracts as shown in Table 10-17, based on ADB’s Procurement Guidelines and the Government’s Public Procurement Rules. National competitive bidding (NCB)⁴⁸ was the major method for civil works procurements, as most of the subprojects were smaller than USD1 million. Contracts which were equivalent to or above USD 500,000 required prior approval at the central level. International competitive bidding (ICB) was applied for procurement of equipment and materials when the estimated cost was equivalent to or exceeded USD 500,000.

Table 10-18: Methods of Procurement for Works

Method	Threshold
NCB for works	Equivalent to USD 2 million or less
NCB for goods	Equivalent to USD 500,000 or less
Shopping for works	Between USD 10,000 and USD 100,000
Shopping for goods	Equivalent to USD 100,000 or less
Direct contracting	Equivalent to USD 10,000 or less
Community participation in procurement	Community facilities in slums and low-income areas are procured by the community. Each community facility should not cost more than USD 10,000.

Source: Report and Recommendation on UGIIP-II, ADB (2008)

As the disbursement arrangement, a project operating account was established and operated by LGED, and under the account, project accounts were established and operated in each PS. In accordance with ADB’s Loan Disbursement Handbook, statement of expenditure procedures was used for reimbursement and liquidation of contracts.

A part of funds for the project was re-lent to the target PSs when there were procurement of civil works and equipment for revenue-generating subprojects such as water supply and bus/truck terminals. The Ministry of Finance managed operation of relent to PSs.

(2) NOBIDEP

Northern Bangladesh Integrated Development Project (NOBIDEP) commences for improvement of rural and urban infrastructure through the JICA loan. Component 2 of this

⁴⁸ This term follows usage in the Public Procurement Rules, while it is equivalent to LCB.

project includes urban infrastructure development and governance improvement for PSs, and this framework is similar to that of UGIIP.

In NOBIDEP, the NCB method is used for procurement of civil works of infrastructure, when the estimated cost is less than USD 2 million equivalent. ICB is applied for procurement of goods and equipment which are estimated to be USD 300,000 or more per contract.

In the disbursement process of this project, the PMO in LGED takes responsibilities of collecting supporting documents from PIUs and submitting request forms of payments to JICA. After the PMO transfers funds to a PIU's account, the PIU makes payments to the contractors who have issued claims to the PIU.

10.8.3 Process for This Project

As mentioned in 4.1.2, NCB (National Competitive Bid) will be applied to the 1st and the 2nd batch. Management of procurement and contract for sub-projects will follow the process below:

Procurement

- PMO will be in charge of tendering, evaluation and contract of equipment for the whole CC, following standard procedures in LGED.
- PMO will be in charge of selection of consultants by QBS method following 'Guidelines for the Employment of Consultant under Japanese ODA Loans, April 2012'.
- Each CC will be in charge of tendering of works based on specifications and B/Q, and it is encouraged to introduce e-GP when and where it is possible. The evaluation committee in CCs can decide the evaluation results of works up to 140 million BDT, and the evaluation committee in LGED will make decisions on the evaluation of larger works following the procurement rule of Bangladesh.
- Based on the evaluation result, the City Corporations send all evaluation documents to PMO for approval. After receiving the approval from PMO, the Engineering Department of CCs conduct contract negotiation, and after that, contract will be signed under the name of the Mayor.
- CCs report to PMO right after signing the contract. When the contract amount becomes large and needs approval by JICA in advance, it has to be noted that the contract enters into force after approval by JICA as a precondition.

Financial Management

- PMO will open a special account in Japanese Yen under its name with right of withdrawal. PMO will proceed banking arrangement for the account after signing to L/A.
- Another special account in Bangladesh Taka will be opened also by the name of PMO. Fund for the Taka account will be transferred from the Yen account. Yen account is used for payment in Japanese Yen.
- Each CC opens its own designated account in Bangladesh Taka. CCs request PMO to transfer necessary budget from the PMO special account.
- CCs will make payment to contractors from their designated account in Taka, based on the progress of contract works. All payment orders will be reported to PMO simultaneously. Contract will define evidence necessary for payment and years to keep in accordance with the obligation in the L/A. It should be also agreed to accept auditors hired by JICA and cooperate in disclosure of all information required for auditing.
- PMO monitors expenditure of CCs based on their report and informs to JICA. Replenishment of the all CC accounts will be made upon request.

Progress Management

- Every CC is supposed to submit monitoring sheets on process after tender announcement and progress of expenditure by individual subprojects and contracts. PMO will receive the documents every month.
- PMO checks the monitoring sheets and takes necessary action with the CC and contractor, if there is concern of serious delay.
- PMO compiles the monitoring sheet quarterly submitted by CCs and reports to JICA.

10.9 Implementation Schedule

10.9.1 Construction Works Schedule

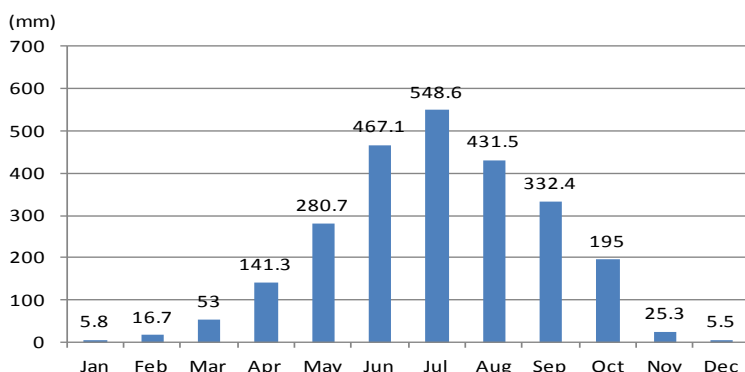
(1) Weather Condition of Bangladesh

The weather of Bangladesh can be classified into rainy season and dry season. In the rainy season, it will be difficult and inefficient to carry out earth works and river related works.

Earth works in road construction includes laying and compaction of sub-base, base and sub-grades which requires sufficient and appropriate compaction in order for the road to be durable and reliable. Therefore these works are better to be carried out during the dry season. Also for the river related works such as construction of retaining wall or excavation of the canal, it would not be safe to do such works with increased water levels during the rainy season.

Those works which mainly involve concreting works such as building construction, bridges and overpasses can be done throughout the year.

Average monthly precipitation record is shown in Figure 10-9.



Source: The World Bank group, Climate Change Knowledge Portal (<http://sdwebx.worldbank.org/climateportal/index.cfm>)

Figure 10-9: Average Monthly Precipitation of Bangladesh

Table 10-19: Average Numbers of Raining Days (in Dhaka)

Month	Mean Temperature °C		Mean Total Rainfall (mm)	Mean Number of Rain Days
	Daily Minimum	Daily Maximum		
Jan	12.7	25.4	7.0	1.0
Feb	15.5	28.1	25.0	3.0
Mar	20.3	32.4	63.0	3.0
Apr	23.6	33.8	154.0	8.0
May	24.5	32.9	341.0	15.0
Jun	26.1	32.2	337.0	18.0
Jul	26.2	31.4	373.0	21.0

Aug	26.3	31.6	316.0	21.0
Sep	25.9	31.8	314.0	16.0
Oct	23.8	31.6	175.0	8.0
Nov	19.2	29.6	34.0	1.0
Dec	14.3	26.4	15.0	0.0

Source: World weather information service (<http://www.worldweather.org/141/c01163.htm>)

Note: Climatological information is based on monthly averages for the 30-year period 1971–2000.

As it can be seen from the precipitation record, road works and river related works shall be commenced and completed during October to April, while structure works such as buildings, overpasses and bridges can be carried out from May to September.

(2) Construction Schedule

Taking into consideration the natural conditions explained above, indicative overall construction schedule of subprojects in each CC is shown below. The 1st batch subprojects shall be completed within 24 months (2 years), while the 2nd batch subprojects shall be completed within 45 months (3.8 years). Especially for the projects related to the construction, rehabilitation and/or improvement of roads and drains, it will be difficult to continue the work throughout the rainy seasons. Detailed work plan shall be studied in the next stage with consideration of such conditions.

- The evaluation criteria must be appropriate considering the technical level and the scale of the projects
- The evaluation shall strictly follow the criteria

(Construction/implementation stage)

- A quality assurance engineer will inspect and approve the materials used for construction works prior to the actual use
- Establish a system that requires approval from the consultants before proceeding to the next step of construction works
- The Contractors' works shall be inspected to ensure compliance with the designs and required specification
- Necessary testing of the materials as built structures will be planned and conducted with proper records
- Upon delivery of the equipments, the engineer shall inspect whether it is in accordance with the specification before signing the record of receipt

10.10 Financing Plan and Annual Cost Schedule

As of October 2013, the content is yet to be finalized.

10.11 Process of Payment and Disbursement of Implementing Agencies

(1) Principle

Disbursement shall be made under a L/A between JICA and LGD, and Implementation Agreement between CCs and LGED.

All disbursement of project funds and payments to contractors/suppliers/consultants will be through independent bank accounts designated by PMO and PIUCCs. For CC subprojects, JICA Yen Loan will be used in form of a grant to LGD.

GOB shall bear all risks associated with foreign exchange fluctuation arising from disbursement.

(2) Banking Arrangement

PMO shall designate a foreign exchange bank in Bangladesh and open a designated account from where disbursements for eligible expenditures are made (hereinafter ICGP Designated Account). ICGP Designated Account shall be opened both in Bangladesh Taka (BDT) and Japanese Yen.

PIUCCs shall also open a designated account in BDT in a commercial bank which is acceptable to PMO (hereinafter CCs Designated Account).

(3) Fund Flow

i) Initial Disbursement

- ① PIUCCs prepare and submit a quarterly fund requirement including fund forecast for two quarters for approved subprojects to PMO.
- ② PMO reviews the quarterly fund requirement from PIUCCs, and prepares and submits a request for initial disbursement with unified fund requirements including fund forecast for two quarters to JICA.
- ③ JICA makes the initial disbursement in Japanese Yen to ICGP Designated Account through Bangladesh Bank.

- ④ PMO makes disbursement of the project funds in BDT to the CC's Designated Account (both yen account and BDT account).

ii) Replenishment

- ① PIUCCs update the fund requirements for the next two quarters on the basis of actual progress of sub projects and the balance of fund in the CC's Designated Account, and submit fund requirement, including fund forecast for two quarters, to PMO.
Also, PIUCCs document fund utilization for sub projects with evidences as Quarterly Financial Report, and submit to PMO.
- ② PMO reviews the updated fund requirement and the fund utilization from PIUCCs, and prepares and submits a request for replenishment with unified fund requirements, including fund forecast for two quarters, to JICA.
- ③ JICA makes the replenishment in Japanese Yen to ICGP Designated Account through Bangladesh Bank.
- ④ PMO makes disbursement of the project funds in BDT to the CC's Designated Account.

iii) Payments to contractors, suppliers and consultants

[Contractors (for construction)]

According to the Public Procurement Act 2008, PIUCCs hire contractors under a certain contract amount.

- ⑤ Contractors submit invoices to PIUCCs which are stated payment milestones agreed between PIUCCs and the contractors.
- ⑥ PIUCCs will make payments to the contractors based on their invoice. Payments will be made from the CC's Designated Account to the contractor's bank account.

[Suppliers (for equipments)]

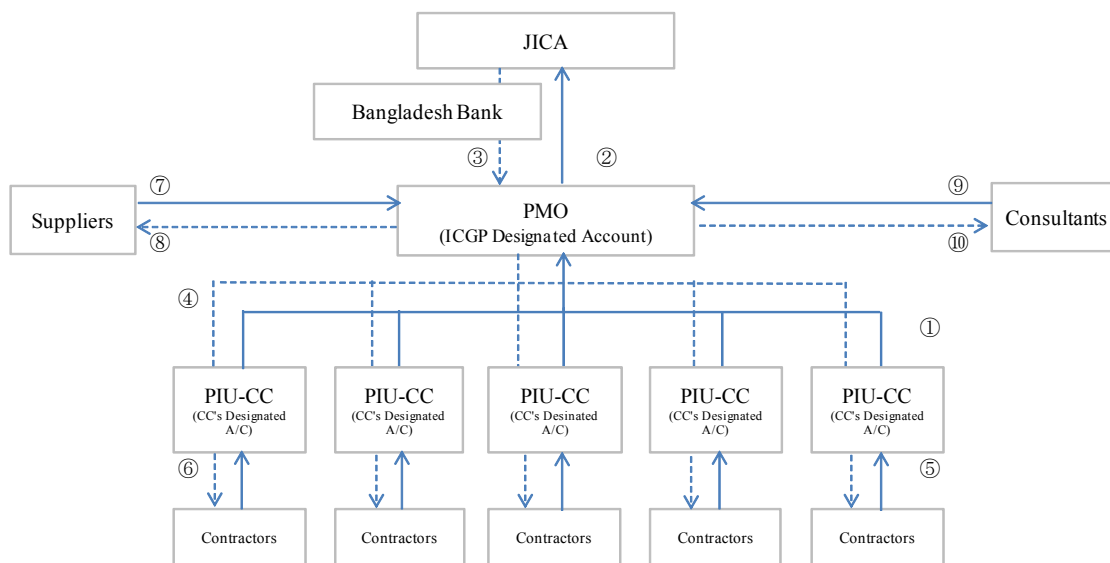
According to the Public Procurement Act 2008, PMO contracts with suppliers.

- ⑦ Suppliers submit invoices to PMO which are stated payment conditions agreed between PMO and suppliers.
- ⑧ PMO will make payments to the suppliers based on their invoice. Payments will be made from the ICGP's Designated Account to supplier's bank account.

[Consultants]

PMO contracts with consultants under procurement regulations in Bangladesh.

- ⑨ Consultants submit invoices to PMO which are stated payment milestones agreed between PMO and consultants.
- ⑩ PMO will make payments to consultants based on their invoices. For an international consultant firm, payments of the foreign portion are made through TT Remittance from ICGP Designated Account to the consultant's bank account located in their home country, and the local portion is paid to the consultant's bank account in Bangladesh.



Source: ICGP Team

Figure 10-10: Fund Flow

(4) Accounting and Reporting

PIUCCs shall record all financial transactions on CCs’ Special Account for ICGP project, and shall submit Quarterly Financial Report to PMO within 30 days from the end of each quarter. Quarterly Financial Report should always reconcile with bank statements for the immediate past quarter

Chapter 11 Recommendations and Further Activities

The final chapter presents the recommendations of ICGP Team for effective implementation and expansion of ICGP. Then it summarizes the future activities concerning ICGP. It includes the schedule of JICA Loan Project, prospected technical support, and cooperation between cities in Bangladesh and Japan.

11.1 Identified Issues

ICGP (Prep) has successfully finished with developing IDPCC, ICGIAP, and ARP. Besides these outputs, the Project identified the three major problems.

First, in Bangladesh, infrastructure problems to jeopardize sustaining urban areas are countless, seen in Chapter 1 and 2 of Volume 1, and Chapter 2 in each CC volume. Chapter 3 of Volume 1 has identified institutional capacity to cope with the problems are lacking. The Project aims that each CC can make IDPCC so that they can pursue infrastructure development and urban planning. However, the Project found the lack of prerequisite for these activities: such as lack of fundamental data and human resources and institutional capacity to collect these pieces of data.

Second, in Bangladesh, infrastructure to solve the urban issues is urgently needed, but each CC does not possess an independent accounting system and is dependent on central government or foreign donors. As well as making IDPCC suggested in Chapter 2 of Volume 1, independent and prospective financial mechanism is needed as suggested in Chapter 5 of Volume 1.

Third, the CC system, which can promote the city to be more individual, is not working well to create a distinguished city. In the past, CCs have experienced many donors' aids, but these aids were done without municipalities' presence. In future, using these opportunities by these foreign investments, unique cities should be created.

Fourth, Bangladesh has no consistent infrastructure development planning system that includes hierarchy from entire nation to CC. Infrastructure planning at CC level should be treated as important matter, but planning at CC level should be prepared within a framework of upper-level plans and the plan should clearly define the role of CC. Presently, there is no physical infrastructure plan at division- and district- level. This partly stems from inadequate coordination among infrastructure-relevant organizations at central government level. The integrated blueprint of infrastructure development at division- and district- level has never been prepared and shown.

11.2 Recommendations

Prior to discussing the further activities concretely, there are three recommendations for Bangladesh CCs for effective implementation and expansion of ICGP principles.

First recommendation is to enhance the institutional capacity for inclusive city development planning through acquiring, storing and analyzing the basic urban data at each CC. Presently at each CC, all pieces of data needful to proper future planning (including these on natural, socio economic, urban planning (mapping), and infrastructure) are insufficient. In addition, even if they exist, storing or analyzing them is not properly done. Institutional capacity to acquire, store and analyze these types of information will help the CC officers and citizens to consider the future of their own CC more constructively and create visions and approaches of each CC more concretely. Coordination among CCs, relevant central government departments, academics and various donors also need to be enhanced for this capacity building.

Second recommendation is to create a sound system of sharing the actual cost and environmental burden. Sharing the actual cost refers to bearing of the cost of construction, operation and maintenance and this can be done by charging utility fees. Then the future generations could bear the loan repayment of initial costs and operation and maintenance of infrastructure in coming era. Rapid infrastructure development can only be materialized by the present generations' financial burden, and such investment provides the better opportunity to economic growth for future generations. Indifference to environmental issues of the present generation will create cumulative damage on the environment. Accumulated damage on environment will not be able to be recovered easily. Therefore, initial investment to sound technology and proper planning will reduce potential/future influence on the environment.

Third recommendation is create a knowledge platform for sharing urban management among Bangladeshi and Japanese cities. Japanese cities have experienced various urban issues including environmental, social and economic ones. The solutions and recommendations through those practical experiences by these cities may be highly constructive and applicable for Bangladesh cities. Systematic sharing of knowledge and experience could be established. Subprojects which utilize Japanese technology should be continuously sought by each CC.

Fourth recommendation is to set up a well organized infrastructure planning system from national to local level. There should be four stages of infrastructure development namely i) National ii) Regional (division), iii) Country (district) and iv) Local (CC, Pourashava, Upazila and Union) level. The national infrastructure development plan shall be a policy plan that states the purpose, strategy and approach of the infrastructure development. It should be consistent with "Sixth Five year Plan (2011-15)", "Millennium Development Goals", "Making Vision 2021 a Reality" and "National Urban Sector Policy (draft). Regional-Country-Local plan are physical plan of infrastructure. Every infrastructure relevant agencies at the national level should coordinate to prepare visualized regional and country level plans with specific infrastructure. Preparing master plan at CC level would be important, however, without consistency of the upper hierarchy plans, CC master plan cannot be functional properly.

Considering these recommendations, next sections discuss concrete future activities.

11.3 Schedule of JICA Loan Project

The four targeted CCs have identified necessary infrastructure to be developed in the next 5 years. These items were compiled as an inclusive infrastructure development list in May 2013. Chittagong, the fifth target CC of ICGP has also prepared the same list. Subprojects in these lists would be financed by various funds including donors, National Government, CC itself, etc. The ICGP Team decided the priority of these subprojects according to the five CCs that expect funding through JICA Loan Project. Priority was considered in accordance with set criteria and discussion with CC stakeholders, and the project lists of JICA Loan Project was finalized.

In 2013, JICA dispatched its officials several times to discuss the appropriate subprojects for JICA Loan Project. Rationale and readiness of the subprojects, which are justified to be financed by JICA loans, have been clarified. Selection of the priority subprojects have been conducted through such discussions and clarifications. Mechanism to improve the governance of each CC and schedule for further improvement along with infrastructure development have also been discussed among the ICGP Team, counterpart officers and JICA officials.

Basic design and rough cost estimation of the selected subprojects have been carried out by ICGP, and loan outline is to be planned by October 2013. After the final confirmation, the final loan project plan will be submitted to the Japanese Government for approval. After

authorization by both Governments, a L/A would be signed by the end of March, 2014. The schedule of the JICA Loan Project, starting with L/A is shown in Figure 11-1.

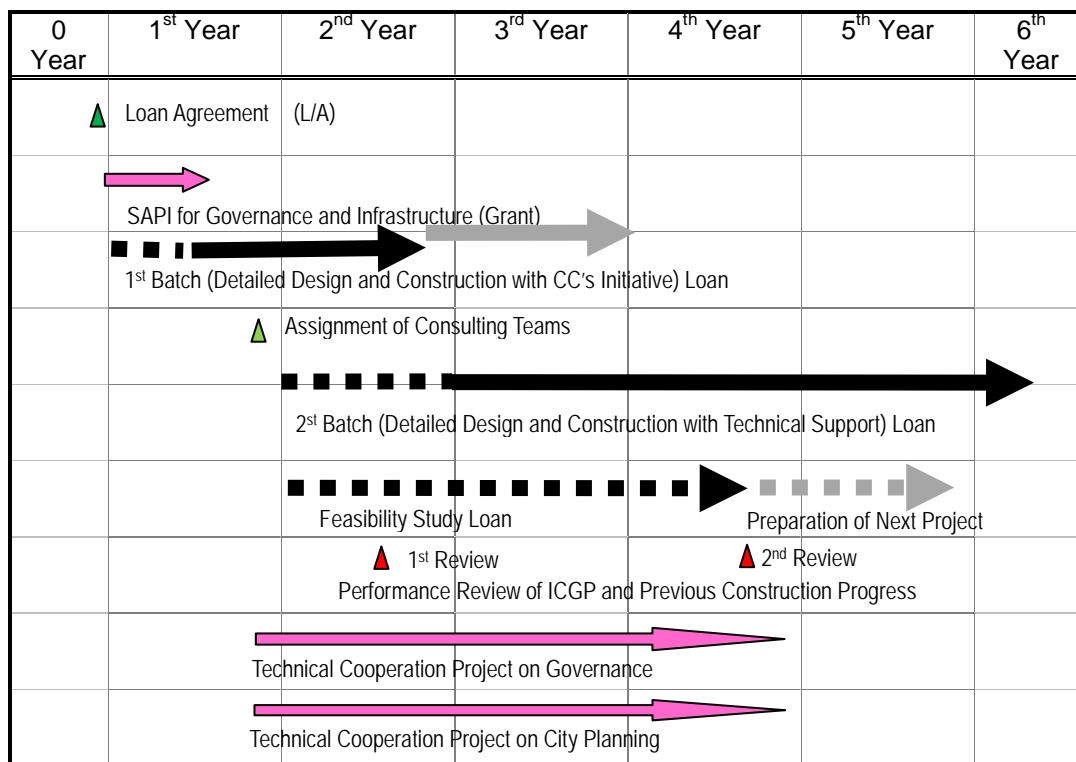


Figure 11-1: JICA Loan Project and Relevant Supports

11.4 Relevant Technical Support

JICA and LGED have plans of undertaking some related projects to support the JICA Loan Project. Three red arrows in Figure 11-2 show these relevant projects. These are all grant project between the Japanese and the Bangladeshi Government and aim to produce synergistic effects together with the JICA Loan Project. They are;

- Special Assistance for Project Implementation (SAPI),
- Technical Cooperation Project on Governance and
- Technical Cooperation Project on City Planning.

11.4.1 Special Assistance for Project Implementation (SAPI)

The procurement of the consulting teams would take nearly one year after L/A. SAPI may support the JICA Loan Project during this term of absence of the consulting teams. SAPI will assist PMO at LGED and PIU at the CC level in both governance and infrastructure aspects. Proposed Project Design Matrix for this assistance is shown in Table 11-1.

Table 11-1: Project Design of the Special Assistance for Project Implementation

1	Outline of Project	<p>a) Title: Special Assistance for Project Implementation (SAPI) for Inclusive City Governance Project (ICGP (Loan))</p> <p>b) Duration: From May 2014 to February 2015 (10 months)</p> <p>c) Target Group: LGD, LGED and CCs' officers, Citizens</p> <p>d) Targeted Organization: LGD, LGED, Selected CCs</p>	
2	Overall Goal	The target CCs and LGED are capacitated The socio-economic status of the Selected CCs in Bangladesh is enhanced smoothly.	
3	Project Purpose	JICA Loan for Inclusive City Governance Project is well prepared and commenced.	
4	Output	<p>1) Operational Guidelines for, ICGP (Loan) is developed;</p> <p>2) The 1st batch activities of 1st year of ICGP(Loan) are adequately conducted by PIUs and monitored by PMO;</p> <p>3) Anticorruption measures in procurement activities are oriented to the member of PMO and PIUs and operated by PMO and PIUs;</p> <p>4) Orientation program on ICGP (Loan) are conducted;</p> <p>5) ICGIAP is well recognized and commenced at CC level</p>	
5	Activity	<p>(1.1) SAPI support PMO and PIUs in preparing Operational Guideline for including O&M, Fund Management, Tax Assessment, Evaluation, Performance Review etc.</p> <p>(2.1) SAPI supports PMO and PIUs the whole process of 1st Batch activities; preparing bidding documents, tendering, contract, supervising and payment.</p> <p>(3.1) SAPI supports PMO and PIUs in operating fund flow from anticorruption point of view through training and consultation.</p> <p>(4.1) SAPI provides sufficient guidance and training for the members of PMO and PIUs to obtain adequate knowledge on the work-scopes, necessary process of ICGP (Loan)</p> <p>(5.1) SAPI support CC in preparing and starting ICGIAP implementation.</p>	
6	Input	<p>Japanese side</p> <p><u>JICA Expert</u></p> <p>1) TL/Implementation Promotion of Loan Projects</p> <p>2) Governance /Training</p> <p>3) Financial Reform /Training</p> <p>4) Infrastructure</p> <p>5) Operation & Maintenance/ Procurement</p> <p><u>Local Staff</u></p> <p>A. Coordinator</p> <p>B. Secretary</p> <p>C. Technical staff</p> <p>1) Governance</p> <p>2) Financial reform</p> <p>3) Infrastructure (1 senior engineer and 6 junior experts)</p> <p>4) Operation & Maintenance</p> <p>5) Urban Planning ICGIAP</p> <p>6) Community Development ICGIAP</p> <p>7) IT for ICGIAP</p> <p>Equipments for smooth operation of project activities such as vehicles, projectors, recording devices, etc..</p>	<p>Bangladesh side</p> <p><u>Counterpart</u></p> <p>1) PMO Members at the central levels</p> <p>2) PIU Members at the selected CCs</p> <p><u>Project Office</u></p> <p>At LGED, and/or Selected CCs</p> <p><u>Others</u></p> <ul style="list-style-type: none"> • Cost for Salary, traveling allowance, transportation, and accommodation of the public servants who are involved

11.4.2 Technical Cooperation Project on Governance (TCP-Governance)

ICGIAP covers a wider area of governance improvement and includes 33 items. However, limited number of actions is handled by JICA Loan Projects as “Trigger”. The prospective TCP-Governance will handle the remaining ICGIAP items that are not handled by JICA Loan Projects. Suggested Project Design Matrix for this TCP-Governance is shown in Table 11-2.

Table 11-2: Project Design of the TCP-Governance (Suggestion)

1	Outline of Project	Title: Project for Strengthening Governance of City Corporations in Bangladesh Duration: From December 2014 to November 2017 (3 years) Targeted Groups: Officers in charge of CCs' Governance at LGD, the selected CCs Targeted Area: Selected CCs	
2	Overall Goal	The socio-economic conditions of the Selected CCs in Bangladesh will be enhanced smoothly.	
3	Project Purpose	The mechanism of self-governing functions and service deliveries will be constructed.	
4	Output	<ol style="list-style-type: none"> 1) The legal issues are consolidated for enhancement of self-governing functions of the selected CCs. The draft of revisions for the betterment of related legal systems that include Laws, general standards, and the others shall be proposed. 2) The functions of organizations and systems for project implementation and O&M will be enhanced at the selected CCs. 3) The intercity exchange activities among the selected CCs are encouraged. 	
	Activity	<ol style="list-style-type: none"> (1.1) The necessary administrative tasks for decentralization such as de-concentration, delegation, and devolution, are clarified and concrete work plans will be formulated in line with ARP Analysis Sheet. (1.2) The legal issues regarding strengthening financial capacity are analyzed and draft plans for revision are proposed. (1.3) The necessary administrative tasks provided by the CC Act are examined based on the needs of the citizens of the targeted CCs and the draft plans for revision are proposed. (2.1) The work-scope, personnel arrangement and responsibility of the Comprehensive Planning Unit are identified. (2.2) The necessary demarcation and procedures for planning at WLCC, City Council Committee, and Standing Committee are proposed. (2.3) The necessary evaluation criteria for Planning are proposed. (2.4) The necessary mechanisms of information disclosure as well as collecting public opinions for planning, implementation, and evaluation are proposed. (3.1) Overall training programs are formulated based on ARP Analysis Sheet. (3.2) A series of technical trainings and KAIZEN practices are implemented based on the overall training program so that the capacity of stakeholders for implementation and O&M shall be enhanced. (3.3) Possible structures of taxation and financial management for the purpose of strengthening the O&M mechanism of projects. (3.4) The system reform plans for strengthening Capacity of Financial Management targeting future implementation and O&M are proposed. (3.5) The models for Community Participation in implementation and O&M are proposed. (4.1) The issues regarding intercity exchange are analyzed. (4.2) The establishment plan of new department in charge of intercity exchange at the selected CCs is proposed. (4.3) The intercity exchange activities among the select CCs and foreign cities are supported. (4.4) The basic mechanisms for the intercity exchange of CCs are established at Urban Wing. 	
5	Input	Japanese side <u>Expert</u> <ol style="list-style-type: none"> 1) TL/Local Governance 2) Administration Reform 3) Financial Reform 3) Community Participation 4) Training Planning 	Bangladesh side <u>Counterpart</u> <ol style="list-style-type: none"> 1) Officers in charge of Governance at LGED and/or the other central offices 2) Members of related committees to be formulated at the central

5) Collaboration of Local Governments	level
<u>Equipment for smooth operation of project activities</u>	3) CEO and Secretary of the selected CCs
Vehicles, Projectors, Recording devices, etc.	4) Members of related committees of selected CCs
	<u>Project Office</u>
	At LGD, LGED, and/or Selected CCs

11.4.3 Technical Cooperation Project on Urban Planning (TCP-Urban Planning)

Enhanced planning capacity is an important factor for CCs to improve its governance and infrastructure. Even though master plans and other infrastructure sector plans have either been prepared or are currently under preparation, their effectiveness is not enough. Master plans and sector plans should have practical linkage with budgeting and law enforcement. Prospective TCP-Urban Planning will review all these plans and establish consistency among them, assist in revising Infrastructure Development Plan of each CC and support CCs to set up implementation structure of these plans. Thus, TCP-Urban Planning would identify priority subprojects for the potential external funding support for the infrastructure development of CCs. Suggested Project Design Matrix for this TCP-Urban Planning is shown in Table 11-3.

Table 11-3: Project Design of the TCP-Urban Planning (Suggestion)

1	Outline of Project	Title: Project for the betterment of Urban Planning mechanism of CCs in Bangladesh Duration: From December 2014 to November 2017 (3 years) Targeted Group: Officers in charge of Governance at LGD, Selected CCs' employees, Citizens Targeted Area: Selected CCs
2	Overall Goal	The socio-economic conditions of the Selected CCs in Bangladesh will be enhanced smoothly.
3	Project Purpose	The mechanism of Urban Planning and Implementation are established at the selected CCs.
4	Output	1) The issues of urban planning in CCs are analyzed. 2) The Master Plan (MP) and Sector Plans (SP) of the selected CCs are reviewed and the consistencies are ensured. 3) The infrastructure development plans of the selected CCs, as action plans, are upgraded by including those projects under the MP and SPs. 4) Systems such as land use ordinances, building permissions, budget allocation of public works are established for the implementation of the CCs' infrastructure development plans.
	Activity	(1.1) The current status of Urban planning, such as Provisions of law, formulation of budget and its rate, contents of planning, and its practice are examined for analyzing the issues. (1.2) The current relationship between implementation budget for urban planning and its regulations is examined for analyzing the issues at the selected CCs. (1.3) Prepare a concept paper on national infrastructure planning combined with regional, country and local planning. (2.1) The consistencies and the demarcations between MPs and SPs of the selected CCs are examined. (2.2) Plans for ensuring consistency between MPs and SPs are proposed and mechanisms are constructed. (2.3) The proposed mechanisms are approved by the Mayor and City Council and implemented.

		(2.4) Initiate 3D visualization of urban planning on pilot bases.	
		(3.1) The necessary structure for the upgrade of infrastructure development plans is constructed	
		(3.2) The possible upgrade of plans other than the subproject lists is discussed and agreed.	
		(3.3) The outcomes of the infrastructure development plan, other than the replacement of the subproject lists, are confirmed and sorted out (if achieved).	
		(4.1) The supplement of new projects is discussed, agreed and the infrastructure development plan is upgraded The land use ordinances and building permissions that are necessary for the implementation of urban planning are identified.	
		(4.2) The implementation structure for the land use ordinances and building permissions are established and the practices are commenced.	
		(4.3) The violation cases of the ordinances are examined. Corrective actions are proposed and implemented.	
		(4.4) The general rules of budgeting for public works that are necessary for the implementation of urban planning are formulated, approved, and gazetted.	
		(4.5) The annual budget of the selected CCs are planned and executed in line with the agreed general rules.	
5	Input	Japanese side	Bangladesh side
		<u>Expert</u>	<u>Counterpart</u>
		1) TL/ Urban Planning System	1) Officers in charge of Urban planning at LGED and at the central level
		2) Land Use Ordinances and Systems	2) Members of the related committees to be formulated at the central levels
		3) Building Permission System	3) CEO, Town Planners, and Engineers of the selected CCs
		4) Funding Planning for Infrastructure Building	4) Members of related committees of selected CCs
		5) Participatory Urban Planning	
		<u>Equipment for smooth operation of project activities</u>	<u>Project Office</u>
		Vehicles, Projectors, Recording devices, etc.	Inside LGED, and/or Selected CCs

11.5 Cooperation with Japanese Cities

11.5.1 Purpose

Japanese cities have substantial knowledge of various issues which can arise during city development. Based on the experience, knowledge and technology available, appropriate solutions can be proposed. Through discussions and clarifications, other Bangladeshi and Japanese cities can also learn the latest applicable methodology. Through the official visit to Japan in July, headed by Secretary, LGD, the Bangladesh side recognized that the development and management experiences of Japanese cities will serve as role models for the inclusive city governance concept of Bangladesh. Outline of the official visit is shown in Annex K-1 and the sample letter submitted by the mayors is shown in Annex K-2.

Particularly, the systematic implementation of long term vision through medium term investment program is considered as the model for city planning of CCs. Total waste management, which was a sensitive issue in Japan as well, is also urgently studied and planned for CCs. Reflecting on inspirational experiences of the official visit, the mayors of targeted CCs submitted a letter to relevant city mayors in Japan to propose strengthening of cooperation.

Practical and operational knowledge and technology can be further developed through the implementation of new challenges. In Bangladesh, such know-how will be spread. In Japan

application methodology to other countries will be refined. Such efforts of customization might be of great benefit to the Japanese side as well.

11.5.2 Planned Activities

The previous section on technical cooperation has referred to the TA because Special Assistance for Project Implementation will be designed for smooth implementation of the Project. During this TA, a workshop will be held by inviting Japanese municipality officials to explain the mechanism of synchronizing long term vision and medium term investment plans as done for Japanese cities; this may include coordination with the relevant national agencies. This workshop is also planned to discuss how comprehensive master plan and IDPCC can be supplement each other. The workshop will help to create a manual for IDPCC updated as a rolling plan.

Previous section also mentioned that ICGP will create a technical cooperation project for capacity development on urban planning. This technical cooperation project is recommended to enhance the capacity of CC officers who are practically involved in urban planning – such as the active officers or the retired officers - by inviting the experienced Japanese experts. Sustainable financial management plan would be prepared simultaneously. Consequently, these capacity development activities should be designed in an integrated manner along with governance improvement.

For the JICA loan project, 3R in waste management subproject for each CC would deal with the overseas practitioners' training in Japanese municipalities. In addition, JICA aids solid waste master plan preparation simultaneously with loan project, and each CC may benefit from this opportunity for consultation with the Japanese experts. As for the solid waste master plan, it is highly recommended to arrange the opportunity for training in Japan and dispatch Japanese experts with municipality experience.

11.5.3 Future Development

With wide recognition that total waste management is a critical issue in the development of cities with rapid economic growth, solutions and recommendations by Japanese experts may be highly constructive for all Asian countries. Therefore the network will be expanded, not only to Bangladesh but, to other Asian countries as well. Regarding further activities, cooperation with donor agencies of emerging countries may be developed. Systematic storage of knowledge and experience could be done by universities and/or (public and private) research institutes effectively. Subprojects which utilize Japanese technology, agreed between Bangladeshi CCs and Japanese cities, would be prioritized to be financed by JICA as far as Bangladesh submits their request to JICA.

Annex A-1 The Official Notice of Record of Discussion

বিশেষী সংস্থা জড়িত থাকায় ইংরেজীতে লেখা হল

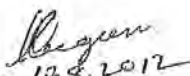
Government of the People's Republic of Bangladesh
Ministry of Finance
Economic Relations Division
Japan-2 Branch
www.crd.gov.bd

No-09.160.024.00.00.028.2011-195

Date: 13/08/2012

Subject: Signed copy of Record of Discussion (R/D) of the project "Development Planning for Inclusive City Government".

Please refer to the "Development Planning for Inclusive City Government" of the Local Government Division (LGD). A Record of Discussion (R/D) has been signed on 13/08/2012. Copies of the signed Record of Discussion (R/D) are sent herewith for your kind information and necessary action.


13.8.2012
(Khadiza Begum)
Deputy Secretary
Phone: 9116822

Distribution:

1. Secretary,
Local Government Division,
Ministry of Local Government, Rural Development and Cooperatives,
Bangladesh Secretariat, Dhaka.
- ✓ 2. Mr. Shigeki Furuta,
Senior Representative,
JICA Bangladesh office, Dhaka.

Copy for information:

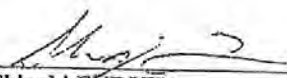
Chief Engineer,
Local Government Engineering Department (LGED),
Shere-e-Bangla Nagar, Dhaka.

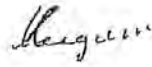
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আমূল্য পরামর্শ প্রাপ্ত হইলে
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স্বীকৃত প্রকল্পসমূহের বিস্তারিত
পরিসংখ্যানের অন্তর্ভুক্তি
শ্রীমতী মাল্লিক সরকার

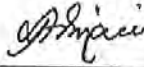


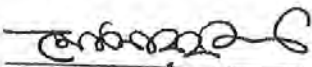
RECORD OF DISCUSSIONS
ON
TECHNICAL COOPERATION PROJECT FOR DEVELOPMENT
PLANNING FOR INCLUSIVE CITY GOVERNMENT
IN
THE PEOPLE'S REPUBLIC OF BANGLADESH
AGREED UPON BETWEEN
MINISTRY OF LOCAL GOVERNMENT,
RURAL DEVELOPMENT & COOPERATIVES
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Dhaka, August 13, 2012


Shigeki FURUTA
Senior Representative,
JICA Bangladesh Office
Japan International Cooperation Agency


Khadiza Begum
Deputy Secretary
Economic Relations Division
Ministry of Finance


Shyama Prosad Adhikari
Additional Chief Engineer
Local Government Engineering
Department, Local Government Division,
Ministry of Local Government, Rural
Development & Cooperatives

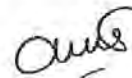
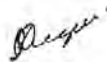

Md. Anisur Rahman
Joint Secretary
Local Government Division,
Ministry of Local Government, Rural
Development & Cooperatives

Based on the minutes of meetings on the Detailed Planning Survey on the Technical Cooperation Project for Development Planning for Inclusive City Government (hereinafter referred to as "the Project") signed on July 2, 2012 among Economic Relations Division, Ministry of Finance, Local Government Division, Ministry of Local Government, Rural Development & Cooperatives (hereinafter referred to as "LGD"), Local Government Engineering Department, Local Government Division, Ministry of Local Government, Rural Development & Cooperatives (hereinafter referred to as "LGED") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with LGD and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Appendix 1: Project Description

Appendix 2: Main Points Discussed



Annex A-2 : Steering Committee(SC) formation letter by LGD

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Co-operatives
Local Government Division
City Corporation, Section-1

Memo no. 46.070.040.00.00.256.2012.2257

Date - 31/12/2012

Office Order

Japan International Cooperation Agency (JICA) assistance project "Technical Cooperation Project for Development Planning for Inclusive City Government" is comprised with the following members as inter-ministerial steering committee.

1. Mayor, Narayanganj City Corporation.	Adviser
2. Mayor, Comilla City Corporation.	Adviser
3. Mayor, Rangpur City Corporation.	Adviser
4. Mayor, Proposed Gazipur City Corporation.	Adviser
5. Secretary, Local Government Division.	Chairperson
6. Senior secretary, Economic relation division.(Ministry of Finance)	Member
7. Secretary, Finance division. (Ministry of Finance).	Member
8. Senior secretary, IMED (Ministry of Planning)	Member
9. Secretary, Planning commission.	Member
10. Secretary, Ministry of Housing and Public Works.	Member
11. Secretary, Ministry of power, Energy and Mineral resources.	Member
12. Secretary, Ministry of communications.	Member
13. Joint Secretary, Local Government Division.	Member
14. Director General (DG), National Institute for Local Government (NILG).	Member
15. Managing Director, (MD) Dhaka water and sewerage authority (DWASA).	Member
16. Chairman, Power Development Board (PDB).	Member
17. Chairman, Bangladesh Telecommunication Corporation Limited (BTCL).	Member
18. Chairman, Gas Transmission and Distribution Company.	Member
19. Chairman, Bangladesh Water Development Board (BWDB).	Member
20. Chief Engineer, Local Government Engineering Department (LGED).	Member
21. Chief Engineer, Roads and Highway Department (RHD).	Member
22. Chief Engineer, Department of Public Health Engineering (DPHE).	Member
23. Chief Representative, JICA Bangladesh Office.	Member
24. The Leader of the JICA Mission.	Member
25. Project director (PD).	Member Secretary

Scopes of the committee are as follows:

The following daily routine work will be done with discussion of JICA mission.

01. To monitoring and supervision of all work of the project.
02. To approved all reports after discussion.
03. To co-ordination with all concern organizations.
04. To exchange views and to discuss main issues arise concerning of project.

02. Committee may able to Co-opt any person / officers at any time.

Shoroj kumar Nath
Senior Assistant Secretary
Phone - 7166995.

Distribution: For kind Action (Not According to Seniority)

1. Mayor, Narayanganj City Corporation.	Request to give nomination for a representative	
2. Mayor, Comilla City Corporation.		
3. Mayor, Rangpur City Corporation.		
4. Mayor, Proposed Gazipur City Corporation.		
5. Secretary, Local Government Division.		
6. Senior secretary, Economic relation division.(Ministry of Finance)		
7. Secretary, Finance Division. (Ministry of Finance).		
8. Senior Secretary, IMED (Ministry of Planning)		
9. Secretary, Planning Commission.		
10. Secretary, Ministry of Housing and Public Works.		
11. Secretary, Ministry of power, Energy and Mineral Resources.		
12. Secretary, Ministry of Communications.		
13. Join Secretary, Local Government Division.		
14. Director General (DG), National Institute for Local Government (NILG).		
15. Managing Director, (MD) Dhaka Water and Sewerage Authority (DWASA).		
16. Chairman, Power Development Board (PDB).		
17. Chairman, Bangladesh Telecommunication Corporation Limited (BTCL).		
18. Chairman, Gas Transmission and Distribution Company.		
19. Chairman, Bangladesh Water Development Board (BWDB)		
20. Chief Engineer, Local Government Engineering Department (LGED).		
21. Chief engineer, Roads and High Way Department (RHD).		
22. Chief engineer, Department of Public Health Engineering (DPHE).		
23. Chief Representative, JICA Bangladesh Office.		
24. The Leader of the JICA Mission.		
25. Project director (PD).		

Memo no. 46.070.040.00.00.256.2012.2257

Date - 31/12/2012

Copy: For kind Information-

01. Personal Secretary (PS) of Secretary, local govt. division.
02. Office Copy.

Shoroj kumar Nath
Senior Assistant Secretary
Phone - 7166995.

Annex A-3: Meeting Minutes of the 1st Steering Committee Meeting

Minutes of Meeting of Steering Committee of Japan International Cooperation agency (JICA) assisted project titled 'The Project for Developing Inclusive City Government for City Corporation (ICGP)'

Chair	Ashoke Madhab Roy Additional Secretary(Dev), Local Development Division.
Date	9th January 2013
Time	12 pm
Venue	Conference Room, Local Development Division Bangladesh Secretariat, Dhaka

Attendees are listed in (Annex-2)

The chair welcomed all in the 1st meeting of the Steering Committee of the Project for Developing Inclusive City Government for City Corporation. He informed that, the chair of the Committee Mr. Abu Alam Md Shahid Khanis busy with other programs and for this reason he is presiding over the meeting. The Chairman of the meeting invited to all participants to introduce them. After the self-introduction of all the attendees, the chair requested Mr. Md. Nurullah, Project Director, ICGP for giving brief description of the project. He described the project in brief. Then Mr. Hideo Sakamoto, Deputy Team Leader, JICA Expert Team described the project in details through multimedia presentation. Printed form of the presentation is enclosed as annex-2.

Various comments have been made after a presentation (Annex-2) from JICA Expert Team.

2. The Chair of the meeting then invited open discussion on the presentation. The following comments were made from attendees.

2.1 Mr. ABM Amin Ullah Nuri, Chief Executive Officer of Narayanganj City Corporation pointed that-

- Chief Executive Officer of City Corporations should be co-opted in the Project Steering Committee.
- The DND area is waterlogged area due to all canals are silted. An initiative may be taken to solve the problem by the project.
- The Shitalakkha River separates the CC into two parts and many people have to cross the river daily, which is not safe every time. A bridge should be constructed on the Shitalakkha River by the project.
- The name of the Narayanganj should come first in the list of City Corporations because it is established at first among the four City Corporations.
- Concerning the pilot projects, City Corporations should be informed before implementation.

2.2 Mr. Md. Wahidur Rahman, Chief Engineer, LGED commented that-

- Considering the objective of the project, City Corporations is responsible for providing all public services coordination among other government service providing departments. So a mechanism should be established by the project how the

RS

City Corporations may play role as a coordinating agency. Steering Committee will provide valuable suggestions and recommendations in this line.

- 2.3 Mr. Engr. Taqsem A. Khan, Managing Director, Dhaka WASA made comment that-
- The main purposes of the project and a comprehensive city government is that city government will work under one umbrella. Some wings like fire, drainage, water supply etc. should be in CC. Every CC should have a vision and infrastructure development plan, which facilitate to achieve the vision.
- 2.4 Md. Anwar Hossain, Joint Secretary commented that,
- The main problem of CC is the coordination with other development agencies. As the CCs have their own planner, engineering and waste management sections, they will be able to provide any service through successful coordination with other agencies.
- 2.5 Mr. Kazi Jahangir Alam, Director General, IME Division, Ministry of Planning commented that-
- If the vision is not correctly prepared, all development efforts might be failed. Fixing the numerical evaluation indicators is very difficult but important. So the project should establish a mechanism for ensuring peoples participation.
- 2.6 Mr. Advt. Azmat Ullah Khan, Mayor, Tongi Municipality commented that
- The figure mentioned in the presentation is only for Gazipur Municipality but not Gazipur City Corporation because the new declared Gazipur Municipality is wider including the area of Tongi Municipality. So the data may be edited. The prime issue of City Corporations is waste management including other issues of Drainage, Roads and Water Supply.
 - A land management policy should be introduced in Inclusive City Government Project.
 - RAJUK has failed even in Dhaka city so need not to involve in Gazipur, Tongi and may be in Narayanganj.
- 2.7 Ms. Salina Hayat Ivi, Mayor, Narayanganj City Corporation Suggested that-
- Narayanganj City Corporation has no need of any assistance of RAJUK.
 - The coordination with other agencies should be made under the leadership of elected representatives.
 - Narayanganj City Corporation has a vision.
- 2.8 Mr. Hiroyuki Tomita, Deputy Residential Representative, JICA commented on the points that-
- JICA would like to support establishing a city government and will provide some proposal for modification of intuitional structure. Coordination with other agencies is very needed for infrastructure development plan and a vision for CC should prepared for future development.
- 1) Mr. Md Nurullah, SE (Urban Management) and Project Director of ICGP, summarized that this project is not only for infrastructure development but also for establishing the concept of city government. He draws attention to the chairman of Steering Committee about the formation of PIUCC and Stakeholder Committee Meeting (SCM) in Gazipur City Corporation because the formation method of both committees may not be the same due to

elected representatives are not yet available there. So, the separate letter should be issued for Gazipur CC to form the PIUCC and SCM. He also pointed out that the inception workshop will be organized within January 2013 (tentative).


(2) After the above discussion, the SC unanimously took the following decisions:

4.1 CEO is co-opted in the steering committee (SC), from next meeting CEO will be invited to attend the SC.

4.2 For Gazipur City Corporation, as there will be no mayor & councilors in the transition period before election, so administrator will select three prominent persons (one of them will be female) from the city dwellers in place of councilors for PIUCC and others for Stakeholder Committee.

4.3 All the above comments narrated in the discussion summary (para-1 to 3) will be taken into consideration by JICA expert team of ICGP.

(3) The chairman of the committee confirmed the importance of the governance aspect of this project and thanked all for providing their valuable inputs and declared the meeting closed.



31.03.2013

Ashoke Madhab Roy
Additional Secretary (Dev)

Appendix 1: Attendant List of the 1st Steering Committee Meeting

No.	Name & Designation	Organization
1.	Md. WahidurRahman, CE	LGED
2.	Md. AnisurRahman, Joint Secretary	LGD
3.	Shyama Alhikari, Additional Chief Engineer	LGED
4.	Md. Nurullah, SE	LGED
5.	Md. Abdul Hakim, DPD (UPPRP)	LGED
6.	Mr.SafiurRahman, Add, Officer	ICGP, LGED
7.	Md. Nuruzzaman, CEO	Comilla City Corporation
8.	ABM Amir UllahNuri, CEO	Narayanganj City Corporation
9.	Md. Ruhul Amin Khan, CEO	Rangpur City Corporation
10.	Dr. Salina Hayat Ivy , Mayor	Narayanganj City Corporation
11.	Advt. Md. AzmatUllah Khan, Mayor	Tongi PS
12.	A Karim, Mayor	Gazipur PS
13.	Akber Hossain, Panel Mayor	Gazipur PS
14.	Engr. A Khan, Managing Director	Dhaka WASA
15.	Md. Anwar Hossain, Joint Secretary	LSD
16.	Syed Md. MatluburRahman, Joint Secretary	Ministry of Housing & Public Works
17.	Kazi Jahangir Alam, Director General	IME Division, Ministry of Planning
18.	Mr.HabiburRahman, Deputy Secretary	Economic Relation Division
19.	Engr. Md. SadequeHossain, Addi. CE (WR)	DPHE
20.	Engr. A. H. M. Kamal, Director	BPDB
21.	Md. Azizul Islam, Managing Director (MD)	BTCL
22.	Md. Aminul Hossain, GM (Plan &Dev)	BTCL
23.	Md. Abdus Rahman Akhonda, Director, Planning	BWOB
24.	Mst. Rokeya Begum	Roads Division
25.	Md. AminurRahman, CE	RHD
26.	Mr. Hiroyuki TOMITA, Deputy Resident Representative	JICA Bangladesh Office
27.	Mr. Akira MUNAKATA, JICA Advisor	LGED ministry
28.	Mr. Zulfiker Ali, Senior Program Manager	JICA
29.	Mr. Hideo SAKAMOTO, Deputy Team Leader, ICGP	JICA Expert Team (ICGP)
30.	Dr. Noriko Kono, Expert, ICGP	JICA Expert Team (ICGP)
31.	Dr. Taisuke Tokuoka, Expert, ICGP	JICA Expert Team (ICGP)
32.	Md. SadarUddin Ahmed, Expert, ICGP	JICA Expert Team (ICGP)

Annex A-4: Inception Workshop : Agenda, Participant list and Minutes

Appendix-1: Agenda of Inception Workshop

Part-1: Inaugural Session- Chaired by Mr. Md. Wahidur Rahman, Chief Engineer, LGED

09:30–10:00	Registration
10:00–10:05	Recitation from the Holy Quran
10:05–10:10	WELCOME speech by Mr. Md. Nurullah, PD, ICGP
10:10–10:20	Presentation on Inception Report by Mr. Hideo Sakamoto, DTL, JICA Expert Team
10:20–10:25	Speech by Mr. Anawar Hossain, JS, LGD
10:25–10:30	Speech by Mr. Shyama Proshad Adhikari, ACE (Urban), LGED
10:30–10:35	Speech by Mr. Rafiqul Islam, Senior Project Officer, ADB
10:35–10:40	Speech by Mr. Hiroyuki Tomita, Deputy Representative, JICA
10:40–10:45	Mr. Md. Wahidur Rahman, CE, LGED
10:45–11:00	Tea Break

Part-2: Working Session- Chaired by Mr. Shyama Proshad Adhikari, ACE (Urban), LGED

11:00–12:00	Group Discussion (Five Groups/Topics to be announced in the venue)
12:00–01:00	Presentation by each group and question and answer
01:00–01:30	Summary of Workshop (DTL, JICA Expert Team)
01:30–01:35	Speech by Mr. Md. Nurullah, PD, ICGP
01:30–01:40	Closing remarks by ACE (Urban)
01:40–	Lunch

Appendix- II : Attendance Sheet for Inception Workshop

SL	Name	Designation	Organization
1	Dr.G.M Jabbar Chisty	Chairman (N)	Kallany Sheba Protisthan
2	Md. Nazrul Islam	Town Planner	Rongpur City Corporation
3	Md. Selim Miah	SDO	Rongpur City corporation
4	Md.Ruhul Amin Khan	C.E.O	Rongpur City corporation
5	Norikuniyasu	JICA Advisor	LGED
6	Md. Moinul Islm	Urban planner	Tongi Pourashava
7	Md. Moinul Islm	Urban planner	NCC
8	Md. Aziz Muzaaheed Chowdhury	XEN	LGED
9	Md. Rafiqul islam	SPO	ADB
10	Md. Nazrul Alam	PD	LGED (H)
11	Md. Abul Hassan	PD. INPIDP	LGED.HQ
12	Md. Abdur Rashid	PD UPPRP	LGED HQ
13	Engr.Md. Badshah Miah	E.E	DPHE
14	Sanjida Hoque	Town Planner	CCC
15	Md. Abdul Gaffar	Sr. Advisor	GIZ
16	Md. Abdul Hamid Sarkar	Slum Development Officer	Gazipur CC
17	Saroj KumarNath	Senior Asstt. Secretary	LGD
18	R.M Nurul Islam	Superintentedent Engineer	NCC
19	Sonia Nowrin	-----GDSUTP	LGED
20	Rabin Chandra Mondol	Director Program Coor.	ASOD
21	Ali Hossain Chow	Executive Engineer	LGED (N)
22	Md. Samal Uddin	Superintending Engineerdhury	CCC
23	K.M Faridul Miraj	Slum Development officer	NCC
24	Md. Amdad hossain	Executive Engineer	RCC
25	Md. Alihaider Khan	Assistant Engineer	LGED- Gazipur
26	Md. Shahidul islam	Senior Coordinator	BASA
27	Md. Mahmudul Islam	SDO	Tongi Municipality
28	Prof.Dr. Md.Ghulam Murtaza	DTL, MCD,CRDP	SMEC
29	Sumana Sharmin	Town Planner	Gazipur City corporation
30	Hiroyuki Tomita	Deputy Resident Representative	JICA
31	Ryuti Kasahara	Advisor	JICA
32	Md. Ashadul Haq	Deputy Director	LGED
33	Eng. Md. Munirul Islam	Manager	TITAS GAS, Narayanganj
34	Md. Khairul Basher	SAE	CCC
35	Md. Nazmul Hasan Chowdhury	Executive Engineer	Comilla- LGED
36	Mohd. Delwar Hossain	TL,BME, UGIIP-2	HQ
37	ABM Amin Ullah Nuri	CEO,NCC	Narayanganj
38	Sk Amzad Hossain	PD	
39	Adinath Ghosh	Deputy Project director (UM)	LGED (HQ)
40	Eng. Aminul Islam Chowdhury	Executive Engineer	DPHE- Narayanganj
41	Md. Khairul Islam	Superintendent Engineer	Tongi Pourashava
42	Mohammad Ishtiuq Hossain	Advisor(Urban Gov)	GIZ
43	Md. Akbar Hossain	Executive Engineer	Gazipu CC
44	Ritsuko Hagimara	Representative	JICA
45	Salma Akther	Executive Director	Shristy Samaj Kallan Sangstha- Comilla
46	Md. Manzurul Islam	DPD, UTIDP	LGED, HQ
47	Kaniz Fatema	Asst. program officer	JICA
48	Md. Ahsan Habib	PD, CRDP	LGED
49	Md. Nuruzzaman	CEO	CCC
50	Dr.K.Z.Hossain Taufique	Director, Town Planning	RAJUK(N)
51	Muzaffar Ahmed	Executive Engineer,	DPHE, Comilla

SL	Name	Designation	Organization
52	Md.Shukibul Islam	PDB	Comilla
53	Kaisarul Islam	Deputy Director & port Officer	BIWTA (N)
54	Anowar Hossen	Joint Secretary	LGD
55	Shyama Proshad Adhikari	ACE	LGED
56	Md. Nurullah	Superintendent Engineer, PD, ICGP	LGED
57	Md. Abdul Hakim	Executive Engineer, DPD, ICGP	LGED
58	Munakata		JICA
59	Mr. Hideo Sakamoto	Deputy Team Leader	JICA
60	Dr. Taisuke Tokuoka	Expert- Institutional Development	JICA
61	Ms. Nakako Ishimaru	Expert- Participatory Social Development	JICA
62	Md. Sadar Uddin Ahmed	Expert- Participatory Social Development	JICA
63	Mani Mala Roy	Expert- Participatory Social Development	JICA
64	Md. Jahurul Pasha	Project Officer- Infrastructure	JICA
65	A.S.M. Shamsur Rahman	Project Officer- Environment	JICA
66	Mani Mala Roy	Expert- Participatory Social Development	JICA
67	Md. Shafi Ur Rahman	Administrative Officer	JICA
68	Momtaz Parveen Rube	Project Assistant	JICA
69	Sifat Alam Rion	IT officer	JICA

Appendix- III : Inception Workshop Minutes
on
The Project for Developing Inclusive City Governance
for City Corporation

General information

1. Date : 29 January 2013,
2. Venue : LGED Conference Room
3. Chairperson : Mr. Md. Wahidur Rahman, Chief Engineer, LGED
4. Participants : Attached List
5. Purpose : Discussion on the main topics of Inception Report

Part-1: Inaugural Session- Chaired by Mr. Md. Wahidur Rahman,
Chief Engineer, LGED

A day long inception workshop was held on 29 January 2013 the project for developing Inclusive City Governance for the City Corporation. The workshop was chaired by Md. Wahidur Rahman, Chief Engineer, LGED. The focusing area of the workshop to sharing the output of inception report, project goal, strategic outline, rolling plan as well. At the same time another significant objective was to get an idea about existing practices on governance like participatory approach, revenue and tax collection system, developing infrastructure plan and implementation as well as seeking suggestions for further betterment of the existing systems of City Corporation.

The workshop was divided into two parts. 1st part was inaugural session and 2nd part was group work session on different topics. Agenda wise discussion and output are described below:

At the beginning of the workshop Md. Nurullah, Superintendent Engineer (Urban Management), Local Government Engineering Department (LGED) and Project Director of Inclusive City Governance Project (ICGP) welcomed to all to accommodate the time for workshop. He emphasized by his speech on five expected output of the project like Institutional Structure Reform, Fiscal and Administrative Reform plan, Preparation of basic design of selected priority projects and Accumulation of inclusive development planning whereas JICA experts will provide technical assistance to develop the plan for Narayanganj, Comilla, Rongpur and Gazipur City Corporation. He also expected valuable contribution of participants to make the workshop effective accordingly.

Mr. Hideo Sakamoto, Deputy Team Leader, JICA Expert Team gave an overview of the project for clear understanding about the project activity. He shared about the goal of project as following below:

- ❑ To establish a framework for the improvement of
 - ✓ Urban Governance and
 - ✓ Infrastructure Development
- ❑ So that the four CCs can
 - ✓ Enhance Economic Growth Potential and
 - ✓ Improve the Quality of Life

Mr. Sakamoto san also briefed about expected output, existing issues of Narayanganj, Comilla, Rongpur and Gazipur City Corporation like Bridge, Waste Management Master Plan, Drain Cleaning, Noise Pollution, Water-logging, Traffic jam etc. In addition that he emphasized through his presentation to developing a rolling plan, general project work flow, institutional and Governance reforms items as well.

Md. Anawar Hossain, Joint Secretary, Local Government Division conveyed greetings speech to all. He expressed by his speech that it is a great pleasure for us JICA is intended to provide technical support to developing a master plan for City Corporation. He informed that now we are facing urban poverty as because we have lack of trained man power, shortage of manpower, not enough urban sector policy, lack of infrastructure as well. Hence that he expected everybody will work together to build a nice city and thanked to all for allocating the valuable time in the workshop.

Another greeting speech was delivered by Mr. Shyama Proshad Adhikari, ACE (Urban), LGED. He expected by his speech JICA Expert team will provide all kinds of technical support in the preparation of next Infrastructure development plan. The project will define the difference from other projects. He articulated that we need to develop inclusive city government mechanism through coordination and transformation among other services. In this purpose everybody will provide their valuable opinions and recommendations for preparing a Developing Project Plan (DPP).

A speech was given by Mr. Rafiqul Islam, Senior Project officer, ADB. By his speech he emphasized on reducing dependency over central government through proficient management and proper utilization of the local resources. He praised the Urban Governance Infrastructure Improvement Project (UGIIP) for their contribution to improving the governance system of the PSs where they have been working. He mentioned that the respective PSs are capacitated enough to implement the activities effectively but they have financial limitations. Therefore, plan should be made considering Regional Approach and integrated manner as urban population is now 30% of total population of Bangladesh and growth rate is high.

Mr. Hiroyuki Tomita, Deputy Representative, JICA delivered a greetings speech which was very much inspiring for us. He expressed by his speech a healthy, an environmental friendly beautiful city and JICA will provide humble support to develop the plan for City Corporation. He thanked to all for all kinds of cooperation.

As a chairperson Md. Wahidur Rahman, Chief Engineer, LGED gave vote of thanks to all. By his speech he mentioned some existing problems of City Corporation like lack of coordination among internal and outside service providers as well. He expressed that Ward Councilor should be more proactive and responsible to service the people. He pointed out that many Infrastructures have been damaging due to not proper maintenance plan. Therefore, he requested to all to give their valuable suggestions and recommendations to developing an inclusive City Governance Plan.

Part-2, Working Session- Chaired by Mr. Shyama Proshad Adhikari, ACE (Urban), LGED

Group Discussion Output (5 Groups)

Group A: Coordination among Public Service Providers

1) What are the most critical issues at present in coordination with City Corporation and local level national government agencies?

No.	Issues	Suggestion
1)	1) Different Government agencies are working in the jurisdiction of City Corporation. They should come under one umbrella	1) Water supply and sanitation 2) Public Health 3) Primary Health Care / EPI 4) Community Clinic 5) Family Planning 6) Traffic Management 7) Primary Education 8) Roads construction 9) Urban planning 10) Environment 11) Fire fighting 12) Law and Order for public Security (without investigation)

2) What are the issues at present in coordination with City Corporation and ministry?

No.	Issues	Suggestion
1)	1) The Act 2009 is ok but policy makers, elected representatives and officials are not oriented with it. 2) Some rules, regulations and by-laws are not enacted	1) ICGP can make the policy makers oriented with the existing law and rules. 2) ICGP can provide an expert team for reviewing law, rules, and by-laws. 3) Enactment of rules, regulations and by-laws are required.

3) What are the issues in coordination among City Corporation's internal sections?

No.	Issues	Suggestion
1)	1) Lack of horizontal and vertical coordination. 2) Central government agencies think they are only responsible to their line organization. 3) CC requires permission For certain activities are thought needless; like manpower, vehicle procurement, and development project.	1) Introduction of horizontal and vertical coordination among the local based national agencies. 2) Government should consider the necessity of procurement. 3) Regarding manpower, equipment and vehicles, one-stop service in the administrative ministry should introduced 4) Govt. should be Liberal about ADP & DPs fund.

GROUP B: Revenue Enhancement and Project Finance

1) How CC can raise their own revenue income within the affordability of the people?

No.	Present Situation	Suggestion
01	Holding Tax	Proper (3 rd Party) Assessment and Billing
02	Water Billing	Parking fees for Commercial Areas
03	Trade License	Land use fee for land development

2) How participation of city dwellers can be ensured in revenue generation?

No.	Present Situation	Suggestion
01	Court yard meeting	Media Campaign
02	WLCC	Must be backed by law
03	TLCC	Incentive for good tax payer
04	Billboard	Detailing of citizen charter

3) How CC can get national government's support in revenue collection?

No.	Present Situation	Suggestion
01	Model tax schedule (old)	Should be upgraded the old model tax schedule
02	Magistracy support by DC office	Direct Magistracy/to CC Police
03	No clearance /Development approval from CC	Must take permission from CC regarding approval / clearance
04	2% Land transfer fee	Should be increased up to 4%

GROUP C: Participatory Approach Mechanism**1) Please list your experiences regarding participatory approach mechanism with TLCC, WLCC, CBO (piloting).**

No.	Experience	Lessons learned
1)	Exchange of views, ideas and experience sharing has become easy as there are TLCC, WLCC and CBOs.	1) TLCC/WLCC/CBOs are essential forum and it should be institutionalized in City Corporation
2)	2) Take participatory decision has become easy due to the representation of different level like poor people, women, and different professions representation in groups.	2) Municipal authority is not found really motivated to hold the TLCC, WLCC, CBOs meeting. So, motivational and follow-up activities are needed.
3)	Decision making process are made transparent and accountability is also being established by groups	Councilors have limitations for logistic to hold the meeting regularly
4)	Establishing coordination among development stakeholders, line Department and others service providers.	CBOs are not aware about their TOR and TOR is not realistic as per law. So, TOR should be revised.
5)	Resource mobilization are increased as there is existing groups	-----
6)	Avoiding duplication of works	-----

2) How to ensure people's participation in planning and implementation of infrastructure?

No	Present Situation	Suggestion
1)	No effective participatory process in planning & Implementation of Infrastructure	1) Participatory urban appraisal for need assessment and problem analysis of community as well as city corporation
		2) Focus group discussion for need/ priority assessment
		3) Ensure quarterly meeting by WLCC member with mass people as per act
		4) General meeting should be held on by WLCC/ TLCC/ CBOs bi- annually
		5) Opinion survey must be done by City Corporation/ PS

3) How the project can link the people in Operation & Maintenance activities in CC?

No.	Present Situation	Suggestion
1.	1) Lack of awareness of citizens in operations and maintenance of municipal act and services (Solid Waste Management, Sanitation, Infrastructure, drain system, water bodies, canal, rivers and open space.	1) Mass Communication activity undertaken 2) Awareness development about citizens' responsibility 3) Aware about crime and punishment as per act. 4) Develop Information Education and Communication (IEC) materials for awareness raising

GROUP D: CC infrastructure Development Plan**1) How IDPCC can prepare the Infrastructure Development Plan considering 3 years rolling plan and linking utilization of other funds in participatory way.**

No.	Present Situation (Issue Analysis)	Suggestion
1)	City corporation infrastructure development plan (IDPCC) concept is not clear to all.	Consultation and Dissemination (Plan Preparation)
2)	No update planning Documents in City corporation (CC).	Appropriate Initiatives
3)	Rolling Plan never practice in City corporation (CC).	May be introduced in CC level. Need regular updating rolling plan.
4)	In adequate Capacity of CC Staffs	Need Enhancement for capacity building in planning and regular updating.
5)	Resource position unpredictable.	Identify potential revenue sources to increase revenue.
6)	Legal basis inadequate for execution of plan.	Legal basis reform need
7)	Political commitment need to follow plan.	Commitment need to continue execution of development plan after changing of govt. and mayor.
8)	Infrastructure Inadequate.	Need infrastructure development.

2) How will the revenue budget of CC incorporate in the Infrastructure Development Plan?

No.	Present Situation (Issue Analysis)	Suggestion
1)	Limited revenue based.	Generation of revenue sources for collection of more revenue.
2)	Tax schedule not properly updated regularly.	Required timely update of tax schedule increasing more revenue.
3)	Lack of capacity of city corporation staffs for assessment and collection of revenue.	Need training, logistic support and Manpower development.
4)	Lack of legal basis / policy support.	Introduce innovative policy for income generation of CC.
5)	Certain percentage of revenue income may be allocation for city corporation infrastructure development (IDPCC).	Reservation of certain percentage of revenue for repair and maintenance important infrastructures.
6)	Limited revenue based.	Generation of revenue sources for collection of more revenue.
7)	Tax schedule not properly updated regularly.	Required timely update of tax schedule increasing more revenue.

GROUP E: Social and Environmental Consideration**1) How to enforce environmental regulations to the activities caused adverse affect?**

No.	Present Situation (Analysis)	Suggestion
1)	Present Law and Regulation not familiar to city corporation.	1) To make Law and Regulation familiar and friendly.
2)	Capacity lacking and authority to enforce the law and regulation.	2) To create an independent unit.
3)	Lack of coordination and cooperation with relevant Central Agencies	3) Close coordination and cooperation among inter Agencies is necessary.
4)	No resettlement policy framework.	4) Generic resettlement policy is necessary.

2) How to plan a project whose benefit might be shared with socially marginalized people aimed at poverty reduction? (This issue includes gender, poverty, environment, climate change and disaster.)

No	Present Situation (Analysis)	Suggestion
1)	Lack of Social Map/Database.	1) Need to be done.
2)	No designated personnel or unit.	2) Need appropriate setup.
3)	The Marginalized people not in discussion process.	3) They should come in participatory process.
4)	Resettlement hap hazard way.	4) That should be plan wise.

3) How infrastructure project can contribute or not accelerate climate change, disaster and environmental degradation.

No	Present Situation (Analysis)	Suggestion
1)	1) Unplanned development.	1) Should be plan way following rules and regulation.
2)	2) No “Zoning” consideration. (Example: Residential, Industrial etc.)	2) “Zoning” approach should be there.
3)	3) Lack of capacity	3) Enhance capacity.

Some Concern and Suggestions:

During presentation Mr. Shoroj kumar Nath, Senior Assistant Secretary (LGED), pointed out some important concern and suggestions are following below:

- People don't know what is plan (master plan, structure plan, detail area plan)
- People participation need to making effective plan.
- Logic plan is not prepare in city corporation level for IDPCC.
- Inadequate capacity of city corporation staff for making plan.
- Capacity building of staff essential for planning
- Insufficient fund creates problem for execution of plan.
- Forecasting of available fund from Govt. and development partner remains unpredictable, so execution of plan is not fruitful.

During presentation Md. Nurullah, Project Director, ICGP raised some points like-- One year is not sufficient to make a master plan. In that case JICA team can provide a strategic guideline to prepare a master plan for next project period. Moreover, JICA may provide technical guideline to preparing a development plan for next 3-5 years and can assist how City Corporation will develop rolling plan.

Summary Presentation

Mr. Sakamoto DTL, JICA Expert Team presented summary output of the workshop. He said that a healthy discussion has been made by each group on their respective topics and everybody provided valuable recommendations on it. So, these recommendations will be helpful for us to develop an authentic plan. He thanked to all for their excellent group work.

Closing remarks

As there was no any other discussion workshop was ended with vote of thanks by the chairperson Mr. Shyama Proshad Adhikari, Additional Chief Engineer (Urban), LGED.

Annex A-5 Meeting Minutes of the 2nd Steering Committee Meeting

Government of the People's Republic of Bangladesh
Ministry of LGRD & Cooperatives
Local Government Division
City Corporation-2 Section

Subject:- 2nd meeting of the Steering Committee of the 'Project for developing Inclusive City Government for City Corporation (ICGP)'.

Chairperson : **Mr. Abu Alam Md. Shahid Khan**
Secretary, Local Government Division
Date & Time : April 22, 2013. at: 03.00 pm
Venue : Conference Room, Local Government Division.
(Room #601, Block. #7) Bangladesh Secretariats, Dhaka.
List of the participants : Annex-I.

The Chairperson welcomed all the participants of the meeting and requested all to give self introduction. He requested the team leader of Japan International Cooperation Agency (JICA) to start with their presentation.

02. Mr. Hideo Sakamoto, Deputy Team Leader, Japan International Cooperation Agency (JICA) gave a power-point presentation on the progress of Project for developing Inclusive City Government for City Corporation (ICGP) and Mr. Faisuke Tokuoka, JICA Expert gave another presentation on Governance.

03. Mr. Nurullah, Project Director of Inclusive City Government Project (ICGP) and Superintending Engineer of LGED informed that he attended different PIUCCs and Stakeholder meetings held at City Corporation level. He said that Inclusive City Governance Improvement Action Program (ICGIAP) is an Internal Governance Program for improving the City Corporations. He raised some problems which are faced by City Corporation concerning demarcation and coordination of different agencies. He also found lack of coordination among WASA, RAJUK, and Police department and suggested to re-define of working responsibilities and put demarcation of public services for better coordination.

04. Mr. Sayeedul Huq, Director, National Institute of Local Government (NILG) told that fund should be allocated on the basis of the performance of concern City Corporation and proposed to set some performance indicators.

05. Dr. Shyamol Chandra Das, Executive Engineer, Bangladesh Water Development Board (BWDB) raised his concern about disaster issue which is not reflected in the vision. He suggested to develop a map in each area of the concern City Corporation and flood protection activities should include in this project.

06. Mr. ABM Amin Ulla Nuri, Chief Executive Officer, Narayanganj City Corporation (NCC) informed that Narayanganj City Corporation has developed an inclusive city list for next five years so it needs more allocation from National Government for implement those activities.

07. Chairperson informed that every City Corporation would get equal opportunities. some Development Partners (World Bank, JICA) are providing assistance to NCC for implementing their projects, so more fund be allocated to the less develop City Corporation such as Rangpur City Corporation.



08. Mr. Nurullah, Project Director of Inclusive City Government Project (ICGP) and Superintending Engineer of LGED again highlighted some issues that RAJUK should cooperate with the Narayanganj City Corporation and Gazipur City Corporation for preparing the master plan.
09. The Chairperson mentioned that the concern City Corporations should make major review on the rolling plan of every three years.
10. Mr. Wahidur Rahman, Chief Engineer, LGED told that each city corporation should take more and more responsibilities to face challenges and provide better service. Each ward office of particular City Corporation should play an active role and take some program in order to build capacity of councilors for City Corporation.
11. Mr. Hiroyuki Tomita, Deputy Residence Representative of JICA informed that JICA is committed to provide all sorts of technical and financial support for improving the condition of City Corporations but implementing agency should play an important role for implementing all planned activities. He also informed that another one hundred million dollar that will be provided for Chittagong City Corporation in addition to the two hundred million dollar loan for four City Corporations upon approval of Japanese Government.
12. Chairperson mentioned that infrastructure should be prepared in inclusive manner, preparation of master plan for Narayanganj City Corporation and Gazipur City Corporation will be started in August 2013, pilot project should be included all holding tax, property assessment and water tariff. He also told that as per City Corporation Law all activities should be carried out, strengthen Urban Development wing, need to build capacity on management and logistic for Councilors, Narayanganj City Corporation should take the responsibility of water supply and sewerage management within its jurisdiction, rolling plan should be review every three years and solid waste management must be the priority project in all City Corporation.
13. **Decision:**
- (a) **Demarcation and coordination between City Corporation and other governmental agencies should be discussed.**
 - (b) **Inclusive list of each CC should include not only projects for JICA but also all the necessary projects for the CC.**
 - (c) **Better governance of the City Corporation could be ensured through capacity building of the councilors of ward office and zonal office (5-6 wards).**
 - (d) **Chittagong City Corporation shall be included as recipient of JICA loan program.**
14. The meeting ended with a vote of thanks from the chair.

Sd/=

04.09.2013

(Abu Alam Md. Shahid Khan)
Secretary
Local Government Division

Attendees List for 2nd Steering Committee Meeting

Japan International Co operational Agency (JICA) assisted project Name titled 'The project for developing Inclusive City governance for City Corporation (ICGP)'

Venue: Conference Room, LGD (Bhaban-7, Room no# 601), Bangladesh Secretariat, Dhaka

Date: 22 April 2013

Chairperson : Mr. Abu Alam Md. Shahid Khan, Secretary, LGD

S L	Name	Designation	Organization	E –mail Id	Cell No
1.	Abu Alam Md. Shahid Khan	Secretary	LGD	-----	-----
2.	Ashoke Madhab Roy	Additional secretary (Dev)	LDD	-----	
3.	Md. Wahidur Rahman	Chief Engineer	LGD		
4.	Mst. Rokeya Begum	Joint Secretary	Roads Division	jchief@moc.gov.bd	01556312613
5.	Sayeedul Huq	Director (Administration)	NILG	sayeedulhuq@yahoo.com	01711529235
6.	Dr.Md.Kawser	D.S	ERD	mdkawser076.yahoo.com	01751778697
7.	Ruhul Amin Khan	CEO	RCC	aminkruhul@yahoo.com	01711 316570
8.	ABM Amin Ullah Nuri	CEO	NCC	barkatnuri@totmail.com	01552488827
9.	Md. Nuruzzaman	CEO	CoCC	nuruzzaman1@gmail.com	01717868686
10.	Rokibul Khan	CEO	GCC	rokibhasan567@yahoo.com	017111567058
11.	Saroj Kumar Nath	Senior Asstt.Secretary	LG.D	sarojknath@yahoo.com	01714107912
12.	Md. Nurullah	SE (UM), PD (ICGP)	LGED	Nurullah_selged@yahoo.com	01911383935
13.	Md. Abdul Hakim	Executive Engineer, DPD (ICGP)	LGED	dpd-1@upprbd.org	01711275537
14.	Iftekhar Ahmed	SE (Planning)	LGED	iftekhar59@gmail.com	
15.	DR. Shamal Chandra Das	Executive Engineer	BWDB	shamal1967@yahoo.com	01759693375
16.	Anwarul Hannan	GM- Planning	BTCL	anwarul_mamotoz@yahoo.com	01550151059
17.	Hiroyuki Tomita	DRR	JICA	-----	
18.	Ritsuko Hagiwara	Representative	JICA	-----	-----
19.	Junnosuke IWANO	Country Officer	JICA-HQs	-----	-----

20.	Zulfiker Ali	Sr.Program Manager	JICA	-----	01713043168
21.	Akira Munakata	JICA Expert	JICA	-----	
22.	Hideo Sakamoto	DTL	JICA-ICGP	sakamoto@padeco.co.jp	-----
23.	Dr.Noriko Kono	Expert	JICA-ICGP	nkono@padeco.co.jp	-----
24.	Dr.Nami TANAKA	Expert-	JICA-ICGP	Ntanaka@padeco.co.jp	01776053801
25.	Dr. Taisuke Tokuoka	Expert	JICA-ICGP	Tokuoka@task-a.jp	-----
26.	Kozo Kamiya	Expert	JICA-ICGP	kkamiya@padeco.co.jp	-----
27.	Koichiro Tamura	Expert	JICA-ICGP	ktamura@padeco.co.jp	-----
28.	Sadaruddin Ahmed	Expert	JICA-ICGP	sadaruddinahmed@yahoo.com	01711371163
29.	Mani Mala Roy	Expert	JICA-ICGP	Mala.care@gmail.com	01712 381681
30.	Zahurul Pasha	Project Officer-Infrastructure	JICA-ICGP	Zp561967@yahoo.com	01752948358
31.	A.S.M Shamsur Rahman	Project officer-Environment	JICA-ICGP	Shams1185@yahoo.com	01817565834
32.	Braja Kishore Tripura	Project officer-Governance	JICA-ICGP	bktripura@yahoo.com	01766237570
33.	Safiur Rahman	Admin Officer	JICA- ICGP	-----	01687325919

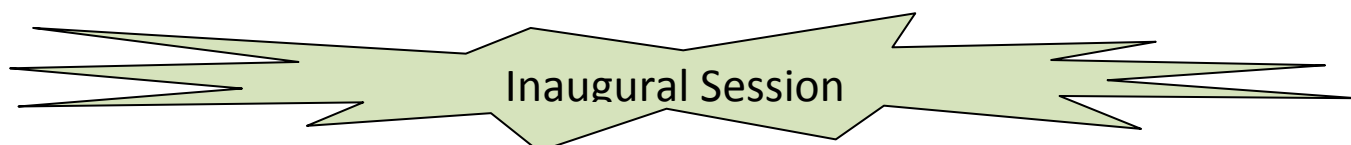
Annex A-6 : Interim Workshop: Minutes, Agenda and Participant List

Japan International Cooperation Agency (JICA)

The Project for Developing Inclusive City Governance for City Corporation (ICGP)

Appendix-(i) : Minutes

Chair : Mr. Shyama Proshad Adhikari, Additional Chief Engineer (Urban), LGED
Date : 24 September 2013
Time : 10:30 AM
Venue : LGED Conference Room, RDEC Building, Level-12



1. Welcome Speech:

An interim workshop was held on 24 September 2013 at LGED conference room of RDEC Building. Md. Nurullah, Superintendent Engineer (Urban Management) as well as Project Director of ICGP delivered welcome speech. At the beginning of the speech he welcomed to all to take part in the workshop. By his speech, a lot of significant information is shared among participants particularly the present status of ICGP project. He told that ICGP is one step advanced rather than UGIIP II which is designed based on the learning from different urban projects like UGIIP II, UPPR, STIP, CRDP etc. He shared about five pilot projects like collaboration between City Corporation and Community Groups, Coordination with Government Agencies, 3D dimensional planning tool for Project development, Information dissemination through SMS and Tax Assessment Soft Ware for inclusive development which is running well under this ICGP.

2. Agenda wise discussion and decision are given below:

2.a. Overview on the project/ Interim Progress of the project:

Mr. Hideo Sakamoto, DTL, gave a power-point presentation on short summary progress of the inclusive City Governance Project. He told that our Project name is Inclusive City Governance Project. There are five City Corporation like Narayanganj, Comilla, Rangpur, Gazipur and Chittagang as well. In this project, there are two strong committees in City Corporation level. One is Project Implementation Unit of City Corporation (PIUCC) and another is Stakeholder Committee (SC). First of all, PIUCC develop their Vision together with community people and set approaches and projections for five, 25 and 50 years. All project list are approved by Stakeholder Committee members and those are examined by Engineering department of City Corporation.

Mr. Sakamoto informed the house that all CCs prepared their all necessary project list for their near future and find out the funding resources. They have different donor agency and also own fund. Some project could be supported by central government of Bangladesh and some could be from other donor like ADB, World Bank and others. After that, they have prepared an inclusive project list for JICA. In generally, all five CCs have proposed drainage, transportation, water supply and Municipalities service project.

Some priority project for five City Corporation is mentioned below:

Narayanganj City Corporation (NCC)----Some Roads with bridges, construction excavation, conventional system for water supply and street lighting are the proposed infrastructure by NCC. They also proposed to build the fly over over Sitalaksma Bridge which is needed further study as it is most technical project.

Comilla City Corporation (CoCC)---Rehabilitation of poor people, Canal and Road side drainage build up, conventional system develop for water supply and street lighting is the most priority project which is proposed by Comilla City Corporation.

Rangpur City Corporation (RpCC)---- Rehabilitation, Roadside drainage, Conventional System develop and also bus and truck terminal develop is the most priority for Rangpur CC.

Gazipur City Corporation (GCC)----Strategic alignment, some major construction for drainage, conventional water supply is the major priority of Gazipur CC.

Chittagang City Corporation (ChCC)--- Build the roads and flyover, Rehabilitation of poor people and cyclone center is the most priority project of Chittagang City Corporation.

Governance part:

Another part of this project is the improving of the Governance system of City Corporation. Mr. Sakamoto told that Governance system improvement is the highest priority of this project. To improve the governance system the team proposes the Inclusive City Governance Action Program (ICGAP) He mentioned four area of Governance like Transparency for improvement of information dissemination, Accountability for administrative reformation, tax reformation, financial reformation, Participation for citizens awareness and predictability (legal framework) for urban planning and environmental system improvement as well.

Five pilot project are running under this ICGP like collaboration between CC and Community groups, coordination between CCs and other agencies in Comilla, 3D visualization is planning tool for developing plan and the dissemination of information of city services through SMS in Narayanganj, Kaizen activity implementing by GCC officials, Tax Assessment software development in Rangpur. After the successful completion of these projects, these will be replicated in other areas.

2. b. Speech by Mr. Takeo Matsuzawa, Team Leader, ICGP---

Mr. Takeo Matsuzawa, Team Leader, ICGP gave valuable speech on behalf of Mr. Hiroyuki Tomita, Senior Representative, JICA. He informed the meeting that an inclusive infrastructure list has been prepared for all five City Corporations. He recognized that Bangladesh is one of the best friend and Japan always with you but, it should not be expected that all projects would be supported by JICA. You will have to search another funding resource or donor. He remembered that many of high officials visited Japan and observed that how Japan City Mayor can manage the city. You have gathered vast experiences and hopefully you will be able in future to do manage your city nicely. He thinks that it is not a short time matter; it will take many times to reach the goal. Mr. Matsuzawa thanked to all for their enormous efforts and cooperation to prepare an inclusive infrastructure list for JICA as well.

2. c. Speech by Ms. Ritsuko Hagiwara, Representative of JICA---

Ms. Ritsuko Hagiwara, Representative of JICA gave an important speech. She expressed that it is a very good opportunity for JICA to work together with five City Corporations like Narayanganj, Comilla, Rangpur, Gazipur and also Chittagong as well to develop an inclusive Governance system as well as Infrastructure projects. She mentioned that from the beginning of the year JICA tried to conduct a study to select the most priority based City Corporation and JICA has been able to select these five city corporation with support of LGED. She gave sincere to all thanks to support to JICA continue.

2. d. Speech by Mr. Ashoke Madhab Roy, Additional Secretary, (Urban wing) LGD-

A significant speech was delivered by Ashoke Madhab Roy, Additional Secretary (Urban Wing) LGD. He told his speech it is a very good opportunity for us as JICA is giving exclusive support to improvement of governance system as well as infrastructure development for five City Corporations like Narayanganj, Comilla, Rangpur, Gazipur and Chittagong as well. He added that besides Chittagong City Corporation other all four are very newly established as a City Corporation. He has given emphasized the training for capacity building of officials. Mr. Ashoke, articulated in that way, everyone will provide their valuable opinions, suggestions and comments which can be included in Development Project Proposal (DPP) that would be followed in future for implementing phase of the project. He thanked to all for their tremendous achievement of this project and gave special thanks to JICA to come forward to support the improvement of City Governance and

infrastructure of City Corporation. Finally, He also expressed his whole heartening support from ministry to improvement the City Corporations.

2. e. Speech by Mr. Abu Alam Md. Shahid Khan, Secretary, LGD, Chief Guest -----

A significant speech was delivered by Chief Guest, Mr. Abu Alam Md. Shahid Khan, Secretary, LGD. He told that Vision setting is more important for our City Corporations which will give us inspiration and also guidance as well. To think about with future generations after fifty years later this was one of the most important directions of his speech. Md. Shahid Khan suggested that everything should be planned based on the practical needs of community. As an example, Md. Shahid Khan shared his practical experience about the development of the structure of Chittagong City Corporation. He told that many cyclone centers are build under different project to thinking about people's security but water logging is the most priority issue now that should be addressed under this project.

Mr. Shahid Khan appreciated the ICGIAP strategy and its different areas like Transparency, Accountability, Participation and Predictability (TAPP) for improving the inclusive City Governance. By his speech, he tried to make understand and motivate the participants in that way like----To love to the country, think always positively, and try to do something from our mind and honestly, not to be dependent on others always. He also mentioned about KAIZEN training. KAIZEN is the Japanese ward. 'KAI' means change and 'Zen' means better or improvement. Everyone should work always to do something better.

Finally, he expected DPP would be submitted in the Ministry soon by 10 October 2013 and everybody should work with much more speed. Md. Alam thanked to all specially the Project Director Md. Nurullah, Superintendent Engineer, (urban Management) ,LGED for his dedication and tremendous efforts and also his team members who bring the remarkable progress during this project period.

2.f. Speech by Mr. Shyama Proshad Adhikari, Additional Chief Engineer, (Urban wing), LGED-----

The Chair of the interim Workshop gave a precious speech. He thanked to all to organize the interim workshop and remarkable progress of this project. He remembered the good initiative as well as whole hearted support of Mr. Shahid Khan, Secretary, LGD, to shape up the ICGP project. Mr. Shyama Proshad also again requested to all to work with too speed to bring the project activity in advance level. He added that LGED is playing a facilitating role to carry on the project and he requested to all to put valuable comments and suggestions in working session to enrich more the ICGP project proposal.



Business Session

3. Business session- Chaired by Shyama Proshad Adhikari, Additional Chief Engineer, (Urban wing), LGED

3. a. Presentation on planning practice of Inclusive City Development----- By Dr. Noriko Kono
Dr. (Ms.) Noriko Kono, Expert, Urban Development gave a PowerPoint presentation on planning practice of Inclusive City Development Plan. How many steps are followed to develop the inclusive project list, Why City Corporation Infrastructure Development Plan (IDPCC) is needed, it's objective as well as she tried to share about the approaches which is linked with CC's vision. She also emphasized the projection and existing infrastructure and near future what types of infrastructure

would be needed along with funding resource. She mentioned that all projects would not be supported by JICA. Master plan is an important thing to implement the proposed priority infrastructure though Narayanganj and Gazipur is not being initiated to develop the master plan yet.

4. Open discussion:

4.a. Mr. Habibur Rahman, Professor, State University raised some question like that-

Q1--Total Solid Waste Management: Is the project is working with total Solid Waste Management or only Waste management?

Q2—Sanitation---The project will work with grey and black water separation or not?

Q3—Environmentatl Friendly Project --- A lot of Bridges are included in this project. How JICA will ensure the environmental Friendly project. As because in Bangladesh we only do soil test in some cases not other environmental aspect is considered. Sand block, which is an ingenious material, could be a choice for this issue.

Q4-- All project will be supported by JICA or not?

4.b. In replying, Mr. Hideo SAKAMOTO, DTL, ICGP—informed the house that the project will work with water supply but not in grey and black water separation line at this moment. AS a part of the grey water we trying to construct some small project but it is very difficult as it is huge expensive and need master plan but we have no all CCs master plan in our hand. Waste Management is the most important issue of this project. During the implementation phase we will try to work with 3R strategy like reusing, recycling and refusing as well.

4.c. Replied by Dr. KONO, Expert in Urban Development told that

The project is strictly following the environmental guideline. It will be followed carefully in the next implementation phases as well.

JICA sub projects were selected through criteria. Mr. Matsuzawa will give the presentation on the topic in the end.

4. d. Replied by Mr. Takeo Matsuzawa—

In replying the above question, Takeo Matsuzawa, Team Leader, ICGP, informed the house that ICGP project tried to develop an inclusive Infrastructure list for City Corporation but CCs have many funding sources and they will do manage some projects by other donors and JICA will support for some projects which is already proposed to JICA. He told that it's an investment plan. After every three years it will be examined and reviewed and prioritized. He also shared that all garbage will be collected from household and it is difficult to manage at this moment total waste like industrial waste, medical waste and other waste accordingly. He also added that JICA has environmental guideline and they follow the guideline storongly.

4. e. Dr. Akira Munaka, Expert, JICA raised the question like that----

■ **Capability of CC's:** CC should have own capability to manage the all projects as they have many donors like JICA, World Bank, ADB and have central management fund. So, why we expecting or depending on JICA or others. He told that you can assumption how much amount will be allocated by JICA. So, his question is that do the CCs have capability to manage the all project or not?

■ **Coordination and Governance:** Mr. Munakata told that there are many agencies are working under City areas. So, they should work coordinating way with all agencies to implement the all project as well as the improvement of Governance system of City Corporations. Besides these, they have many experiences about other urban projects and they can work with learning from others projects.

4.f. Mr. Arch.Rezaul Karim, Chief City Planner, Chittagang told that----

- **People's participation:** Peoples' participation is must for any project activity implementation effectively. He also mentioned about 3R strategy like Reuse, Reduce and Recycling;

- **Coordination**—Need to coordination among Physical Services and institutional coordination is also essential for improving the inclusive City Governance.

4.g. Mr. S.K. Amzad Hossen, Project Director, STIFPP II recommended that----

- **Governance System Improvement:** Institutional Coordination and Service Coordination is necessary among all agencies for improving the Governance System of City Corporation;

- **Waste Management:** CCs should work with total solid waste management instead of only domestic waste as because it is the project of Inclusive City Governance improvement for City Corporation;

- **Poverty Reduction:** As 30-40 % people are poor in Bangladesh therefore, ICGP should address income generation program for poverty reduction;

- **Water Supply:** ICGP should work with the use of rain water harvesting and ongoing source of surface water instead of Deep Tube-well or running water supply.

5. Project Brief on Governance Part:

Dr. Taisuke Tokuoka Taisuke Tokuoka, Expert on Governance, ICGP, gave a power point presentation on Governance issues focusing on introducing the Inclusive City Governance Improvement Action Program (ICGIAP) for the improvement of Governance of City Corporation. There is two parts-- one is Governance and other is Finance. He told that most of all activities are included based on the lesson learned of UGIIP II project under the support of ADB. In his presentation four major areas for Governance improvement are emphasized like Transparency, Accountability, Participation and Predictability as well. Presentation is covered in most important activities and with minimum expectation from City Corporation for the improvement of Governance System. Summary of presentation are mentioned below:

- **Transparency:** Under transparency, basically focused on the improvement of openness and information dissemination as well. Minimum expectation is that all CCs will develop web site and update regularly under the E- Governance system area. Mass communication cell will be established and it would be functioned effectively. Information service center will be established accordingly.

- **Accountability:** Under accountability area it is emphasized on administrative, Tax and financial reformation plan as well. Different types of committee formation and existing committee reactivated is proposed under the administrative reformation. Job responsibility defining, vision setting, comprehensive planning and kaizen training for skill development are suggested as ICGIAP for improvement of the governance system.

- **Participation:** Addressing mass people participation Civil Society Coordination committee, WLCC formation, Citizen Charter prepared and the activation of those committees is most important for City Governance improvement. Finding is that all committee is not functionalized and regulation is not updated in CCs at this moment. Gender action plan, Poverty Reduction plan is also essential for improvement of Governance system.

- **Predictability:** Coordination system for law enforcement and urban planning and environmental improvement is highlighted in predictability.

5. Presentation on Financial reformation:

Mr. Kozo Kamiya, Expert, Institutional Development- (Fiscal Reform) gave an analytical presentation. In his presentation Mr. Kamiya described about the proposed implementation modality of Administrative, Fiscal and Tax reformation.

Mr. Kamiya showed some Major area in his presentation-

- **Administrative Reformation:** Administrative Reformation Committee, Standing Committee and Comprehensive planning Unit and well functioning of these committees are proposed to ensure the accountability of CCs;

- **Tax Reformation:** Capacity Development of Tax Assessment, Re-assessment of Holding, Re-identification of Tax Source are strongly proposed under tax reformation area for ensuring accountability;

- **Financial Reformation:** Diversify earnings from Business operated by City Corporations, Set Up financial supervision/monitoring Bodies in the Central Levels etc are most important.

7. Open discussion:

Mr. Shyama Proshad Adhikari, Additional Chief Engineer, (Urban wing), LGED, the chair of this session requested to all to provide valuable opinion, suggestions and comments as well for the improvement of DPP for ICGP.

7.a. Md. Abdul Gaffar, Consultant, ICGP recommended some areas are that----

- The ICGP Project is made following distinctive method which is based on the learning of UGIIP –II and other urban development projects;
- Administrative reform is the new addition which was not in UGIIP II. But ICGP is one step ahead rather than other Urban Improvement project.
- Operation and maintenance is very much important it should be defined clearly in the Projects.

7.b. Mr. Shafiqul Islam Akand, Project Director, UGIIP -II suggested some key areas like that

- Under the ICGP project there should be some sorts of pilot initiatives or setting model Initiatives within the scope of projects that can be replicated among other city corporations and pourashavas as well;
- There should be some coordinating initiatives to coordinate with others agencies for providing better services as city corporations is not able at this moment to coordinate with others;
- Fund allocation should be performance based so that City Corporation can do something regarding infrastructure improvement or any reformation activities by own initiatives;
- Infrastructure plan should be priority based and considering duration like short-term, mid- term and long -term oriented;

7.d..Mr. Ali Ahmed, Chief Executive Officer, Chittaganj City Corporation----

- **Transferable Job:** As government Job is transferable job, we could not finish our assigned duties timely which is the main problems for Governance;
- **Decentralization:** Authority should be decentralized for quick decision, As an example, he mentioned that for long time there is no recruitment, many decisions are pending in Chittagang City Corporation. Karnofuli River is being filled up and need to dredge to reduce water logging.

7.e. Mr. Munshi Shahabuddin, CEO of Gazipur City Corporation recommended that

- **Skilled Staffs:** First of all sufficient man power must be recruited in all City Corporations. Most of the high officials of the City Corporations are not well capacitated and well trained enough. Therefore, some skilled officers should be deputed initially in different sectors in City Corporations.

- **Master plan-** Gazipur City Corporation is required to develop master plan as soon as possible;
- Some priority project like solid Waste management, establish a Ring road and water treatment plan should be included in priority list which is not proposed in inclusive list.

Mr. Shyama Proshad Adhikari, Additional Secretary, Urban wing, LGED, supplemented in that way like our honorable Secretary ordered to appoint manpower particularly in engineering sector and phase by phase some officials also would be deployed in others sector. He also added that earlier we didn't have any urban wing in Urban Sector. Now an urban unit headed by additional secretary is established. So, we hope that any kinds of problems would be solved in quickly and the process of master plan would be started soon for Gazipur.

7.f. Md. Khairul Islam, Chief Engineer, GCC recommended---

- **Master plan and ward office:** Mr. Khairul Islam, Chief Engineer, told that a survey is needed to initiate the master plan. He added that Gazipur is divided in six zones; therefore Gazipur needs to establish all ward offices for providing better services.

7.g. Mr. Ruhul Amin Khan, CEO, RpCC told that----

Manpower : Mr. Rakibul Hossain, CEO, RpCC told that ---skilled manpower is required in Rangpur City Corporation . He added that 'many men many minds' therefore, it is too difficult to work with different classes of people as they have different opinions. After that Rangpur City Corporations is trying to implement the all sorts of recommendations of JICA gradually.

7.h. Md. Nurullah, Superintendant Engineer, (Urban Management), and Project

Director recommended some important points like that -----

- ✚ Everyone should think about country interest instead of self interest;
- ✚ Under this ICGP project ICGIAP is developed and it will be prepared for all City Corporations as a common guideline that will be easy for all to follow the guideline;
- ✚ Authority would be decentralized in future for coming quick decision and implementation as well;
- ✚ Skilled force would be developed through training, learning sharing visit and on job coaching as well.

8. Way forward by Chair:

Mr. Shyama Proshad Adhikari, Additional Chief Engineer, (Urban wing), LGED thanked to participants to put their valuable opinions and recommendations to enrich the development of Project Proposal (DPP). He told that by his speech---

- ✚ City Corporation is the main ownership of this project , LGED will play the facilitating role and LGD will play the coordination role;
- ✚ ICGIAP is clearly set up the areas , activities and criteria that is very much important for us;
- ✚ The initiative of developing Master plan will be proceed on soon for GCC, and Narayanganj as well;
- ✚ All recommendations will be included in DPP and DPP will be submitted in Planning Ministry by 10th October 2013;
- ✚ Total waste management should be considered instead of only solid waste or Waste management.

As there was no any other agenda, the chair thanked to all their good work and lively participation in the workshop and he ended the workshop with vote of thanks.

Appendix (ii) : Agenda of interim Workshop For The Project for Developing Inclusive City Governance for City Corporation (ICGP)

1. Date : 24 September, 2013
2. Venue : LGED Conference Room, RDEC Building, Level – 12
3. Chief Guest : Mr., Abu, Alam Md. Shahid Khan, Secretary, LGD
- Special Guest : Mr. Ashoke Madhab Roy, Additional Secretary,
(Urban wing), LGD
- Special Guest : Mr. Hiroyuki Tomita, Senior Representative, JICA
4. Chairperson : Mr. Md. Wahidur Rahman, Chief Engineer, LGED
5. Participants : Attached List
6. Purpose : Discussion on the main topics of Interim Report
- 7.

Program

Inaugural Session – Chaired by Mr. Md. Wahidur Rahman, Chief Engineer, LGED

- | | |
|--------------|---|
| 09:30 ~10:00 | Registration |
| 10:00 ~10:05 | Recitation from the Holy Quran |
| 10:05 ~10:10 | Welcome speech by Mr. Md. Nurullah, PD, ICGP |
| 10:10 ~10:25 | Overview of Interim Report by Mr. Hideo Sakamoto, DTL,
JICA Project Team |
| 10:25~10:30 | Speech by Mr. Hiroyuki Tomita, Senior Representative, JICA |
| 10:30~10:35 | Speech by Mr. Ashoke Madhab Roy, Additional Secretary,
(Urban wing), LGD |
| 10:35~10:40 | Speech by Mr. Md. Wahidur Rahman, CE, LGED |
| 10:40~10:50 | Speech by Mr. Abu Alam Md. Shahid Khan, Secretary, LGD |
| 10:50~11:10 | Tea break |

Business Session - Chaired by Mr. Shyama Proshad Adhikari, ACE (Urban), LGED

- | | |
|-------------|---|
| 11:10~11:15 | Introductory by Mr. Shyama Proshad Adhikari, ACE (Urban), LGED |
| 11:15~11:35 | Presentation on Planning Practice of Inclusive City Development by
Ms. N. Kono, Urban Development, JICA Project Team |
| 11:35~11:45 | Open discussion Q & A |
| 11:45~12:05 | Presentation on Inclusive City Governance action program(ICGAP) and Administrative
Reform Plan (ARP) of target CCs by Mr. T. Tokuoka, Institutional Development 1 &
Mr. K. Kamiya, Institutional Development 2, JICA Project Team |
| 12:05~12:15 | Open discussion Q & A |
| 12:15~12:40 | Presentation on Infrastructure Development Plan of JICA loan project of 5 CCs by Mr.
T. Matsuzawa, T.L & Mr. H. Sakamoto, DTL, JICA Project Team |
| 12:40~12:50 | Open discussion Q & A |
| 12:50~12:55 | Speech by Mr. Md. Nurullah, PD, ICGP |
| 12:55~01:00 | Closing remarks by Mr. Shyama Proshad Adhikari, ACE, Urban |

Appendix (III) : Attendees list of Interim workshop

Inclusive City Governance Project (ICGP)
 Funded by: Japan International Cooperation Agency (JICA)
 Venue: LGED-RDEC Building, Level-12
 Date: 24 September 2013, Time: 09:30 AM

No.	Name	Designation	Organization
1.	Md. Ali Ahmed	CEO	Ctg.CC
2.	Rashid Ahmed	Secretary	Ctg.CC
3.	Saiful Mahmud Katebi	Deputy Secretary	Ctg. CC
4.	Md. Akbar Hossain	S.E	GCC
5.	Abu Syed Md. Saiful Islam	Deputy Director	LGED, HQ
6.	Bidhu Bhasou Sarker	Deputy Project Director	BPDB
7.	Md. Nurul Amin Bhyun	XEN	GCC
8.	K. M. Faridul Miraj	SDO	NCC
9.	Sarker Chandr Sakumar	Engineer	VITTI
10.	Md. Moslah Uddin	PD, UTIIDP	LGED
11.	Md. Fazle Habib	Sr. AE, NOBIDEP	LGED
12.	Ryuji Kasahara	JICA TA Team	JICA
13.	Mohammad Mosharof Hossain	GIS Unit	LGED
14.	A. K. M. Rezaul Islam	DPD, UGIIP-2	LGED
15.	Md. Shafiqul Islam Bhuy	XEN	CoCC
16.	Mohammad Mamun Mia	CRO	GCC
17.	Sayedul Huq	Director (Administration)	NILG
18.	Md. Abdul hamid Sarker	Slam Development Officer	GCC
19.	Mohbubur Rahman	Deputy Secretary	ERD
20.	A.H.M. Imtiaz Haider		
21.	Md. Abdul Hakim	DPD	LGED
22.	Shofiqul Siddiqe	CCO	CoCC
23.	Md. Selim Meah	SDO	RCC
24.	Arch. Rezaul Karim	Chief City Planner	CoCC
25.	Md. Helal Mahmud Sharif	Secretary	NCC
26.	Sumana Sharmin	Town Planner	GCC
27.	Md. Moinul Islam	Town Planner	GCC
28.	Md. Asgor Hossain	Assistant Engineer	NCC
29.	Muhammad Mahbul Alam	Executive Engineer	CWASA
30.	S. A. Shakender	Media Consultant	LGED
31.	Md. Nabiul Islam	Urban Planner	LGED-HQ
32.	Adinat Ghosh	DP	LGED-HQ
33.	Ali Faruq	Media Consultant	LGED
34.	M. Shahin Matubber	Project Officer, Environment, ICGP	Ctg. CC
35.	Md. Nazmul Ala	PD	LGED
36.	Md. Abdul Wadud	CEO	CoCC
37.	Md. Mainuddin Chisty	A.E	CoCC
38.	Md. Abdul Gaffar	Consultant	ICGP
39.	Md. Samsul Alam	Secretary	CoCC
40.	Dipok Saha	Municipal Finance Specialist	UGIIP-II, LGED
41.	Md. Waziullah Apu	Consultant	LGED
42.	Md. Nurullah	SE, PD	LGED
43.	Mani Mala Roy	Expert	JICA-ICGP
44.	Md. Sadar Uddin Ahmed	Expert	JICA-ICGP
45.	Md. Zahurul Pasha	Project Officer	JICA-ICGP
46.	Barja Kishore Tripura	Project Officer	JICA-ICGP
47.	Sifat Alam Rion	IT Assistant	JICA-ICGP
48.	ESA Abrar	Architect	VITTI
49.	Nakako Ishimaru	Expert	JICA-ICGP
50.	Taisuke Tokuoka	Expert	JICA-ICGP
51.	Md. Abdul Rashid Kha	PD, JPPRP	LGED

52.	Chiemi Osada	Expert	JICA-ICGP
53.	Md. Mahbubur Rahman	Account Officer	LGED
54.	Madhab Ch		LGED
55.	Kozo Kamiya	Expert	JICA-ICGP
56.	Koichiro Tamura	Expert	JICA-ICGP
57.	Noriko Kono	Expert	JICA-ICGP
58.	Md. Kamrul Haqu	AD, UMSU	LGED
59.	Md. Abul Hassem	PD-INPIDP	LGED
60.	Md. Mohiulla	DPD-UGIIP	LGED
61.	Habibur Rahman	Course Teacher	State University
62.	Mohammad Yusuf	SAE	CoCC
63.	Md. Enamul Hoque	Sr.AE	LGED
64.	Akira Munakata	JICA Expert	JICA
65.	Sachin Halder	XEN	LGED
66.	Rozina Akter	CFW, UGIIP-2	LGED
67.	Md. Momin Sarker	Project Assistant,Ctg.CC	JICA-ICGP
68.	Ms. Momtaz Parveen	Project Assistant, Dhaka	JICA-ICGP
69.	A.S.M. Shamsur Rahman	Project Officer (Environment)	JICA-ICGP
70.	Hideo Sakamoto	JICA Expert, DTL	JICA-ICGP
71.	Takeo Matsuzawa	JICA Expert, TL	JICA-ICGP
72.	Engr. Md. Amdad Hossain	XEN	RpCC
73.	Md. Nazrul Islam	Town Planner	RpCC
74.	Md. Fazlul Kabir	Secretary	RpCC
75.	Planner Md. Moinul Islam	Urban Planner	NCC
76.	Mohd. Aminul Islam	Secretary	GCC
77.	Md. Khirul Islam	C.E	GCC
78.	A.K. Azad	PD	LGED
79.	Ruhul Amin Khan	CEO	RpCC
80.	Md. Abdus Salam	PD, DTIDP	LGED
81.	Md. Tafiz Uddin	Project Officer (Infrastructure), Chcc	ICGP
82.	Md. Ahsan Habib	PD, CRDP	LGED
83.	Md. Touhidul Islam	AD, UMSU	LGED
84.	S.M. Al-Masum	Urban Planner, UGIIP	LGED
85.	AKM Ashan Uddin	Urban Gov. Specialist	LGED
86.	Afroza Begum	DGM(PR)	BGDCL
87.	Ms. Hagiwara	Representative	JICA
88.	Mr. Zulfiker Ali	SPM	JICA
89.	Md. Munshi Shabuddin	CEO	GCC
90.	Md. Khursid Alam	AD	LGED
91.	Md. Harun-Ur-Rashid	XEN (Planning)	LGED
92.	Md. Shafiur Rahman	Administrative Officer	ICGP
93.	Ms. Putul	Computer Operator	LGED
94.	Md. Ramjan Ali	MLSS	LGED
95.	Md. Amirul Islam	MLSS	LGED
96.	Ms. Rashida	MLSS	LGED
97.	Md. Ibrahim	MLSS	LGED
98.	Mr. Abu Alam Md. Shaid Khan	Secretary	LGD
99.	Ashoke Madhab Roy	Additional Secretary	LGD
100.	Shyama Prosad Adhikari	Additional Chief Engineer	LGED
101.	Monirul Salam Khan	DPD	LGED

Annex A-7 : Meeting Minutes of the 3rd Steering Committee Meeting

Government of the People's Republic Of Bangladesh
Ministry of LGRD& Cooperatives
Local Government Division
City Corporation-2 Section
www.lgd.gov.bd

Subject:- Minutes of the 3rd Meeting of the Steering Committee for the 'Project of the Developing Inclusive City Governance for City Corporation (ICGP)

Chairperson : Mr. Abu Alam Md. Shahid Khan
Secretary, Local Government Division
Date & Time : 10 December 2013. At: 3:00 pm
Venue : Conference Room, Local Government Division,
(Room#601, Building#7) Bangladesh
Secretariats, Dhaka
List of the Attendees : Annex-1.

The Chairperson welcomed all the participants of the meeting and requested all to introduce themselves. He also requested Mr. Md. Nurullah, Superintendent Engineer (Urban Management) LGED and Project Director to provide the short briefing about the ICGP project.

02. Mr. Md. Nurullah, SE (Urban Management), LGED and project Director of ICGP, gave a summary briefing about the project. First of all, he conveyed his sincere thanks to all ICGP team members for their enormous efforts to frame up the project in an inventive manner. The 3rd and final steering committee meeting objective is to make consensus about the contents of developing Project Proposal (DPP). He told that all innovative ideas were generated based on the experiences of UGIP-II that was a very successful project for urban governance improvement. ICGP is also the combination of two distinctive parts, one is Governance which is formulated with Inclusive City Governance Improvement Action Program (ICGIAP) and Administrative Reform Plan (ARP).

02.01 The another part is infrastructure development. ICGP project would be implemented in five City Corporations, Narayanganj, Comilla, Gazipur, Rangpur and Chittagong. The major five sectors like Road/Transport, Water Supply, Solid Waste Management, Drainage and Municipal Facilities are emphasized in the project. Md. Nurullah, PD also intends to introduce ICGIAP for other six City Corporations through the technical assistance of JICA.

03. Mr. Takeo Matsuzawa, Team Leader, ICGP, JICA, gave his earnest thanks to all to bring the project in full-grown stages. Specially, he thanked to Honorable Secretaries, Mayors, Project Directors and also CEOs for their whole-hearted support even avoiding the political unrest situation. He mentioned that during the project period, a series of meetings were conducted in different level and collected valuable recommendations to produce an ingenious proposal for ICGP. He agreed that Solid Waste Management (SWM) is an urgent issue for City Corporation of Bangladesh though ICGP has limited scope to work with Reducing, Reusing and Recycling (3R). By his speech, he also expects that an effective collaboration will be made between CCs of Bangladesh and Japanese Cities on regarding this.

04. Mr. Hideo SAKAMOTO, Deputy Team Leader, ICGP, and JICA, gave a detail Power-point presentation on the project. The major topics focused in the presentations are mentioned here below:

04.01. Approval of final reports which is contained two issues like major Outputs of the project and summary of proposed JICA Loan.

04.02. Major output of the project: Infrastructure development plan is completed for five city corporations. Inclusive City Governance Improvement Action Program (ICGIP) is developed in important four areas like Transparency, Accountability, Participation and Predictability along with 39

items. Administrative reform plan also developed for five CCs. The seven pilot studies in different areas are conducted successfully which would be replicated in proposed ICGP project.

04.03. Further Activities: Mr. SAKAMOTO also briefed about some further activities like Special Assistance for Project Implementation (SAPI), Technical Cooperation Project (TCP) for Urban Governance Improvement, TCP for Urban planning and collaboration with cities in Japan.

04.04. Summary of JICA loan project: This slide is reflected total portion JICA: GOB= 81.7 : 18.3, Substantial cost Governance (1.0%), Infrastructure (89.5%) Equipment (2.0%) and consulting service is 5.0% of the total cost (local and International)

04.05. Other areas: Recommendations for financial Improvement, Infrastructure sub-projects, consultant services, loan project schedule, implementation structure, operation and maintenance issue as well as performances reviews are also explained by his presentation.

05. Mr. Wahidur Rahman, Chief Engineer, LGED, told about the procurement issue. He suggested e-procurement for international and national bidding both. He added that it may be implemented on trial basis in 50 % area at least; LGED will extend technical support to conduct the training regarding e-procurement.

06. Mr. Sultan Mahmud, Chief Executive Officer, GCC, requested to include one scheme, road repairing from Rajendrapur Chowrasta to Dhaka Mymensingh Road via Bango Bazar as it was dropped mistakenly. In replying that Mr. Md. Nurullah, PD, ICGP informed the house that the scheme is already included in the list.

07. Mr. Mostafa Kamal Mazumder, Chief Executive Officer, NCC, told in his speech ICGP was one of the most important project for the selected five City Corporations especially for Narayanganj. If it is implemented properly, Narayanganj City Dwellers will be benefited more in economically.

08 Mr. Ali Ahmed, Chief executive Officer, ChCC raised one issue regarding school cum cyclone shelter. He told that the number of cyclone shelter will be six instead of proposed eight. In replying the issue, Mr. Md. Nurullah, PD, informed the meeting that the discussion with Honorable Mayor it has been fixed in eight. Nevertheless, it will be rechecked further.

09. Representative of Local Government Institute told that the coordination is necessary between national and City Corporation level as many projects are being implemented with almost same nature and same activities. So, overlapping should be reduced for better output.

10, Representative of Ministry of Housing told that RAJUK has formulated in Detail Area Plan (DAP) which is guided by Dhaka Structural Plan and covered in 590 square miles. GCC and NCC also are under the jurisdiction of RAJUK. In that case, he raised the question in what way DAP and Dhaka Structural Plan would be taken into consideration while preparing master plan of GCC and NCC? It should be incorporated in their master plan.

11. Mr. Wahidur Rahman, Chief Engineer, LGED told that many organizations are there like planning commission, PWD and RAJUK etc.. So, we can form subcommittee to bring some modification regarding these issues. He also pointed out that ministry of housing also prepared the master plan beyond these two plan. Therefore, we will have to prepare the master plan for GCC and NCC, following the DAP and structural plan.

12. Mr, Abu Alam Md. Shahid Khan, Secretary, LGD told that preparing master plan was beyond of the capacity of RAJUK. If there is any contradiction with DAP it may be discussed individually to address the problems.

13. Mr. Nurullah, Project Director informed the house there was no contradiction with DAP as we accommodated all things with DAP. Accordingly, he also told that feasibility study would be made on four areas like Transport, SWM, Water Supply and Drainage for all five CCs and comprehensive study would be done only in Narayanganj. Another logical proposal was raised by Mr. Nurullah, PD that the ICGP TA project should be extended up to the February 2014 as some important activities yet needed in the direction of be done before DPP submission.

14. Mr. Hiroyuki Tomita, Senior Representative of JICA gave a significant speech. He told that as the three cities like Narayanganj, Comilla and Gazipur is very closure to Dhaka and they are not much more efficient to work with Solid Waste Management independently that's why LGED may coordinate with other donors. Especially, JICA will consider the loan project for this issue and based on the 3R experiences JICA will give the chance to include the issue in their national plan if the three cities finalize the destination in together one what they want.

Mr. Tomita also emphasized about Water Supply that it was needed to discuss with WASA, LGED and the Narayanganj City how to work with water supply in better way. He thinks that careful feasibility study is needed for this purpose.

15. The Speech by Mr. Abu Alam Md. Shahid Khan, Secretary, LGD, and also the chair of the meeting gave a momentous speech with important recommendations. Each CCs and each sector should have visionary plan actually what they want to achieve in future after 15 years or twenty years. In that case, we may think about 15 years support from others not more than that.

Mr. Shahid Khan, Secretary, LGD, emphasized also to increase the revenue income of CCs for bringing their self dependency. The delivery of quality service should be remembered for all officials as they are responsible for the wellbeing of the citizens. Finally, the honorable chair expected and strongly recommended to make the all city neat and clean and livable for all citizens that Japan was learned that before hundred years.

16. Decisions :

- ◆ As there are some important tasks that will have to be done before the DPP submission. So ICGP TA Project would be extended up to February 2014, subjected to the approval of JICA
- ◆ E- Procurement would be introduced in international and national bidding both and it may be done in the trial basis in 50% area at least.
- ◆ ICGIAP will be introduced to other six City Corporations through the technical assistance of JICA.
- ◆ The number of School cum shelter home for Chittagong City Corporation would be finalized after the consultation with the Honorable Mayor.
- ◆ There is no negative comment on the contents of the Project achievements as well as proposal of the expected Loan Project. Thus general contents of the draft final report have been approved.

17. The meeting ended with a vote of thanks from the Chair.

Sd/=
22.12.2013
(Abu Alam Md. Shahid Khan)
Secretary
Local Government Division

Participants List of 3rd Steering Committee Meeting
Venue: LGD Conference room, Bhaban no-7, Room no-601
Date: 10 December 2013

SL	Name	Designation	Organization
1.	Hiroyuki Tomita	Senior Representative	JICA
2.	Ritsuko Hagiwara	Representative	JICA
3.	J. Iwano	Country Officer	JICA HQ
4.	Zulfiker Ali	Sr. Program Officer	JICA
5.	Takeo MATSUZAWA	Team Leader, JICA Team	JICA
6.	Taisuke Tokuoka	Expert- Governance, JICA	JICA
7.	Yohei Soma	Expert- JICA	JICA
8.	Iftexhar Ahmed	Superintending Engineer	LGED
9.	Sultan Mahmud	Chief Executive Officer	GCC
10.	A.K.M Shahid Uddin	Superintending Engineer	WASA
11.	Md. Sefaul Alam	Joint Secretary	EMRD
12.	Md.Golam Mosaddeque	Senior Asst. Chief	Ministry Of Housing and Public Works
13.	Md.Nazrul Islam	Joint Chief	Power Division
14.	Mst.Rokeya Begum	Joint Chief	Roads Division
15.	Mohammad Fayazul Islam Soman	Asst. Engineer	DPHE
16.	Md.Abdul Hakim	DPD	LGED
17.	Ali Ahmed	CEO	ChCC
18.	Khandker Ahsan Hossain	Director	IMED
19.	Md. Mostafa kamal Mazumder	CEO	NCC
20.	Md. Nurullah	PD	LGED
21.	Syeda Salma Jafreen	DS (CC2)	LGD
22.	Shyama Prasad Adhikari	Additional Chief Engineer	LGED
23.	Parimal Kumar dev	Joint secretary	LGD
24.	Md. Anwar Hossain	Joint Secretary	LGD
25.	Biswajit Sarker	A.O	LGD
26.	Dr. Md. Rafiqul Islam	Sr. Assit. Chief	Energy Division
27.	Md. Sadar uddin Ahmed	Expert, ICGP	JICA
28.	Md. Shafiur Rahman	Admin Officer	ICGP, JICA
29.	Humayun Kabir	Admin Officer	LGD
30.	Mani Mala Roy	Expert- Participatory	ICGP, JICA
31.	Braja Kishore Tripura	Project Officer- Governance	ICGP, JICA
32.	Hideo SAKAMOTO	Deputy Team Leader, ICGP	JICA
33.	Md. Wahidur Rahman	Chief Engineer	LGED
34.	Ashoke Madhab Roy	Additional Secretary	LGD
35.	Saroj Kumar Nath	Senior Assistant Secretary	LGD
36.	Abu Alam Md. Shahid Khan	Secretary	LGD

Annex A-8 : Working Group (WG) Infrastructure Committee Approval Letter by LGD

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Co-operatives
Local Government Division
City Corporation, Section-1

Memo no. 46.070.040.00.00.256.2012.2254

Date - 31/12/2012

Office Order

Japan International Cooperation Agency (JICA) assistance project "Technical Co-operation Project for Development Planning for Inclusive City Government" is comprised with the following members as "Working Group (WG)" for Infrastructure Development.

1. Mr. Md. Nurullah, Superintending Engineer (Urban Management) Local Government Engineering Department (LGED).	Chairperson / PD
2. Representative, Department of Public Health Engineering (DPHE).	Member
3. Representative, Project Implementation Unit, Comilla City Corporation (CCC).	Member
4. Representative, Project Implementation Unit, proposed Gazipur City Corporation (GCC).	Member
5. Representative, Project Implementation Unit, Narayanganj City Corporation (NCC).	Member
6. Representative, Project Implementation Unit, Rangpur City Corporation (RCC).	Member
7. Member of JICA mission.	Member
8. Nominated person of JICA.	Member
9. Deputy Project Director (UPPRP), Representative of Local Government Engineering Department (LGED).	Member Secretary

Scope of the committee:

01. To assist Japan International Cooperation Agency (JICA) mission, taking necessary action.
02. To examine and analysis technical sides of all reports.
03. To make co-ordination between project and stakeholder.

Shoroj kumar Nath
Senior Assistant Secretary
Phone – 02-7166995.

Distribution: For kind Action (Not According to Seniority)

01. Mr. Md. Nurullah, Superintending Engineer (Urban Management), LGED.	Request to give nomination for a representative.
02. Chief Engineer, Department of Public Health Department (DPHE).	
03. Chief Executive Officer (CEO), Comilla City Corporation (CCC).	
04. Chief Executive Officer (CEO), Proposed Gazipur City Corporation (GCC).	
05. Chief Executive Officer (CEO), Rangpur City Corporation (RCC).	
06. Chief Executive Officer (CEO), Narayanganj City Corporation (NCC).	
07. Member of JICA mission.	
08. Nominated person of JICA.	
09. Deputy Project Director (UPPRP), (LGED).	

Memo no. 46.070.040.00.00.256.2012.2254

Date - 31/12/2012

Copy: For kind Information-

01. Personal Secretary (PS) of Secretary, Local Govt. Division.

Shoroj kumar Nath
Senior Assistant Secretary

Annex A- 9 : Meeting Minutes of the 1st Working Group Infrastructure

Japan International Cooperation Agency (JICA)
Inclusive City Governace Project (ICGP)

1st Meeting Minutes on Working Group Infrastructure Committee

General Information:

- (1) Date & Time: 15th Jan. 2013 11:00 AM
- (2) Venue: LGED meeting room
- (3) Chair Person: Mr. Md. Nurullah, SE & Project Director
- (4) Participants

No.	Name and Designation	Organization
1.	Mr. Md. Nurullah (PD& Superintending Engineer)	Local Government Engineering Department
2.	Muhammad Shamsul Huq Bhuiyan (Executive Engineer)	Department of Public Health Engineering (DPHE)
3.	Md. Khairul Islam (Superintending Engineer)	Tongi PS (Now Gazipur City Corporation)
4.	Md. Abdul Hakim (Deputy Project Director)	Local Government Engineering Department
5.	Khan Muhammad Nurul Islam (Superintending Engineer)	Narayanganj City Corporation (NCC)
6.	Md. Amdad Hossain (Executive Engineer)	Rangpur City Corporation (RCC)
7.	Rafiqul Islam (Executive Engineer)	Comilla City Corporation (CCC)
8.	Sumana Sharmin (Town Planner)	Gazipur City Corporation (GCC)
9.	Sk. Md. Noorullah	Comilla City Corporation (CCC)
10.	Ryuji Kasahara(Adviser, Governance/Aid coordination)	JICA
11.	Takeo Matsuzawa(JICA Expert team)	ICGP, JICA
12.	Hideo Sakamoto (JICA Expert)	ICGP, JICA
15.	Noriko Kono (JICA Expert team)	ICGP, JICA
14.	Taisuke Tokuoka (JICA Expert team)	ICGP, JICA
13.	Seiji Kadooka (JICA Expert team)	ICGP, JICA
16.	A.S.M. Shamsur Rahman (Project Officer Environment).	ICGP
17.	Md. Zahurul Pasha (Project Officer Infrastructure).	ICGP

(5) Discussion Record

1) Opening

Meeting was opened by the chairman, Mr. Md. Nurullah, SE, LGED & Project Director

2) Presentation

Presentation was performed with the following contents by Mr. Sakamoto, Deputy team leader of JICA Expert Team.

- 1) Target CC and Schedule
- 2) Infrastructure Issues in CC
- 3) CC Development Vision and Strategies
 - Narayanganj
 - Comilla

Guideline of CC Infrastructure Development Plan (IDPCC)

3) Discussion

- a) Khan Mohammad Nurul Islam, Superintendent Engineer, Narayanganj City Corporation
 - He emphasized the importance of water supply network of total Narayanganj City Corporation.
 - Water logging is a major problem for them so they require modern drainage system.
- b) Md. Khairul Islam, Superintendent Engineer, Tongi PS
 - Gazipur City Corporation has no Detailed Area Plan (DAP). He mentioned to prepare DAP for Gazipur without interrupting the nature.
 - He requested for preparing the Master Plan of Gazipur city corporation.
 - Gazipur City Corporation has water supply and the source is underground water which has a great negative impact for the environment in the long run. He mentioned to find out different source like surface water and make the future plan for water supply.
- c) Rafiqul Islam, Executive Engineer, Comilla City Corporation
 - He mentioned that Comilla City Corporation needs modern dumping station and they want to convert garbage to biogas.
- d) Md. Amdad Hossain, Executive Engineer, Rangpur City Corporation
 - He mentioned that water supplied by Rangpur City Corporation is Iron contaminated that needs treatment plants for removing Iron.
- e) Muhammad Shamsul Huq Bhuiyan, Executive Engineer, Department of Public Health Engineering
 - He mentioned that their Research and Development section can provide the data relating water supply.
- f) Ryuji Kasahara, JICA Representative
 - He ensured that for preparing the future plan short-term, mid-term and long-term plan in a flexible way so that other donors can also support the projects in the plan.
- g) Mr. Takeo Matsuzawa
 - He mentioned that future plan will be prepared in innovated way rather the traditional way for practical implementation.

4) Mr. Md. Nurullah, Project Director, ICGP

The chairman summarized the discussion and proposed the following items, which were agreed by all the meeting attendants.

- Two vital parts of the projects those are Governance and Infrastructure.
- IDPCC shall be rolling plan that is revised in 3–5 years to review and add new projects
- However, long term (25 years) vision is still important to make short term rolling plan to achieve consistent development
- Even though administrative structure has not been established in Rangpur, the PIUCC shall be organized to prepare vision and strategy.
- Executive engineer of Tongi Paurashova and Gazipur PS shall work together vision and strategy of the new Gazipur CC.
- Guideline for preparation of IDPCC shall be prepared by ICGP. The draft will be discussed in the next WG in February.
- List of scheme (i.e. sub-project or component) should be prepared by the 4 CCs with maps of Road Network, Drainage Network, Water Supply Network and location of Major Infrastructure. These facilitate the identification of projects for the rolling plan.

5) Closing

The chairman, Mr. Md. Nurullah, thanked to all the participants and closed the meeting. It was agreed that the next WG would meet in the late February 2013.

Distributed materials

- Project Outline
- Idea of Guideline of CC Infrastructure Development Plan
- Inception report
- Visions from Narayanganj and Comilla

Annex A-10: Meeting Minutes of the 2nd Working Group Infrastructure

Japan International Cooperation Agency (JICA)
Inclusive City Government Project (ICGP)

2nd Meeting Minutes on Working Group Infrastructure Committee

General Information:

Date: 7th April 2013

Venue: Meeting Room, Level-7, RDEC building

Participants: (Agenda & participant list are attached in Annex 1 & 2)

Chaired by: Mr. Md. Nuruallah, Superintendent Engineer, LGED and PD, ICGP

Welcome speech:

At the set of the meeting, the chair person welcomed to all and inaugurated the meeting.

Self Introducing: By all participants

Agenda wise discussions and decisions are described below:

Development Vision and Strategies:

Mrs. Mani Mala, Expert, ICGP, gave a power-point presentation on Vision and strategies of two CCs where was included some areas like---

- **Vision of RCC:** 'Make our Rangpur poverty-free, Environment friendly, Beautiful and Safe City'
- **Vision of GCC:** 'Make a livable city by preparing a comprehensive development plan and implementing it properly through people's participation without hampering natural environment.'
- Priority based five sectors and issues of Rangpur and Gazipur were presented;
- Some strategies with numerical indication were shared with meeting participants.

Infrastructure list:

Md. Zahurul Pasha, Project Officer- Infrastructure, gave another presentation using power-point on infrastructure area where was included some important contents were mentioned below:

- Problems and remedial action of Infrastructure development plan;
- Overview of Infrastructure project of 4 CCs;
- Concept of Infrastructure development plan;
- Planning and implementation of Infrastructure development plan;
- Table of contents infrastructure development plan for City Corporation (IDPCC);
- Concept about rolling plan.

Pilot Project:

Mr. Hideo Sakamoto, DTL, ICGP briefed about pilot project which will be implemented in four CCs.

Summary topics are described below:

- 3D planning support system for one ward of NCC;
- SMS information disseminations system for NCC;
- Coordination committee of Development Agencies;
- Community Participation System for CoCC;
- Property Assessment Software for Rangpur;
- TQM (KAIZEN) training for CC officers for GCC.

Environmental and Social considerations:

Dr. Nami Tanaka, JICA Expert, Environment and Social Development, briefed about Environment and Social Issues and she recommended some important points are mentioned below:

“We are aware of the existing gaps between GoB and JICA (donor in general) especially on the recognition of PAPs. Therefore, the ICGP has been distributing the initial check lists for all nominated projects. We request all CC to fill the items. Also be reminded that PAPs under the loan project includes illegal land owners/squatters and person who has temporal adverse impacts (i.e., income and job) during construction periods. The source of required fund for the compensation needs to be secured by the Bangladesh sides. From the ICGP, person in charge is Mr. Shams that you may consult with him whenever you needed support. At the same time, he (and Japanese experts) plans to visit the proposed sites that you will be requested to accompany him (us) to provide status quo information.”

Recommendations:

Power-Point Presentation:

- Issues should be renamed as Present condition / Existing situation
- Strategies should be defined as ‘How’ (upgrade technique).
- Numerical area should be defined as Expected output / Target with Numerical figure’
- Sector –subsector should be defined clearly
- Inclusive (All NGOs, Donors, CC and Government) project list should be covered in one infrastructure development project list.
- Need to know about numbers of projects and allocated money for next five years plan that will be implemented by ICGP. (Need to clarify about allocated fund for next five years that will be expended for IDPCC by ICGP.)

Closing:

As there were no any other discussions, the meeting was ended with vote of thanks by chair.

Agenda for 2nd Infrastructure Working Group Meeting

Date & Time: 7th April 2013, 11:00 AM

Venue: LGED meeting room

Chair Person: Mr. Md. Nurullah, SE, Project Director

1. Opening
2. Discussion Items (Discussion follows presentation)
 - (1) Development Vision and Strategies of Each CC
 - (2) Infrastructure List of Each CC
 - (3) Concept of CC Infrastructure Development Plan
 - (4) Pilot Projects
 - (5) Closing

A Group discussion on Governance will follow above session

- Agenda
- Inception report

Attendance Sheet for 2nd Working Group Infrastructure Committee’s meeting

Chaired by: Mr. Md. Nurullah, SE, LGED and Project Director of ICGP

SL.	Name	Designation	Organization
(1)	Md. Abdul Hakim	DPD	LGED
(2)	Rafiqul Islam	Executive Engineer	CoCC
(3)	Mohammad Shamsul Huq Bhuiyan	Executive Engineer	DPHE
(4)	Md.Nuruzzaman	CEO	CoCC
(5)	Md. Amdad Hossain	Executive Engineer	RCC
(6)	Md. Khairul Islam	SE	GCC
(7)	Md. Nazrul Islam	Accounts officer	GCC
(8)	Md.Moinul Islam	Urban planner	NCC
(9)	Md. Helal Mahmud Sharif	Secretary	NCC
(10)	Md. Abdul Aziz	Executive Engineer	NCC
(11)	Sanjida Hoque	Town planner	CoCC
(12)	Ritsuko Hagiwara	Representative	JICA
(13)	Zulfiker Ali	Sr. Program Manager	JICA
(14)	Hideo Sakamoto	Deputy Team Leader	ICGP
(15)	Dr.Taisuke Takuoka	JICA Expert-	ICGP
(16)	Dr.Noriko Kono	JICA Expert-	ICGP
(17)	Dr. Nami Tanaka	JICA Expert	ICGP
(18)	Koichiro TAMURA	JICA Expert	ICGP
(19)	Md. Sadar Uddin Ahmed	Expert-	ICGP
(20)	Mani Mala Roy	Expert-	ICGP
(21)	Md. Zahurul Pasha	Project Officer- Infrastructure	JICA
(22)	A.S.M. Shamsur Rahman	Project Officer- Environment	JICA
(23)	Md. Safiur Rahman	Admin Officer	JICA

Annex A-11: Meeting Minutes of 3rd Working Group Infrastructure

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

Meeting Minutes of Third Working Group Infrastructure Committee

General Information:

Date : 11th May 2013

Venue: Meeting Room, Level-7, RDEC building

Chaired by: Mr. Md. Nurullah, Superintendent Engineer, LGED and PD, ICGP

(1) Welcome speech:

At the set of the meeting, the chair person welcomed to all and inaugurated the meeting.

(2) Discussion

Topics

- Classification system of Infrastructure sub-sector
 - The basic concept of how to prepare Infrastructure Development Plan (IDP).
 - Infrastructure list should contain the entire project financed by all donor agencies as well as GoB and CC own fund.
- 1) Mr. Md. Nurullah, Superintendent Engineer, LGED and PD, ICGP
- He discussed about the category of different types of road such as Primary road, Secondary road, Tertiary road, Goli road and the Pedestrian road.
 - With taking everyone's suggestion he fixes up the category of different types of road.
 - He also gives emphasis to summarily write up of present situation.
 - Equipment and vehicle should be mentioned in separate list.
 - He gives the instruction to prepare existing infrastructure list as well as proposed infrastructure project list in 6 years. This work shall be done within next 10 days.
- 2) Mr. Md. Hakim, Executive Engineer, LGED and DPD, ICGP
- He mentioned that in sanitation sector there should be one more sub category which is "common septic tank".
- 3) Mr. Md. Moinul Islam, Urban planner, Narayanganj City Corporation
- He mentioned that in Solid Waste Management (SWM) sector there should be two more sub categories such as Electronic waste and Biogas plant.
- 4) Mr. Hideo Sakamoto, Deputy Team Leader, JICA Expert Team
- He appreciated the project list given by Narayanganj City Corporation but that contains projects only for JICA. He suggested making the entire project list.
 - He mentioned that Narayanganj City Corporation has given 36 schemes but other like Rangpur City Corporation and Gazipur City Corporation has given 300 to 400 schemes. It is very difficult to examine 300 to 400 schemes. So he suggested all the City Corporation to follow Narayanganj City Corporation scheme list for preparing their scheme list in concise way.

(3) Closing:

- All the participants from CCs agreed to fill up the format of “existing and proposed infrastructure items”. In 10days
- The format of above task as well as relevant hand-out was delivered to all the meeting participants. Soft copies of these documents have been sent to each CC by e-mail.
- As there were no any other discussions, the meeting was ended with vote of thanks by chair.

Annex A-12: Meeting Minutes of 4th Working Group Infrastructure

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

Meeting Minutes of 4th Working Group Infrastructure Committee

General Information:

Date: 10th July 2013

Venue: Meeting Room, Level-11, Room no.-1. RDEC building

Chaired by: Mr. Md. Nurullah, Superintendent Engineer, LGED and PD, ICGP

- 1) First of all everyone introduce oneself.
- 2) Welcome speech:

At the outset of the meeting, the chair person welcomed to all and inaugurated the meeting.

- 3) Discussion

Topics

- Outcome of ICGP
 - Over all progress
 - Infrastructure Development Plan
 - Future Schedule
 - Relations of Vision / Projects list in 3 CCs (NCC, CoCC and RpCC)
- 5) Team leader Mr. Takeo Matsuzawa give brief description on outcome of ICGP, Overall progress, Infrastructure development plan and Future schedule with MS power point presentation.
 - 6) After then Ms. Dr. Noriko Kono give brief description about vision and show how it relate with mission to achieve it, by a nice presentation.

After presentation everyone join in open discussion in this regard.

- PD - ICGP thinks every sector need to set indicator so that everyone can gather clear picture of CC.
- Strategy of CC is not relevant to vision and mission.
- CoCC vision and strategy is different. To achieve green city how much area should be Green, there is no clear picture.
- According to Team leader, lacking of data about what is capacity and what is need has no clear picture and it is difficult make thinks unclear.
- For NCC need some kind of master plan to show where to set pump house, over head water tank and network of distribution pipeline.
- Three major problem of ChCC is water logging, traffic jam and natural calamity.
- Abdul gaffer (Former additional chief engineer-LGED), Introduced by the PD and he took active participation. Regarding vision statement of NCC, vision, mission are altogether, obviously vision should be separate from mission.
- For NCC water supply, in 5 year, 100% target achieve is difficult. Because 100% distribution line is difficult to reach.
- To achieve vision, need several missions to list down. Some from them help to achieve the vision. Vision should be need target oriented say 10, 20, 30 etc. years.

- Superintending engineer NCC (current charge), informed no iron and arsenic in the water of NCC. So no need to set up this type of plant.
- Vision and strategy of CoCC is different, to achieve target goal. Because vision mentioning green city but no information about how much area is green and how much area to be planted.
- For making poverty free RpCC, request to take poverty free strategy in the mission must need to include in any form.
- PD Request CoCC to provide Primary and secondary roads include in list. Besides, he requests to ask to Dr. Rokon Uddin, (Sheltech Pvt. Ltd.) Team leader, master plan preparation team, for some innovative project.
- CEO Comilla CC clarify that CoCC solid waste collection 100% means no solid waste in anywhere of the city
- In question of poverty reduction, Executive engineer, RCC inform that for poverty reduction in RCC there is a poverty reduction project UPPR going on.

4) Closing Speech by PD – ICGP:

- Some CC's vision is not germane to mission, need to take vision achieving project.
- Project is going in right pace but Infrastructure list is somewhat lagging behind due to special reasons.
- PD- ICGP will visit CC and discuss with CEO and Mayor for Finalize JICA and Inclusive list.
- Hoping DPP will be done within September / 2013.
- After Eid there will be held another working group (Infrastructure) meeting.
- As there were no any other discussions, the meeting was ended with vote of thanks by chair.

Annex A-13: Meeting Minutes of 5th Working Group Infrastructure

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

Meeting Minutes of 5th Working Group Infrastructure Committee

General Information:

Date: 21st September, 2013

Venue: Meeting Room, Level-11, Room no. – 2, RDEC building

Chaired by: Mr. Md. Nurullah, Superintendent Engineer, LGED and PD, ICGP

- 5) First of all everyone introduce oneself.
- 6) Welcome speech:
 - At the outset of the meeting, honorable Chairperson welcome and thanked to all to attend the working group (infrastructure) committee meeting. He also expressed that all participants will give valuable comments and suggestions to make the meeting effective and fruitful.
 - He also urging everyone to join the Interim seminar on 24 September, 2013 with draft final sub-project list with the help of PIUCC and Mayor Approvals.
 - He enumerate Inclusive list (long list) will be exist for minimum ten years and after three years rolling plan will be considered.
 - He also express his opinion that DDC will describe the type of road and nature of improvement will be needed for the roads, when they do estimate and costing of the JICA sub-projects, within 30th September, 2013.
 - UGIIP format will be follow in the ICGIAP.
 - He also request to consider in JICA list sub project of zonal office and councilor office cum community center as by the instruction of LGRD secretary.

After his Inaugural speech, he requested JICA expert team to present the power point presentation. Deputy team leader of JICA expert team Mr. Hideo Sakamoto present the presentation of JICA list. Different slide includes-

- JICA loan project of five City Corporations.
- Criteria of priority projection selection.
- Summarized project list of the targeted five city corporations.

General Discussions part:

- Discussion about Review of JICA project list of Five City Corporations
GCC Chief Engineer Mr. Khairul Islam, Point out that fly over of GCC needed to shift from 3rd batch to 2nd batch. He also requested to include solid waste management in JICA project list.
- Mr. Hideo Sakamoto, Deputy Team Leader, JICA Expert team answer that flyover in Gazipur city corporation needs more study as BRT (Bus Rapid Transit) end stoppage is very close to the flyover site. Besides, for flyover need 3% slope whereas it has higher slope 5%. So it need more study for this purpose.
- CoCC Assistant Engineer Mr. Mainuddin Chisty Pointed out that sewer system is required for CoCC. Night soil is disposed directly with the road side drain and polluting environment. So it may include in the study purpose.
- Former additional chief engineer LGED Mr. Abdul Gaffer replies that it is great offence to connect sewer line with directly. This practice should stop by the City Corporation immediately. To solve the problem every household need to build their own septic tank.
- Chittagong City Corporation town planner architect Mr. Rezaul karim proposed for the study

of sewer line.

- Again CoCC Assistant Engineer Mr. Mainuddin Chisty and Mr. Abdul Gaffar mention for proper drainage of CoCC need khal excavation outside CC from Gangajhuri khal to dakatia river almost 16 km length.
- Mr. Takeo Mastuzawa, Team Leader, JICA expert Team Answer that khal is outside the jurisdiction of City Corporation area. So khal excavation beyond CC area is not possible. He also mentions not to change JICA list frequently. Besides, he says that for solid waste management surrounding Dhaka city (like Narayangonj, Comilla and Gazipur) JICA will carry out another project.
- DDC senior engineer Mr. NasirAhmed, mention that 3 / 4 Major road of Chittagong city corporation need design according to standard of roads and highway (RHD) rather than LGED standard.
- Executive Engineer Mr. Monir Hossain of Chittagong city corporation Proposed that road from Alonker more to Port need development by reinforcement cement concrete (RCC) instead of Bituminous Carpeting due to submerged of road by tidal water frequently which lead to damage road in very short time.
- Superintendent Engineer Mr. Abdul Aziz of Narayangonj city corporation Proposed that Drain in "Madangonj power grid to Nabigonj bus stand will be 5000 m instead of 10000 m due to one side drain constructed by another project. He also request for one small bridge name lankhankhola in "Nabigonj bazar to Dhakeshary mill road" due to not include in this road project.

Ms. Ritsuko Hagiwara, representative, JICA Bangladesh Mention that-

- End of September list will be final by JICA.
- End of October, Cost estimate of JICA list will be final.
- She appreciates the city corporation for giving their best effort.
- She also mentioned that by this meeting the suggestions come, that should be taken seriously for the future activity.

7) Closing Speech by PD, ICGP:

- Discuss the JICA list with Mayor, because it is almost final.
- If sub-project need study it will fall in second batch.
- As the project money is loan money, so we have to do spend it in good way and properly.
- For garbage collection, (among 3R) first R, will be done by City corporation own fund and another 2R and 3R will be done by JICA later on.

As there were no any other discussions, the meeting was ended with vote of thanks by chair.

Appendix (II) Attendees Sheet:

SL.	Name	Designation	Organization
	Md. Khairul Islam	Chief	GCC
	Md. Akbar Hossain	SE	GCC
	Sumana Sharmin	TP	GCC
	Md. Mainuddin Chisty	AE	CoCC
	Sk.Md. Noorullah	XEN	CoCC
	Md. Jamal Uddin	SE	CoCC
	Munirul Huda	XEN	CCC
	Arch. Rezaul karim	Chief City Planner	CCC
	Md.Nurul Amin Bhuiyan	XEN	GCC
	Md. Ashraf Hossain	AE	GCC
	Md. Nazrul Islam	TP	RpCC
	Ruhul Amin Khan	CEO	RpCC
	Md. Amdad Hossain	XEN	RpCC
	Md. Abdul Aziz	SE	NCC
	Kh. Abu Sayed	Sr. Engineer	DDC
	Nasir Ahmed	Sr. Engineer	
	S.M. Shahjahan Ali	Sr. Engineer	
	Chiemi Osada		JICA
	Koichiro TAMURA	JICA Expert (Infra)	ICGP
	Dr.Noriko Kono	JICA Expert (Urban development)	ICGP
	Ritsuko Hagiwara	Representative	JICA
	Md. Safiur Rahman	Admin Officer	JICA
	Md. Abdul Gaffar	Sr. Engineer, Consultant	ICGP
	A.S.M. Shamsur Rahman	Project Officer- Environment	ICGP
	Md. Zahurul Pasha	Project Officer- Infrastructure	JICA
	Takeo Matsuzawa	Team Leader	JICA
	Md. Abdul Hakim	DPD	LGED
	Md. Abdul Wadud	CEO	CoCC
	Hideo SAKAMOTO	DPD	JICA
	Md. Hasan Mahmud	Computer Operator	UMSU
	Dipak Saha	Municipal Finance Specialist (UGIPII)	LGED
	S.M.A Al-Masum	Urban Planning Specialist(UGIPII)	LGED
	Md. Ekramul Haque	AD (UMSU)	LGED
	Ms. Momtaz Parveen	Project Assistant	ICGP

Annex A-14 : Working Group (WG) Governance Committee Approval Letter by LGD

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Co-operatives
Local Government Division
City Corporation, Section-1

Memo no. 46.070.040.00.00.256.2012.2255

Date - 31/12/2012

Office Order

Japan International Cooperation Agency (JICA) assistance project "Technical Cooperation Project for Development Planning for Inclusive City Government" is comprised with the following members as "Working Group (WG)" for Governance improvement.

1. Joint Secretary, Local Government Division.	Chairperson/ Chief
2. Representative, Ministry of Primary And Mass Education.	Member
3. Representative, Ministry of Education.	Member
4. Town planner.	Member
5. Mr. Md. Nurullah, Superintending Engineer (Urban Management) LGED.	Member
6. Representative, Project Implementation Unit, Comilla City Corporation (CCC).	Member
7. Representative, Project Implementation Unit, Proposed Gazipur City Corporation (GCC).	Member
8. Representative, Project Implementation Unit, Narayanganj City Corporation (NCC).	Member
9. Representative, Project Implementation Unit, Rangpur City Corporation (RCC).	Member
10. Representatives, Civil Society.	Member
11. Member of JICA mission.	Member
12. Nominated person of JICA.	Member
13. Senior Assistant Secretary, City Corporation Section-1, Local Government Division.	Member Secretary

Scope of the committee:

01. To assist Japan International Cooperation Agency (JICA) mission, taking necessary action.
02. To examine and analysis technical sides of all reports.
03. To monitoring and evaluation of project.
04. To make coordination between project and stake holder.
05. To work as secretariat office of steering committee.

Shoroj kumar Nath
Senior Assistant Secretary
Phone - 7166995.

Distribution: For kind Action (Not According to Seniority)

1. Joint Secretary, Local Government Division.	
2. Representative, Ministry of Primary And Mass Education.	
3. Representative, Ministry of Education.	
4. Town planner.	
5. Mr. Md. Nurullah, Superintending Engineer (Urban Management) LGED.	
6. Chief Executive officer (CEO), Comilla City Corporation (CCC).	
7. Chief Executive officer (CEO), Proposed Gazipur City Corporation (GCC).	
8. Chief Executive officer (CEO), Narayanganj City Corporation (NCC).	
9. Chief Executive officer (CEO), Rangpur City Corporation (RCC).	
10. Representatives, Civil Society.	
11. Member of JICA mission.	
12. Nominated person of JICA.	
13. Senior Assistant Secretary, City Corporation Section-1, Local Government Division.	Request to give nomination for a representative

Memo no. 46.070.040.00.00.256.2012.2255

Date - 31/12/2012

Copy: For kind Information-

01. Personal Secretary (PS) of Secretary, local govt. division

Annex A-15 : Minutes on the 1st Working Group Governance Committee Meeting

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
www.lgd.gov.bd

Minutes on 1st Working Group Governance Committee Meeting

General Information:

Date : 10 February 2013
Venue : Bangladesh Secretariat, Dhaka
Chairperson: Md. Anowar Hossen, Joint Secretary (City Corporation) LGD
Participants : Working Group Governance Committee Members (WG), JICA representative and Project team members.

Welcome Speech:

A meeting was held on 10 February 2013 with working Group Committee members at conference room of LGD. At the set of the meeting the honorable chairperson welcomed and thanked to all to attend the first working group committee meeting. He also expressed that all participants will give valuable opinions and suggestions to make the meeting effective and fruitful.

Overview on the project:

Md. Nurullah, Project Director of ICGP project gave an overview on the ICGP project and mentioned some important points about the effectiveness of meeting. He mentioned that the project will work on some areas like--

- Infrastructure development;
- Governance improvement and
- Financial reformation as well.

He also briefed about today's discussion regarding roles and responsibilities of the WG committee members and he expected that everyone will put recommendations on existing issues considering the reality and existing practices as well.

Project Brief :

Mr. Tisuke Tokuoka, Expert on Governance, JICA Team gave a power point presentation on Governance issues focusing some areas like ----Areas and approaches of Governance and shared a sample matrix on ICGP improvement action plan as well as he requested to provide feed-back on the matrix by his speech.

Presentation on Fiscal Issues:

Mr. Kozo Kamiya, Expert on Institutional Development-2 (Fiscal Reform) gave an analytical presentation and showed a comparative figure of Narayanganj, Comilla and Rangpur CCs on current status of public Finance. He tried to describe about own sources of CCs, tax collection, objectives of fiscal and tax reformation systems and so on for self assessment as well to see the self capacity also to reducing the dependencies to others agency or central government.

Open Discussion:

Representative of Education Ministry raised a question that was ----

- Is the ICGP program or Project? PD replied that it is a project.
- Second question was raised by him that Is the Education Ministry related to this project?

ABM Amin Ullah Nuri, CEO of NCC replied against the question like that-----

- There is a lack of coordination with Education Ministry and CCs as there is no specific act regarding CCs to monitor, guidance and supervision but community always demanding the educational service to CCs. That's why we need to proper coordination not only with the Education Ministry but also with other agencies and departments like WASA, BIWTA, DESA also for providing better services as well.

CEO of NCC also pointed out that----

- No appropriate tools for tax collection in City Corporation
- Lack of coordination among service agencies and CCs

For clear understanding he gave an example like there is 300 (Three Hundred Acres) acres khas land in NCC but CC can't use the land as per their own plan like for garbage dumping and they have to go for permission from District Commissioner.

Md. Nuruzzaman, CEO of CCC said that--

- CC's should reduce dependency from other agencies for self planning, implementation and monitoring as well for providing proper service.
- CC's cannot increase the charge or service fee as they couldn't provide proper services till now.

Mr. Saroj Kumar Nath, Senior Assistant Secretary, LGD shared some ideas regarding proper tax collection like---

- Develop Interactive Website for Tax collection and information dissemination;
- Develop Mobile SMS for easy access to the information and reached to mass people;
- Establish Information Service Center at CC level like Union Service Center (USC) as well.

Civil Society Representation:

PD said, in the working group committee, four members should be included from civil society. The proposed names are mentioned below:

1. Iqbal Habib,
2. Mr. Deba Brato
3. Dr. Sarowar Jahan, Professor, BUET
4. Professor, Public Administration dept. Dhaka University

Senior Assistant Secretary added some another points like-----

- Some representative can be included like Lawyers, Expert or Specialist for improving the coordination system between CCs and others agencies for providing effective and better services for dwellers.

Town Planner of NCC recommended some points like---

- CC can develop prepare Master Plan;
- Enhance of public participation for adequate logistic support and fund raising;
- Develop visionary plan for each CCs,
- Develop strong logistic framework and organ gram.

PD pointed out that, all CC is not same regarding areas, population size and capacity also. So, there is a scope to review the organ gram of this project.

Town Planner of Tongi raised a question that,

- Integration is required with RAJUK and other agencies;
- CCs should have controlling authority of building construction;
- RAJUK should not give any plan without consulting with CCs.

Service Agencies Transferring:

PD references the inception workshop regarding the transferable agencies like –

- WASA
- DESA
- Fire service
- Police department and so on and it may be find out in the next meeting which departments or agencies will be transferred or to be coordinated for better services.

Speech by Ryuti Kasahara , Representative of JICA

Mr. Kasahara thanked to all for interactive discussion and opinions also. He expressed by his speech that we work together not only for planning but also we will work for implementation as well.

Speech by Ritsuko Hagiwara, Representative of JICA

Ms. Hagiwara thanked to all for valuable contribution of participants and she expected by her speech that high-quality of leadership will come for the implementation of this project and everyone should have strong commitment for shouldering the responsibilities.

Closing Remarks: As there was no any other discussion the meeting was ended with vote of thanks by the Chair.

Md. Anowar Hossen,
Joint Secretary (City Corporation)
Local Government Division

Annex 2: Participants list of 1st working Group Governance Committee Meeting

Venue: LGD Conference Room, Building #7, Room # 601, Bangladesh Secretariat, Dhaka
Date: 10 February 2013

SL	Name	Designation	Organization
1.	Anawar Hossain	Joint Secretary	LGD
2.	Md. Showkat Ali	Sr. Asst. Secretary	LGD
3.	Saroj Kumar Nath	Sr. Asst. Secretary	LGD
4.	M. Shah Jalal	Admin Officer	LGD
5.	Md. Nurullah	PD, ICGP	LGED
6.	Md. Abdul Hakim	DPD	LGED
7.	M.A. Akher	Sr. Asst.Chief	M/O Education
8.	A.B.M Amin Ullah Nuri	CEO	NCC
9.	Md. Moinul Islam	Planner	NCC
10.	Md. Nuruzzaman	CEO	CCC
11.	Sanjida Hoque	Town Planner	CCC
12.	Md. Nazrul Islam	Town Planner	RCC
13.	Md. Amdad Hossain	Engineer	RCC
14.	Md.Rakibul Hasan	CEO	GCC
15.	Md. Khairul Islam	S.E	GCC
16.	Md. Moinul Islam	Town planner	GCC
17.	Sumana Sharmin	Planner	GCC
18.	Ritsuko Hagimara	JICA	JICA
19.	Ryuji kasahara	JICA	JICA
20.	Zulfiker Ali	JICA	JICA
21.	Mr. Hideo Sakamoto	DTL	JICA Expert Team
22.	Taisuke Tokuoka	Expert- Institutional Development	JICA Expert Team
23.	Nakako Ishimaru	Expert-Participatory and Regional dev.	JICA Expert Team
24.	Kozo kamiya	Expert- Institutional dev. Fiscal reform	JICA Expert Team
25.	Md. Sadar Uddin Ahmed	Expert-Participatory and Regional dev.	JICA Expert Team
26.	Mani Mala Roy	Expert-Participatory and Regional dev.	JICA Expert Team
27.	Md. Shafiur Rahman	Admin Officer	JICA Expert Team
28.	Braja Kishore Tripura	Project Officer-Gov.	JICA Expert Team

Annex A-16 : Meeting Minutes of the 2nd Working Group Governance Committee Meeting

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
www.lgd.gov.bd

Minutes on 2nd Working Group -Governance Committee Meeting

Chair : Mr. Ashok Madhab Roy, Additional Secretary, Local Government Division
Date : 21 April 2013
Time : 11.30 AM
Venue : Conference Room, Local Government Division, Bangladesh Secretariat,
Participants : Working Group Committee Members (WG), JICA representative and ICGP team members.

Welcome Speech:

A meeting was held on 21 April 2013 with working Group Committee members at conference room of LGD. Honorable Chairperson welcomed and thanked to all to attend the 2nd working group committee meeting. He also expressed that all participants will give valuable comments and suggestions to make the meeting effective and fruitful.

Agenda wise discussion and decision are given below

Overview on the project:

With the prior consent of the Chair Md. Nurullah, Project Director of ICGP gave an overview on the ICGP and briefly informed the house on 1st meeting of Working Group agenda that had been discussed in the first meeting. These were-

- Infrastructure Development;
- Governance Improvement and;
- Financial Reformation as well.

Later he seeks comments and suggestions from Working Group Committee Members on today's 2nd Working Group Meeting agenda that will be discussed so that an effective output can be produced and a draft Matrix can be developed for finalizing and to place to the Ministry level as well.

Project Brief on Governance Part:

Mr. TisukeTokuoka, Expert on Governance, JICA Team gave a power point presentation on Governance issues focusing on ICGIAP, ARP and Review of Governance and shared a sample matrix on ICGIAP as well as he requested to provide feed-back on the matrix by his speech. In his presentation Mr. Tokuoka briefed the major components and approaches of Governance like-

- Accountability
- Participation
- Predictability and
- Transparency as well

Administrative Reform Plan (ARP):

There are two most important part of ARP that should be considered in this project like----

- Transferable services from National Government Agencies to City Corporation
- Functions to be coordinated between national Government Agencies and City Corporation

Open Discussion:

Mr. Iqbal Habib, Deputy Secretary, Bangladesh Poribesh Andolon (BAPA) raised some important points regarding on urban planning like that-----

- Entire regional plan should be developed by matching the global planning;
- Other agencies should be implemented their development work on the basis of the master plan;
- Should be prepared an action plan for coordination among other agencies.;
- Master Plan should not be conflicted with the Local Plan;
- Regarding Gazipur and Narayanganj City Corporation , Master Plan should prepare by City Corporation with the assistance of LGED from next Fiscal year
- The Master Plan should be reflected local peoples' opinion;
- City Corporation needs coordination with Housing Authority and other agencies like-WASA, Railway, Roads and Highway etc.
- Vision should be set based on the Social, Economic and Environmental aspects.

Mr. Nurullah, SE, LGED and Project Director of ICGP said that-----

- Specific area of the agencies should be identified which can be coordinated with City Corporations
- One CBO in a Ward can be formed for pilot basis for experimentally.
- Tax Automation software system has been introduced in Rangpur City Corporation for pilot basis at present. After analyzing its effectiveness it can be expanded in other City Corporations. These systems may be reduced public harassment and corruption as well.

Md. Nazrul Islam, Town Planner of Rangpur City Corporation said that-----

- Agencies are not assisting Rangpur City Corporation to increase manpower in the town planning unit. When they proposed organ gram there was proposed only one planner in the organ gram. In this issue, the Chair suggested that, before finalization of the organ gram, all towns planning unit are suggested to send their proposal so that we can take necessary step on this issue.

Md. Moinul Islam, Town Planner of Tongi proposed that---

- City Corporations should have controlling authority of building construction and RAJUK should not give any plan without consulting with City Corporations.

Mr. Nurullah, SE, LGED and Project Director strongly supported the proposal raised by Town planner-NCC

Gazipur City Corporation and Narayanganj City Corporation should be separated from the Rajuk and should be prepared independent Master Plan including DAP consultation with RAJUK.

Mr. Iqbal Hahib, Deputy Secretary, Bangladesh Poribesh Andolon (BAPA) said that—

- When will be preparing the master plan DAP should be screened and then prepare Master plan including other extended areas of two City Corporations (Narayanganj City Corporation and Gazipur City Corporation).

The Chair: Every City Corporations should have individual Master Plan and it may be approved by the Ministry.

Mr. Rakibul Hasan, CEO of Gazipur City Corporation claimed –

- Sufficient man power must be recruited first in all City Corporations.
- All activities of the agencies services can be furnished well to the citizen’s doorstep.
- Most of the officials of the City Corporations are not well capacitated enough so need to training for all officials.

Mr. Ashok Madhab Roy, Additional Secretary, Local Government Division, The Chair of the meeting recommended that-----

“After finalizing the Administrative Reform Plan in the next Meeting, the ARP should be signed by the Secretary of LGD and submitted to the Inter-Ministerial Meeting. As this is the draft ARP, we do hope it will be finalized before the next Working Group meeting and after finalization the ARP, we can proceed it in the Inter Ministerial level accordingly. “

Proposed important topics regarding ARP were supported by all the participants of the meeting.

Presentation on Fiscal /Tax Issues:

Mr. Koza Kamiya, Expert on Institutional Development-2 (Fiscal Reform) gave an analytical presentation. In his presentation Mr. Kamiya described about the proposed implementation modality of Fiscal Reform and other sources of collection and increasing the Tax rate in City Corporations, which may be taken into consideration.

Mr. Kamiya shows some Major area in his presentation-

- TAX REFORM (Capacity Development of Tax Assessment, Re-assessment of Holding, Re-identification of Source of Tax etc.)
- FINANCIAL REFORM (Diversify earnings from Business Operated by City Corporations, Set Up financial supervision/monitoring Bodies in the Central Levels etc.)

Mr. Iqbal Habib pointed out that,

- **Development tax** should be imposed in the city corporation level as City Corporations are providing all necessary services to the citizen. To create the citizens awareness, Campaigning activities and Awareness program may be undertaken in this regard.
- **Pollution Tax** should also be imposed in the City Corporation level. If it is properly executed by the City Corporation authorities, it will gradually help to reduce from the spreading pollutions afterward.
- **Vacant land:** Not only the Residential, Commercial and Industrial level but the ‘Vacant land’ should also be under the taxation. If it is implemented at the field level properly, the Tax collection rate will be high and at the citizens and the City Corporations both will be benefitted in this way and this system is followed in Japan successfully.

The Chair:

We have taken an initiative to incorporate the suggestions and recommendations. At present Chief Executive Officer is the chairman of the Review of tax assessment. But due to busy, a Chief Revenue Officer should be recruited.

6. Ms. Ritsuko Hagiwara, Representative of JICA

Ms.Hagiwara expressed that, as all the participants have possessed incredible and rationale ideas and gave their valuable thoughts in the meeting; therefore these effort will be continued. She thanked to all for actively participation in the WG meeting.

Mr. Iwano, Country Officer, JICA----

Mr. Iwano appreciated of these meaningful meeting and he concerned about hard negotiation that may be required in the ministry level to prepare ARP. He expressed that all the important comments and thoughts should be taken under consideration in the Ministry level.

Ending Speech:

The Chair appreciated to all participants for contributing their valuable comments and suggestions in the 2nd Working Group (Governance) Meeting. As there was no any other agenda to discuss, the meeting was ended with vote of thanks by the Chair.

(Ashok Madhab Roy)
Additional Secretary
Local Government Division

Attachment-1

Inclusive City Governance Project (ICGP)
 Funded by: Japan International Cooperation Agency (JICA)
 Venue: Conference Room, LGD (Bhaban-7, Room no.-601)
 Bangladesh Secretariat, Dhaka.
 Date: 21 April 2013,

Attendance Sheet for 2nd meeting for Working Group (Governance)

No.	Name	Designation	Organization
102.	Ashoke Madhab Roy	Additional Secretary	LGD
103.	Md. Nurullah	Project Director, ICGP	LGED
104.	Junnosuke IWANO	Country Officer	JICA (HQ)
105.	Iqbal Habib	Joint Secretary, BAPA	BAP
106.	Hideo Sakamoto	Deputy Team Leader	JICA-ICGP
107.	KOZO Kamiya	Finance Expert	JICA-ICGP
108.	Md. Moinul Islam	Town Planner	GCC
109.	Sumana Sharmin	Town Planner	GCC
110.	Md. Nazrul Islam	Town Planner	RpCC
111.	Taisuke Tokuoka	JICA Expert	Padeco
112.	Sanjida Haque	Town Planner	CoCC
113.	Md. Abdul Hakim	DPD	LGED
114.	Ruhul Amin Khan	CEO	RpCC
115.	Md. Helal Mahmud Sharif	Secretary	NCC
116.	Md. Rakibul Khan	CEO	GCC
117.	Akira Munakata	JICA Expert to Min.LGD	JICA
118.	Zulfiker Ali	Sr. Program Manager	JICA
119.	Ritsuo Hagiwara	Representative	JICA
120.	Md. Shafi Ur Rahman	Administrative Officer	JICA-ICGP
121.	Md. Sadar Uddin Ahmad	Expert JICA Team	ICGP
122.	Braja Kishor Tripura	Project Officer	JICA-ICGP
123.	Sajoj Kumar Nath	Senior Assistant Secretary	LGD
124.	M. Shah Jalal	Admin Officer	LGD
125.	Md. Zahurul Pasha	Project Officer (Infrastructure)	JICA-ICGP
126.	Mani Mala Roy	Expert	JICA-ICGP

Annex A-17: Meeting Minutes of the 3rd Working Group Governance Committee Meeting

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
www.lgd.gov.bd

Minutes on 3rd Working Group Governance Committee Meeting

Chair : Md.Anwar Hossain, Joint Secretary, Local Government Division
Date : 9th September 2013
Time : 10.00 AM
Venue : Conference Room, Local Government Division
Bangladesh Secretariat, Dhaka
Participants : Working Group Committee Members (WG), JICA representative And ICGP team members.

6. Welcome Speech:

Md. Anwar Hossain, Joint Secretary, LGD as well as Honorable Chairperson of the meeting welcomed to all to take part in the 3rd working group committee meeting. He also expressed that all participants will provide their significant remarks to make the meeting effective. Later, the honorable chair invited to Md. Nurullah, Superintendent Engineer (Urban Management) as well as the Project Director of the ICGP to start the meeting as per agenda and requested him to give a short briefing about the project and today's discussion as well.

7. Overview on the project:

Md. Nurullah, Superintendent Engineer, (Urban Management), LGED and Project Director of ICGP, gave a short briefing about the ICGP. He said that ICGP would cover five City Corporation, Narayanganj, Comilla, Rangpur, Gazipur and Chittagong. He added that the major components of this project to the improvement of the Infrastructure as well as the governance system of City Corporations. Today, the Administrative Reform Plan, a detail analysis of Governance improvement system and financial progress part will be presented which has been prepared by JICA expert team with the advice of LGED concerned officials. Later, Honorable Project Director invited also the JICA expert team to present their presentation.

3. Project Brief on Governance and ARP Part:

Mr. TisukeTokuoka, Expert on Governance, JICA Team gave a power point presentation on Governance part. He basically focused on ICGIAP, 1st and 2nd performance review which is related to the improvement of governance. He informed the meeting that in last two meetings, areas and activities of ICGIAP was discussed. Today, the area of discussions is focused to re- examine the activities, to make an agreement on criteria and some important issues and activities in line with ARP as well.

He told that there are two criteria in each activity, namely "Minimum requirement" and "Fully satisfactory". City Corporations are supposed to achieve minimum criteria to receive fund for following batches. Fully satisfactory is not obligation for receiving fund for next batch, but City Corporations are expected to achieve them to improve the governance.

5. Presentation on Fiscal /Tax Issues:

Mr. Kozo Kamiya, Expert on Institutional Development-2 (Fiscal Reform) gave an analytical presentation. He showed some major areas in his presentation are mentioned below:

- **Tax Reform---** Mr. Kamiya briefed a chart on holding tax, other taxes, fees and charges and revenue from holding tax per capital of four City Corporation Narayanganj, Comilla, Rangpur and Gazipur as well where is observed average maximum tax rate is 27%. Some recommendations are noted in presentation for holding tax improvement like—Deploy senior Tax Assessors increase the number of tax Collectors and Assessors, introduce software database for tax assessment, re-identification of new tax resources, diversifying business operated by City Corporations Public Private Partnership (PPP) and tax realization standing committee.
- **Charges for water supply and Waste management—**“As tariff level is extremely low and financial management has not done properly. It is recommended that to introduce financially independent accounting system” , carry out cost recovery for O&M cost in water supply/ waste management and to Increase water tariff and water rate (holding tax) etc.
- **ICGIAP and ARP---** Mr. Kozo kamiya recommended some activities in line with ICGIAP and ARP under 1st and 2nd performance review like to improve the capability of tax assessment, interim tax assessment carried out annually, diversify earnings from business operated by City Corporations and PPP, financial statements prepared and internal audit department carry out audit within the three months after the closure of fiscal year etc.

5. Open discussion:

5. a: After the presentation Mr. Anwar Hossain, Joint Secretary as well as the chair of the meeting expressed his valuable opinion on his observation. He told his speech that the presentation paper is very rich in terms of detail information; analyses as well as valuable recommendations are reflected in these paper. These papers showed that our revenue collection and management system is not satisfactory. So, the chair expected valuable remarks from participants to improve the revenue systems of City Corporations.

5.b: Mr. Nurullah, Project Director of ICGP gave his remarks-----

- **E- Governance----** He said that the criteria of 1st and 2nd performance review are almost same. He mentioned that like e- Governance system in 1st phase it will be implemented in one area and 2nd phase it will be implemented in two areas. If 1st phase is implemented successfully, it will be extended in 2nd phase then if it's proved again it will be extended gradually.
- **Financial accounts system-----**The project director also recommended to establish separate accounts system for water supply to see the benefit either is it cost recovery or needed subsidy as City Corporations spending more money to provide this service.

5. c: Md.A.B.MAminullahNuri, CEO of Narayanganj City Corporationsaid that---

- **Information gather and dissemination----**Narayanganj City Corporation (NCC) has developed website system, SMS system and one stop service center as well to disseminate the update information to citizens regarding tax collection, development activities as well.
- **Peoples' participation----** Mr. Nuri informed the meeting that Narayanganj City Corporation is conducting coordination meeting with other agencies and Ward level committee also there for providing better services for citizens.
- **Central committee formation-----** Mr. Nuri recommended forming a ministry level coordination committee, as existing law is not supporting properly for providing better services in coordinated way.

- **Tax automation Software---** It should be introduced in all City Corporations for the increasing of tax.

Self-authority---- In existing laws, City Corporations are not authorized for master plan preparation, land acquisition and building construction etc. They have to go RAJUK or others department which is time consuming and hampering to provide quick and better services. So, City Corporations should have authority to work independently.

5. d: Mr. Ruhul Amin Khan, CEO of Rangpur City Corporation said that-----

As a new city corporation Rangpur City Corporation is trying to motivate the people through different types of awareness activity, meeting and workshop to provide holding tax or others fees but until we are not providing better services regarding water supply, street light etc. that's why, we couldn't say the people strongly to provide service charges. Now, Rangpur City Corporation is trying to address the gaps, which are identified through ICGP project.

5. e: Mr. Abdul Wadud, CEO of Comilla City Corporation said that-----

- **Web site**—Mr. Wadud informed the meeting that Comilla City Corporation has developed website and updating the site regular basis for providing information to citizens. In the meantime, One Stop Service Center is established in twenty seven wards of Comilla City Corporation. He also added that after accomplishing the master plan Comilla City Corporation will be able to work properly.

5.f: Mohammad Mamun Mia, Chief Revenue Officer of Gazipur City Corporation

- Mr. Mamun told in his speech as a new and big City Corporation, Gazipur could not start many things yet. He mentioned that Gazipur City Corporation management has keenly observed it's limitations which is identified by ICGP project and self-analysis as well. Hopefully, Gazipur City Corporation will take initiative to increase their revenue and improvement of identified areas in line with ARP as well as governance system.

5.g: Ms. Syeda Salma Jafrin, Deputy Secretary, LGD

- Ms. Syeda gave her comments mentioning some areas on Tariff and solid waste management which she focused. She said that as a public representative, Mayor of the City Corporation when he or she increases any tariff, people would be reluctant because it will affect his or her popularity. She said that in the context of Bangladesh how tariff should be increased without cost analysis study? She asked the question to ICGP personnel do they have any study regarding tariff increasing.
- She also recommended for public awareness program to increase the holding tax; In replying the question Mr. Kozo Kamiya said that it is a reality but we have to do for further improvement. So, it should be discussed later.

5.h: Md. Anwar Hossain, Joint Secretary of LGD, The chair of the meeting

- Md. Anwar Hossain, the Chair, put his remarks by giving an example like—Web site is developed but not updated information what types of services we are providing. Citizens are not getting information in easily and properly.
- The chair expected to all City Corporation will provide better services as per citizens' demands within the limitations of their capacities.

5.i: MsRitsuko Hagiwara, Hagiwara, Representative of JICA

- Ms.Hagiwara delivered her valuable speech and appreciated to all for their enormous efforts to prepare an inclusive infrastructure list for JICA as required. She said that she is happy to learn that World Bank also working with the same nature of activities. She expects, these efforts will be continued in future. She thanked to all concerned for their effective participation.

6. Ending Speech:

The Chair thanked to all participants for contributing their active participations and valuable suggestions in the 3rd Working Group (Governance) Meeting. Particularly, he thanked to JICA team members and Mr. Nurullah, Project Director for their massive efforts and contribution to developing the urban infrastructure and governance framework.

As there was no more agenda to discuss, the meeting was ended with vote of thanks by the Chair.

(Md. Anwar Hossain)
Joint Secretary
Local Government Division

Attendees Sheet of 3rd Working Group Meeting (Governance)

Venue: Conference Rom, Local Government Division, Bangladesh Secretariat, Dhaka

Date: 9th September 2013

SL	Name	Designation	Organization
1.	Syeda Salma Jafrean	DS (CC-2)	LGD
2.	Md. Abdul Wadud	CEO	CoCC
3.	Md. Mainuddin Chisty	AE&IP(Incharge)	CoCC
4.	Kozo Kamiya	Consultant	JICA, ICGP
5.	Dr.Taisuke Tokuoka	Consultant	JICA, ICGP
6.	Hideo SAKAMOTO	DTL	JICA, ICGP
7.	Julfiker Ali	SPM	JICA
8.	Ruhul Amin Khan	CEO	RaPCC
9.	ABM Aminullah Nuri	CEO	NCC
10.	Md.Nurullah	SE	LGED
11.	Md. Nazrul Islam	Town Planner	RaPCC
12.	Md.Abdul Hakim	DPD	LGED
13.	Dr.Noriko Kono	Expert	JICA, ICGP
14.	Sanjida Hoque	Town Planner	GCC
15.	Dr. Selina Akhter	Deputy Chief	M/ Education
16.	Mohammad Mamun Mia	Chief Revenue Officer	GCC
17.	Md. Jalal Habibur Rahman	Assistant Chief	Ministry of primary & mass education
18.	Shafiur Rahman	Admin Officer	ICGP, JICA
19.	S.M. Humayun Kabir	A.O	LGD
20.	Ritsuko Hagiwara	Representative	JICA
21.	Mani Mala Roy	Expert- Participatory	JICA, ICGP
22.	Braja Kishore Tripura	Project officer	JICA, ICGP
23.	Susan kumar	A.O	LGD
24.	Anwar Hossain	JS	LGD

Annex A-18 : Stakeholders Committee Approval Letter by LGD

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Co-operatives
Local Government Division
City Corporation, Section-1

Memo no: 46.070.040.00.00.256.2012-27

Date: 08 January 2013

Office Order

Japan International Cooperation Agency (JICA) assisted project titled "The Project for Developing Inclusive City Governacet for City Corporation" in the meantime has been started collecting information through field survey work from the Comilla Rangpur, Narayangonj & Gazipur City Corporation by the JICA Expert Team. The following Stakeholder Committee is formed for collecting valuable information from the Stakeholders:

Comilla Rangpur, Narayangonj & Gazipur City Corporation	
Mayor, City Corporation	Chairman
Chairperson of 'Finance & Establishment' Committee	Member
Chairperson of 'Waste management' Committee	Member
Chairperson of 'Education, Health, Family Planning & Health Security management' Committee	Member
Chairperson of 'Urban Planning & Development' Committee	Member
Chairperson of 'Audit and accounts department' committee	Member
Chairperson of 'Urban preservation & building' committee	Member
Chairperson of 'Water & Electricity' Committee	Member
Chairperson of 'Social Welfare & Community Centres' Committee	Member
Chairperson of 'Ecology development committee'	Member
Chairperson of 'Sports & Cultural Committee'	Member
Chairperson of 'Birth-Death Registration Committee'	Member
Chairperson of 'Communication' Committee	Member
Chairperson of 'Observation, Monitoring and Control of Market Price' Committee	Member
Chairperson of 'Calamity Management committee'	Member
Chief Executive Officer, City Corporation	Member of Secretary
Chief Engineer/Superintending Engineer/Executive Engineer, City Corporation	Member
Waste Management Officer, City Corporation	Member
Business Sector	
Representative of 'Processing Sector' (2 persons)	Member
Representative of 'Hole sale Market' (2 persons)	Member
Representative of 'Grocery Shop Sector' (2 persons)	Member
Representative of 'Non-Government Service Provider Sector' (2persons)	Member
Representative of 'Transport Sector' (2 person)	Member
Civil Sector	
Representative of 'NGOs' (5 Persons)	Member
Representative of women Organization (5 Persons)	Member
Representative of Slum Dweller Organization (5Persons)	Member
Professor of University/College (Subject to Governance and Environment) (5 Persons)	Member
Real Estate Company (2 Persons)	Member
Journalist (2 Persons)	Member
Representative of Ber-Council Lawyer (2 Persons)	Member
Executive Agency	
District Commissioner	Member
Superintendent of Police	Member
Civil Surgeon	Member
Executive Engineer/Superintendent Engineer of Local Government Engineering Department	Member
Executive Engineer/Superintendent Engineer of Roads and Highway Department	Member
Representative of BRTA	Member
Executive Engineer/Superintendent Engineer, Department of Public Health Engineering	Member
Executive Engineer/Superintendent Engineer of Public Works Department	Member
Executive Engineer/Superintendent Engineer of National Housing Authority	Member
Representative of WASA	Member
Representative of Power Development Board	Member
Representative of Rural Electrification Board	Member
Representative of BTCL	Member
Representative of Gas Transmission and Distribution Company	Member

Representative of Mobile Companies	Member
Representative of Anser and Village Defence Police (VDP)	Member
Representative of BIWTA (Bangladesh Inland Water Transport Authority)	Member
Representative of Civil Defence and Fire Service	Member
Representative of Rajdhany Unnyan Kartipakkha (RAJUK)-(Gazipur/Narayangonj)	Member
Representative of JICA Expert Team	Facilitator

Scope of the committee:

This committee will perform of the following discussion and recommendation:

1. Selection of Inclusive Development Vision and Strategy.
2. Infrastructure Improvement Plan.
3. Basic Design of Priority Project.
4. Governance, Infrastructure, Public Service, Economic related matters.

Describable work plan wise members should be promoting necessary help.

Shorojkumar Nath
Senior Assistant Secretary
Phone- 7166995.

Distribution: For kind Action (Not According to Seniority)

1. Mayor, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
2. Chief Executive Officer (CEO), Narayangonj, Comilla, Rangpur&Gazipur City Corporation
3. District Commissioner, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
4. Superintendent of Police, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
5. Civil Surgeon, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
6. Executive Engineer/Superintendent Engineer of Local Government Engineering Department, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
7. Executive Engineer/Superintendent Engineer of Roads and Highway Department, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
8. Representative of BRTA, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
9. Executive Engineer/Superintendent Engineer, Department of Public Health Engineering, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
10. Executive Engineer/Superintendent Engineer of Public Works Department, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
11. Executive Engineer/Superintendent Engineer of National Housing Authority, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
12. Representative of WASA, Narayangonj, &Gazipur City Corporation
13. Representative of Power Development Board, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
14. Representative of Rural Electrification Board, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
15. Representative of BTCL, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
16. Representative of Gas Transmission and Distribution Company, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
17. Representative of Mobile Companies, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
18. Representative of Anser and Village Defence Police (VDP), Narayangonj, Comilla, Rangpur&Gazipur City Corporation
19. Representative of BIWTA (Bangladesh Inland Water Transport Authority), Narayangonj, Comilla, Rangpur&Gazipur City Corporation
20. Representative of Civil Defence and Fire Service, Narayangonj, Comilla, Rangpur&Gazipur City Corporation
21. Representative of Rajdhany Unnyan Kartipakkha (RAJUK)-(Gazipur/Narayangonj)
22. Representative of JICA Expert Team
23. Mr.-----

Annex A-19 : Meeting Minutes of the 1st Stakeholders' Meeting in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 9 February 2013

Venue: Conference Room of Narayanganj City Corporation

Participant: Stakeholder Committee and JICA team members (Attached list)

Objective of the PIUCC meeting:

- To discuss about the background of the ICGP project;
- To brief about the scope of stakeholders' coordination Committee;
- To share about results of PIUCC's achievement: Vision and strategy.

A stakeholder meeting was organized on 9 February 2013 in Narayanganj City Corporation (NCC). The meeting was chaired by honorable Mayor of NCC where the Project Director of ICGP project took part in the meeting.

Inaugural speech:

An inaugural speech was delivered by Dr. Salina Hayat Ivy, honorable Mayor, Narayanganj City Corporation. She welcomed and thanked to all attending the meeting though it was weekly holiday. She told that your presence proved that you all are cordial towards the development of NCC. She added that we will work together to achieve our vision and want to see the poverty free Narayanganj city corporation.

Greetings Speech:

A speech was delivered by Mr. Nurullah, Project Director, and ICGP project. By his speech he expected that JICA will provide all sorts of technical assistance to develop an inclusive city governance plan for the development of CCs. He also mentioned that the project is pertaining to the infrastructure development and governance as well. He expressed valuable opinions as well as recommendations from participants to develop an integrated plan for City Corporation. He also appreciated the Honorable Mayor for her farsighted thoughts about City dwellers, strong leadership as well as commitment also.

Overview of the Project:

Mr. Sakamoto gave a power point presentation about ICGP. He briefed about the goal of project, project areas, expected out puts, work structure, overview of workflow and scope of stakeholders committees as well in detail.

Except these, the presentation was showed priority based infrastructure list and strategic issues made by PIUCC members of NCC are mentioned below:

Infrastructure list:

- Water supply for 100 % area covering;
- Solid waste management also for 100% area;
- Drainage system improvement for reducing water logging of 80% settlements;
- Street lightening will be covered for 80% area;
- All households will use sanitary latrine;
- Traffic and transportation system will be improved and 0% waiting during railway crossing.

Strategy for governance:

- Improvement of coordination system for providing better services;
- Administrative reformation for infrastructure development;
- Self capacity development for reducing dependency on others;
- Enhanced citizens' awareness for ownership development etc.

Strategy for Finance:

- Re-identify the sources of tax for sustainability of CCs;
- Review of holding tax for increasing city income;
- Re-assessment of number of holding and;
- Review the charges of major public services etc.

Results of PIUCC meetings:

Mr. ABM Aminullah Nuri Chief executive officer gave another power point presentation on summary report of last two PIUCC meeting. He shared the vision of Narayanganj City Corporation 'To build an environmental friendly clean and & healthy planned city and to provide necessary public services to all city dwellers'.

Here, Mayor added some wards with existing vision like poverty free of City Corporation.

A bunch of ideas and proposal came out from meeting are mentioned below:

- A master plan should be developed for next 50 years;
- Develop Contingency plan for short, middle and long term as well;
- Mother and child center may be established to reducing mortality rate;
- Informal school may be establish for poor children;
- Need amendment of law regarding building construction for delivering of power from RAJUK to City Corporation;
- WASA, DESA, FIRE Service, Police department and BIWTA may be transferred;

Speech by ASP:

Additional Superintendent of Police delivered speech and he pointed out some issues related to the safety and security is as follows-----

- CC may work with Domestic Violence and land issues as almost cases are found on regarding matter.

Speech by ADC:

Additional Deputy Commissioner, Narayanganj mentioned some points by his speech like that—

- District administration will help for eviction of squatter and adulterated food as it's an alarming issue for us and District Administration will provide all types of support as required by CC.

Speech by DTL:

Mr. Hideo Sakamoto, DTL, ICGP project, JICA team expressed his feeling and came out some important points like----

- A very good participatory meeting was held.
- Recommendations should be reflected in master plan.
- Most priority projects should come in short term plan.

Speech by JICA representative:

Mr. Ryuji Kasahara, Representative of JICA delivered speech and mentioned some important points like---

- Quality work is very much important than planning.
- Coordination among different departments is essential to achieve vision.

Speech by PD:

Md. Nurullah, Project Director of ICGP project, sum up overall discussion and he mentioned some important points :

- Improvement of water body to increase income as well as beautification of city.
- City Corporation should rethink about coordination and transfer issue with different departments for providing better services

Speech by Mayor:

Dr. Salina Hayat Ivy, honorable Mayor, Narayanganj City Corporation delivered speech and raised some important concern is mentioned below:

- Water supply project should be initiated by JICA support as a first priority
- Peoples' participations should be encouraged in all stages of planning, implementation as well as ownership development for people.
- Housing projects for slums dwellers should be considered in master plan
- Service providers should work together in coordinated manner
- BRTA should not give new registration for vehicle without consultation with CC

As there was no any other agenda the meeting was ended with vote of thanks by chair.

Annex (i) Agenda

1st Meeting of ICGP's Stakeholders' Coordination Committee, NCC
 Date: 9th February, 2013. 10.00am-13.00pm followed by Lunch
 Venue: Conference Room at Narayananj City Corporation Office
 Participants: As designated by LGED/NCC

	Agenda	Time (min.)	Contents	By
Opening	Opening Remark	5		Chairperson
	Introductory Speech	10	Role of LGED and JICA	Project Director
	Self introduction	20	(50 participants)	
Presentation and Discussion	Background: About ICGP	10	<ul style="list-style-type: none"> What is ICGP(2012-2013)?; Its approach-inclusive city planning; Why targets CCs? Work structure (SC-WG-PIUCC-SCC), Process and Schedule; Expected outputs 	ICGP Project Expert
	What is Stakeholders' meeting?	15	<ul style="list-style-type: none"> Scopes; Objective; Membership; Work schedule through ICGP 	ICGP Project Expert
	Result of PIUCC Achievement-1: Vision	10	<ul style="list-style-type: none"> Development of NCC's Vision(in 25 years) and Strategies 	JICA Experts/PIUCC Chairperson
	Q&A	10		Chairperson
	Result of PIUCC Achievement-2: Strategies	15	<ul style="list-style-type: none"> Development of NCC's Strategies: Infrastructure/Governance 	JICA Experts/PIUCC Chairperson
	Q&A	15		Chairperson
	Schedule upcoming	10		Project Expert
	Closing	Closing Remarks	5	

Annex (ii)**Participants' List for Stakeholder Coordination Committee Meeting in Narayanganj****Date : 9 February 2013****Chair by: Mayor, NCC**

SL.	Name	Designation	Organization
1.	Md. Mahamudur Rahman	Area Manager	SUROVI
2.	Md. Shed Hossin	D. Bager	-----
3.	Md. Khairuzzaman	Assistant Director	BRTA
4.	Md. KiziNazrul Islam	U.A.V.D	Anasar& VDP
5.	Narjahan	Senior Assistant Engineer, Narayanganj	LGED
6.	LuxmiChakraborty		Mohila Parishad
7.	Prof. Dr. G. M. Jabber Chisty	E.D	Kallaneeseba
8.	Md. AbuerRazzaque	Executive Engineer	D.WASA
9.	Shahsal (Bacla)	Co-03	-----
10.	ShltanAhme	Councilor, Narayanganj	-----
11.	RehanaPervin	Councilor	-----
12.	Minara Begum	Councilor	-----
13.	Md. Nur Hossain	Councilor	-----
14.	Md. Hannan	Councilor	Councilor, NCC
15.		-----	Councilor
16.	Faysal Md. Sagar	Councilor, Ward # 19	NCC
17.	Zahirul Islam Kajal		NCC
18.	Braja Kishor Tripura	Project Officer (Governance), ICGP	JICA – ICGP
19.	Md. Arif Ahmed	Sub-Assist-Eng	NCC
20.	Ragwona Hoque	Councilor	Councilor – 19, 20, 21
21.	_____ Ifatijahan	Councilor	Councilor – 25, 26, 27
22.	MahammadHussain	Councilor	Councilor – 20
23.		Councilor	Councilor-14
24.	Asif Ba---- Bowas	Councilor	Councilor-15
25.	Md. Kamrul Hasan Munna	Councilor	Councilor-18
26.	Ma-----	Councilor	Councilor-1, 2, 3
27.	Sharmin HabibBinni	Councilor	Councilor – 13, 14, 15
28.	Ryuji Kasahara	Advisor	JICA
29.	Md. Siddiqur Rahman	ADC (General)	DC office, Narayanganj
30.	S. M. Ashrafuzzaman	Addl SP(crime)	SP office, Narayanganj
31.	Md. Abdul Aziz	XEN, NCC	NCC
32.	K. M. Nurul Islam	S.E	NCC
33.	Cafet. MohamadSali----- (Rtd)	Vice President	N. C-----, Heart Foundation
34.	HabibJahid Ahmed	Councilor - 10	
35.	Engr. Md. Monurul Islam	Manager	Titas Gas ----- -----, Narayanganj
36.	Taisuke Tokuoka	ICGP, Governance	JICA
37.	Asif Hossain	Reporter, Daily ProthomAlo	Daily ProthomAlo
38.	Shafiur Rahman	Administrative officer	ICGP
39.	Md. Zahurul Pasha	Project officer (Infrastructure)	ICGP
40.	Md. Abul Hakim	DPD, ICGP	LGED

41.	Md. Hamid Ur Rahman	Slum ReceiparaBosty	-----
42.	Rumom Reza	Former President	Narayangonj Press Club
43.	Md. Sadar Uddin Ahmed	Project officer. ICGP	JICA
44.	Nakako Ishimaru	JICA expert, ICGP	JICA
45.	AlhazShahoJallal	Chairman, Bangladesh Hoshiary Association	-----
46.	Asifur Rahman	Architect	Prabartan Consultants
47.	Mohammad Nuruzzaman	Architect	NirmanUpodeshta
48.	Mir Mosaddealue Hossain	Vice Principal	Giasuddin Islamic Model College
49.	Md. Bokul Hossain	Lecture	Giasuddin Islamic Model College
50.	Dr. Hasib Mahmud	Mo	NCC
51.	Md. Habibur Rahman	PHE Narayangonj District	DPHE
52.	Md. Leyakat Hossain	Chairman	Adamjinagar Geneva Camp
53.	Mossaraf Hossain Jony	Chairman	Raninagor
54.	Md. Zainul Abedin	Head Master, UMM. AC. QURA School	RefoojceClonee
55.	Md. Nazmul Hoque	Area Coordinator	Sajida Foundation
56.	Md. Iqbal Hossan	B	Hijeel
57.	Md. Mahbubar	Representative of Madangonj Bazar	Bazar
58.	Md. Mizanur Rahman (Tulu)	Representative of Proceesing Sector	Color Shine, 18 R. K. Mitra Road
59.	Abdur Rahman Liton	Secretary	Narayangonj Red Crescent Unit
60.	Ms. Monoara Begum	General Secretary	Akata Mahila Kallan society
61.	Ms. Asiya Khan Sume	Poor people representative	Porchim Dayovoge village
62.	Ms. Sabiha Naznin	Poor people representative	Gogaali ShahaSorok
63.	Mani Mala Roy	Expert-participatory	JICA
64.	Anjuman Ara Akhter	Member	Mahila Parishad
65.	Ms. Maleka Begum	Center manager	BWHC
66.	Adv. Sadia Afroj Mokti	Lawyer, NCC	NCC
67.	Md. Moinul Islam	Urban Planner	NCC
68.	K. M. FaridulMiraj	Slum Development officer	NCC
69.	ABM Aminullah Nuri	CEO	NCC
70.	A.S.M Shamsur Rahman	Project officer	JICA
71.	Mr. Hideo Sakamoto	DTL, ICGP	JICA

Annex A-20 : Meeting Minutes of the 2nd Stakeholders' Meeting in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1. General Information:

Date: 20 July 2013

Venue: Conference Room of Narayanganj City Corporation

Participant: Stakeholder Committee and JICA team members (Attached list)

2. Objective of the SM meeting:

- To finalize the Inclusive project list;
- To finalize the Infrastructure list for JICA;
- To discuss about the necessity of the selected Infrastructure project list for JICA.

A stakeholder meeting was organized on 20 July 2013 in Narayanganj City Corporation (NCC). The meeting was chaired by honorable Mayor of NCC where the Project Director of ICGP project took part in the meeting.

3. Inaugural speech:

An inaugural speech was delivered by Dr. Salina Hayat Ivy, Honorable Mayor, Narayanganj City Corporation. She welcomed and thanked to all attending the meeting in weekly holiday. She told that the today's symbol of presence proved that you all are cordial towards the development of NCC. She added that we will work together to achieve our vision and want to see the poverty free Narayanganj city corporation.

4. Agenda wise discussion and decisions:

Mr. A.B.M Amin Ullah Nuri, Chief Executive Officer, NCC gave a power-point presentation on relations with vision and project List for ICGP. He explained about relationship with NCC vision and six approaches which are closely linked with selected projects. Some important features of presentation agreed with meeting participants are showed below:

4.a. Vision:

A new ward 'Industrial' is added with vision and new vision is proposed like---"To build an environmental friendly, clean, healthy, safe and poverty- free planned industrial city to provide necessary services to all city dwellers."

4. b. Priority sector and present status

SL	Priority Sectors	Present status
1.	1.Transportation	3.03 km2/ 406.65 km2 = 0.7%
2.	2.Drainage	33% of total area (aprx)
3.	3. Water Supply (data from Koica 2012)	65% Water Supply 35% covered by WASA (aprx)
4.	4. Sanitation (NCC 2012)	Sanitary latrine coverage are 75% (aprx)
5.	5. Street Lighting.	80% area will be covered by street lighting (aprx)
6.	6. Solid Waste	0.35* 700,000 (half of the daytime population) /383.56 = 63.8 %

4.c. Selected projects for ICGP of JICA:

Based on the proposed budget by ICGP, JICA, The Stakeholder committee members of Narayanganj City Corporation are agreed to build the Sitalaksma Bridge first which will be approximate 1km length and secondly they want to construct new pump house as priority work.

5. Question and answering part:

Some recommendations and opinions are come out from meeting regarding selected project are summarized below:

5.1. Representative from slum dwellers told that-----

- Low cost housing project should be taken by NCC for slums dwellers as they are residing in floating way. He mentioned that it will be easy as there is khasland under City Corporation.
- Dr. Salina Hayat Ivy, Honorable Mayor, replied and she told that ----Of Course, we should accommodate the poor people as they are the part of our life but problem is that people are not habituated to obey the rule or followed disciplined. She mentioned that they have taken such type of low cost housing project earlier for floating businessman but they did not avail the Govt. shopping places even they sold the shops and started their business again on footpath.
- Ashit Kumar, Councillor also strongly recommended to build low cost housing project to reducing the crime at Narayanganj City Corporation zone.
- Mr. Nurullah, Superintendent Engineer and project Director of ICGP told that it may be followed installment system. But, before that we need make a poor people list and to know their views and ability as they are able to pay the installment.

5.2 Mr. Ashiful, Architecct recommended-----

NCC should think about 3D transport mode like bus, launch and rail line also. As vehicle load on road way is more that's why it should be lessened by more using of other transport mode.

5.3 Speech by Mr. Nurullah, Superintendent Engineer (Urban Management) and Project Director of ICGP:

Mr, Nurullah, Superintendent Engineer strongly recommended to build the Sitalaksma bridge. He expects that the bridge will connect with other two back locked areas like Kadam Rasul and Siddhirganj. He is hopeful that the implementation process will start soon like feasibility study, designing and other relevant works. He appreciated all PIUCC and stakeholder committees' member for their valuable contribution. He mentioned that Narayanganj City Corporation has prepared the inclusive city list first and all officers are very cooperative and active also. He expressed by his speech that Narayanganj will start first the collaboration program with Japanese Cities.

5.4 Speech by Takeo Matsuzawa,Team Leader, ICGP, JICA

Mr. Takeo Matsuzawa, Consultant of JICA and Team Leader of ICGP told that as EPZ is exist in Narayanganj City Corporation, industry and its relevant issues may be discussed. But discussion should be made more about the necessity of priority projects selected by PIUCC and stakeholder committee members of NCC for the next course of actions of ICGP.

5.5 Speech by JICA representative:

Mr. Yoshibumi Bito, Director, South Asian Division-4, JICA delivered his speech. He told that quality work is very much important than planning. When the selected priority projects would be feasible and justified, the implementation process will also be taken into consideration by JICA.

Closing speech by Mayor:

As there was no any other discussion, Dr. Salina Hayat Ivy, honorable Mayor, Narayanganj City Corporation ended the meeting with vote of thanks.

Annex (i) Agenda**The 2nd Stakeholders' Coordination Committee Meeting of ICGP, NCC**

Date: 20 July, 2013. 11.00am-1.00pm

Venue: Conference Room , Narayanganj City Corporation Office

Participants: As designated by LGED/NCC

	Agenda	Time (min.)	Contents	By
Opening	Recitation	5	-----	-----
	Opening Remark	5	-----	Chairperson
	Introductory Speech	10	Overview of ICGP and 2 nd Stakeholder Meeting	Project Director
	Self introduction	15	(Participants)	-----
Presentation and	Presentation on Relations with Vision and Project List	30	<ul style="list-style-type: none"> • Vision and Approaches • Approaches and Sectors • Project List 	CEO of NCC
	Question and Answer	50	-----	All Participants
Closing	Closing Remarks	5	-----	Chairperson

Annex: (ii): Participants list for 2nd Stakeholders' Meeting at NCC

Date: 20/07/2013

SL	Name	Position	Organization
1.	Dr. Salina Hayat Ivy	Mayor	Narayanganj City Corporation
2.	ABM Amin Ullah Nuri	Chief Executive Engineer	Narayanganj City Corporation
3.	Md.Kamrul Hasan Monna	Councilor	Narayanganj City Corporation
4.	Monirul Islam	Councilor	Narayanganj City Corporation
5.	Minara Begum	Councilor	Narayanganj City Corporation
6.	Asit Baran Biswas	Councilor	Narayanganj City Corporation
7.	Sharmin Habib Binni	Councilor	Narayanganj City Corporation
8.	Jannatul Ferdous Nila	Councilor	Phone no Invalid
9.	Manik	Councilor	Narayanganj City Corporation
10.	Nurjahan	Councilor	Narayanganj City Corporation
11.	Shah Salal	Councilor	Narayanganj City Corporation
12.	Israt Jahan Khan	Councilor	Narayanganj City Corporation
13.	Md. Yusuf Ali	AE	Narayanganj City Corporation
14.	Dr. Hasib Mahmud	Medical Officer	Narayanganj City Corporation
15.	Md. Jony		Narayanganj City Corporation
16.	Md. Zahurul Pasha	Project Officer- Infrastructure	ICGP-Bangladesh
17.	Md. Tariq		CDC
18.	Sabina Nazmin		CDC
19.	Akia khanam sumi		CDC
20.	Nurzahan	Senior assistant Engineer	LGED
21.	Mahbubar Rashid	Local Market Member	Narayanganj
22.	Kazi Najrul Islam	Ansar Adjutant	Narayanganj
23.	Mohammad Hossain		
24.	Sifat jahan	Citizen	Narayanganj
25.	Rajwona Haque	Councilor	
26.	Manto Biswas	Station Officer	Narayanganj
27.	Braja Kishore Tripura	Project Officer	
28.	Md. Shahed		
29.	Md. Hannan sarker	Councilor	Narayanganj City Corporation
30.	Md. Hemayet Hossain	Accounts Officer	Narayanganj City Corporation
31.	Md. Abul Bashar	Administrative officer	Narayanganj City Corporation
32.	Md. Liaqat Hussain	Chairman	Adamjee General Camp
33.	Abdur Rahman Liton	Secretary	
34.	Md. Mizanur Rahman	Officer	Colorland
35.	Mani Mala Roy	Expert- participatory	ICGP- Bangladesh
36.	Md. Mahamudur Rahman	Area Manager	Surovi NGO
37.	Md. Shafiur Rahman	Admin Officer	ICGP- Bangladesh
38.	Rina Kurum Iana		JICA
39.	Zulfiker Ali	SPM	JICA
40.	Nanaho Yamanaka		JICA
41.	Yoshibum Bito		JICA
42.	Junosuke Iwano		JICA
43.	Ritsuko Hagiwara	Representative	JICA
44.	Dr. Taisuke Tokuoka	Expert- Governance	ICGP- PADECO
45.	Dr. Noriko Kono	Expert- Urban Development	ICGP- PADECO
46.	Takeo Matsuzawa	Team Leader, ICGP and Consultant-JICA	JICA
47.	Suhan Ahmed	Councilor	Narayanganj City Corporation
48.	Md. Abdul Aziz	SE	Narayanganj City Corporation
49.	Dr. Md. Shah Newaz Chowdhury	President	BMA, Narayanganj
50.	Dr. G.M Jabbar Chisty	ED	Kallaynee Seba Sangstha

51.	Maleka Begum	Center manager	BWHC
52.	Anjuman Ara	Ex President	Mahila Parishad
53.	Asifur Rahman	Architect	Prabartan Consultants
54.	Hamidur Rahman Bangali	Representative of Poor People	Narayanganj
55.	Ziaul Islam Kajal	Lawyear	Narayanganj
56.	Md. Sadar Uddin Ahmed	Expert- Participatory	ICGP- Bangladesh
57.	A.S.M. Shamsur Rahman	Project Officer- Environment	ICGP- Bangladesh
58.	KM Faridul Miah	SDO	Narayanganj City Corporation
59.	Md. Moinul Islam	Town Planner	Narayanganj City Corporation
60.	Md. Arif Ahmed	SAE	Narayanganj City Corporation
61.	Mohammad Hannan	Citizen	Narayanganj
62.	Md. Bokul Hossain	Lecturer	Narayanganj
63.	Md. Asgor Hosen	Asst. Engineer	Narayanganj City Corporation
64.	Md. Sadia		
65.	Md. Nurullah	Superintendent Engineer, PD - ICGP	LGED

Annex A-21: Meeting Minutes of the 1st Stakeholders' Meeting in CoCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 13 March 2013

Venue: Meeting Room of Comilla City Corporation

Participants: Stake holder committee's members and JICA team members (Attached Agenda and Participant list in Annex 1 & 2)

Objective of the 1st stakeholder meeting:

- To brief about ICGP project;
- To share about the output of 1st and 2nd PIUCC meeting;
- To share about roles and responsibility of Stakeholder committees.
-

Agenda wise discussion:

A meeting was held on 13 March 2013 with stakeholder committee members in Comilla City Corporation. Agenda wise discussion and outputs are described below:

Inaugural Speech

An inspirational inaugural speech was given by Honorable Mayor Mr. Monirul Haque SHAKKU; Comilla City Corporation. He told his speech that it is a technical project and ICGP project will work with coordinating way with LGD ministry and LGED department also. He expected by his speech that all participants will provide all sorts of support to JICA team whenever as needed.

Project Brief:

Mrs. Mani Mala Roy gave a power-point presentation on ICGP Project. The highlighted areas of presentation are mentioned below:

- The Goal of the project;
- Output of the project;
- Overview of Workflow;
- Working areas and project list preparation procedure and tips;
- PIUCC joint work schedule with ICGP;
- PIUCC and Stakeholder committees' scope etc.

Result of PIUCC:

Md. Nuruzzaman, CEO, Comilla City Corporation gave a power-point presentation on the result of PIUCC meetings is described below:

- ✚ Set Vision : "Build a planned beautiful green city and keep it neat and clean";
- ✚ Prepared a project list with the consistency of CoCC's vision;
- ✚ Prioritized the projects with approximate cost ;
- ✚ Projects are primarily marked in map;
- ✚ Discussed about short, mid and long term strategies;
- ✚ Discussed about Governance related strategic topics etc.

Infrastructure Project Brief:

Mr. Nurullah, Executive Engineer gave a short brief on Infrastructure project list and explained the importance of priority project list. He informed the meeting about some infrastructure projects which have been selected primarily by PIUCC members. Project list is mentioned below:

- Alia Madrasha Market; Build Slaughter House; Install Overhead water tank; Construction of public toilet; Construction of bridge; Installation of street lights; Make Children park etc.

Open discussion and recommendations:

After the presentation participants asked question and put their valuable recommendations came out from meeting were mentioned below:

Dil Nasheen Mohasin, Chief Executive Director, Dustha Ma O Shishukallan Foundation told-----

- ◆ Need to improve sewerage system;
- ◆ Build park keeping the city green;
- ◆ Follow the building construction rule.

Md. Maidul Islam, Motor Vehicle Inspector, BRTA recommended-----

- ◆ Build bus and track terminal for reducing traffic jam.

Kabir Ahmed, Representative of Bus owner Association requested to CC-----

- ◆ CC's should necessary steps to save existing Bus terminal from musclemen who are using the terminal for their own interest.

Abul Hasanat babul, Journalist talked about some important points and CC's strengths---

- ◆ Comilla was never Mahakuma earlier it was included with Tripura state
- ◆ Good relationship between Mayor and the Member of Parliament
- ◆ Should work for the livelihood improvement of slums dwellers
- ◆ Ensure the pepole's participation more in development of city plan

Md. Tazul Islam, General Secretary of Bus Owner Group, suggested-----

- ◆ Established University for higher education
- ◆ Need to separate route for different types of transport for reducing traffic jam

Abdur Rahim, Representative of Sarakmalik Samitte reccomended---

- ◆ Terminal should be build maintaining international standard

Dampi commissioner said----

- ◆ Build the fly over from kandirpar to Rajganj
- ◆ Shoud be representation from root level people.

Rokeya Begum,President, Titas Cluster, UPPR pointed out---

- ◆ Save khas land from mussleman/ land grabber for the resettlement of slums dwellers.

Jamir Uddin, Councillor told---

- ◆ Take initiative to the improvement of Shashan and graveyard.

Rotarian told----

- ◆ Build the convention center for organizing international standard meeting.

Md. Jamal uddin, SE suggested ----

- ◆ Need the improvement of Rayganj bazaar
- ◆ Two/ three storied building for car parking
- ◆ Construction of drain with covered

Honorable Mayor of CoCC recommended a Flyover in Shashangacha area and strongly recommended for enhancing effective participation in all sphere for achieving the vision of City Corporation and project sustainability as well.

As there was no any other agenda meeting was ended with vote of thanks by chair.

Annex (i): AgendaDate: 13th March, 2013. 11.00am-01.00pm followed by Lunch

Venue: Conference Room at Comilla City Corporation Office

Participants: As designated by LGED/CoCC

	Agenda	Time (min.)	Contents	By
A. Opening	1. Opening Remark	5		Chairperson
	2. Self introduction	20	(all participants)	
B. Presentation and Discussion	3. Background: About ICGP	10	<ul style="list-style-type: none"> What is ICGP(2012-2013)?; Its approach-inclusive city planning; Why targets CCs? Work structure (SC-WG-PIUCC-SCC), Process and Schedule; Expected outputs 	ICGP Project Expert (Sakamoto/Mani/Sadar)
	4. What is Stakeholders' meeting?	15	<ul style="list-style-type: none"> Scopes; Objective; Membership; Work schedule through ICGP 	ICGP Project Expert (Mani/Sadar)
	5. Result of PIUCC Achievement-1: Vision	10	<ul style="list-style-type: none"> Development of CoCC's Vision(in 25 years) and Strategies 	JICA Experts/PIUCC Chairperson
	6. Q&A	10		Chairperson
	7. Result of PIUCC Achievement-2: Strategies	15	<ul style="list-style-type: none"> Development of CoCC's Strategies: Infrastructure/Governance 	JICA Experts/PIUCC Chairperson (Mani/Sadar)
	8. Q&A	15		Chairperson
	9. Schedule upcoming	10		Project Expert (Mani/Sadar)
	C. Closing	10. Closing Remarks	11.5	

Annex (ii) : Participants list of the 1st stakeholder Meeting at CoCC

Date: 13 March 2013

S N	Name	Position	Organization
Elected Representatives			
1)	Moniu Haque Shakku	Mayor	Comilla City Corporation
2)	Kazi Mahabubur Rahman	Councillor	Comilla City Corporation
3)	Kohinur Akhter Kakoli	Councillor	Comilla City Corporation
4)	Herunur Rashid	Councillor	Comilla City Corporation
5)	Abdul Malek Bhuyan	Councillor	Comilla City Corporation
6)	Hosneara Talukder	Councillor	Comilla City Corporation
7)	Md. Emran (Bacchu)	Councillor	Comilla City Corporation
8)	Md. Khalilur Rahman Majumder	Councillor	Comilla City Corporation
9)	Kawshara Begum Sumi	Councilor (1,2,3)	Comilla City Corporation
10)	Md. Anwar Hossain khokan	Councillor	Comilla City Corporation
11)	Anita Sarker	Councillor	Comilla City Corporation
12)	Md. Nasir uddin	Councillor	Comilla City Corporation
13)	Muslim Uddin	Councillor	Comilla City Corporation
14)	Nurjahan Alam	Councillor	Comilla City Corporation
15)	Nurzahan Akhter	Councillor	Comilla City Corporation
16)	Khodeja Begum	Councillor	Comilla City Corporation
17)	Naznin Akhter Kajal	Councillor	Comilla City Corporation
18)	Ad. Md.Sowkat Akbor	Councillor	Comilla City Corporation
19)	Anjum sultana Seema	Councillor	Comilla City Corporation
20)	Momin	Councillor	Comilla City Corporation
21)	A.K Samad	Councillor	Comilla City Corporation
22)	Md. Shah Alam	Councillor	Comilla City Corporation
23)	Hosneara Talukder	Councillor	Comilla City Corporation
24)	Md. Jakir Hossen	Councillor	Comilla City Corporation
25)	Md. Shakhawat Hossen Chowdhury	Councillor	Comilla City Corporation
26)	Jamir Uddin Khan Jampi	Councillor	Comilla City Corporation
27)	Shamsunahar	Councillor	Comilla City Corporation
28)	Md. Billal	Councillor	Comilla City Corporation
29)	Md Harunur Rashid	Councillor	Comilla City Corporation
District and City Corporation Officials			
30)	Md. Nuruzzaman	Chief Executive Officer (CEO)	Comilla City Corporation
31)	Md. Samsul Alam	Secretary	Comilla City Corporation
32)	Md. Tajul Islam	Secretary General, Paribahan owners group	Comilla

33)	Dr. Mujib Rahman	Deputy Civil Surgeon	Civil Surgion Office, Comilla
34)	Md. Faruk Ahmed	Management Director	Gold Silver Homes Ltd. Comilla
35)	Md. Abdullah Harun pasha	Inspector	Fire Service
36)	Md. Maidul Islam	Inspector, Motarjan	BRTA, Comilla
37)	G.M Lutfur Rahman Bhola	-----	Comilla City Corporation
37)	Md. Shahjahan	Senior accountants	Comilla City Corporation
38)	Md. Yousuf	SAE(E) & WS	Comilla City Corporation
39)	Md.A. Quader	Asst.H Eng RHD. Road Division	Comilla
40)	Sultan Ahmed	Estimator, on behalf of XEN, DPHE	Comilla
41)	Rafiqul Islam	X-En	Comilla City Corporation
42)	Prof. Amir Ali Chowdghury	Chairman, PAGE	Comilla
43)	Lokman Hakim	E.D, PAGE	Comilla
44)	Md. Jamal Uddin	SE	
45)	Rokeya Begum Shefali	ED	AID Comilla
46)	Salma Akhter	Executive Director	Shristy
47)	Delowara Bagam	--	DFU
48)	Md Shohidul Islam	Executive Engineer	BPDB, Comilla
49)	Md. Atiqul Islam	Advocate, Judgecourt	Comilla
50)	Md. Tareque Abdullah	Advocate	Comilla Bar
51)	Md. Maidul Islam	Motoe Vehicle Inspector	BRTA, Comilla
52)	Md. Abdullah Harun	Inspector	Fire Service & Civil Defence, Comilla
53)	Md. Qumruzzaman Majumder	Asst. Engineer	BTCL, Comilla
54)	Principal Kabir Ahmed	Executive President	Comilla Zila Bus malik Group
55)	Rokeya Begum	Chairman, PadmaCluster	Comilla

56)	Putul Begum	President, Jamuna Cluster	Comilla
58)	Advocate Shamima Akhter jahan	Coordinator	BLUST, Comilla
59)	Mahbubul Alam	V.P	Rajganj
60)	Md. Shohel	-----	-----
61)	Md. Saifulbin Jalil	-----	-----
62)	Md. Kamal Hossen	-----	-----
63)	Md. Tofajjal Hossen	President	Bajjagatha bazar
64)	Md. Masudur Rahman	Accouts officer	Comilla City Corporation
65)	Sanjida Haque	Town Planner	Comilla City Corporation
66)	Al Haj Abdul Hoque	President	Comilla District Bus Owners Group
67)	Dil Nasheen Mohsen	Chief Executive Director	Dustha-Ma- O Shishu kalla Foundation
68)	Abul Hasanat	Editor, Weekly Avubadan	Comilla
69)	Hosneara Begum	Leader	-----
70)	Raihan rahman Helen	General Secretary,	Disable Ideal Sadar Upazila Development Parishad
71)	Jahanara Begum	Secretary, 15 No. ward	Comilla City Corporation
72)	Rozina Akhter	President	CDC
73)	Nadia Islam Soney	President	Karnafuli Cluster,UPPRP
74)	Rokeya Begum	President	Titas Cluster,UPPRP
75)	Farida Akhter	C.C.K	UPPRP
JICA Expert team			
76)	Hideo Sakamoto	DTL	JICA Expert Team
77)	Noriko Kono	Expert	JICA Expert Team
78)	Taisuke Tokuoka	Expert-	JICA Expert Team
79)	Md. SadarUddin Ahmed	Expert-	JICA Expert Team
80)	A.S.M. Shamsur Rasman	Project officer (Environment)	JICA Expert Team
81)	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA Expert Team
82)	Braja Kishore Tripura	Project officer (Governance)	JICA Expert Team
83)	Mani Mala Roy	Expert-	JICA Expert Team
84)	Shafiur Rahman	Admin Officer	JICA Expert Team

Annex A-22 : Meeting Minutes of the 2nd Stakeholders' Meeting in CoCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1. General Information:

Date: 10 September 2013

Venue: Meeting Room of Comilla City Corporation

Participants: (Attached attendees list in Annex)

2. Objective of the 2nd stakeholder meeting:

- To give overview about 2nd Stakeholder Meeting;
- To brief about vision, approaches and sectors of CoCC;
- To make understand about project list for JICA.

3. Agenda wise discussion and decisions:

3.a. Welcome Speech:

A meeting was held on 10 September 2013 with stakeholder committee members in Comilla City Corporation. Honorable Mayor of Comilla City Corporation and the chair of the meeting, Mr. Monirul Haque SHAKKU delivered welcome speech and thanked to all to take part in the meeting. He informed the house that as a new city corporation, own income source is limited till date as they could not provide all services to citizens properly. So, he thinks that JICA support is very much essential for development of Comilla City Corporation and expected all sorts of cooperation from councilors, city dwellers as well as others agencies for achieving their vision.

3.b. Update on JICA initiatives :

Mr. Hideo SAKAMOTO, DTL, ICGP project, gave a power-point presentation and explained about JICA initiatives and next course of action. The highlighted areas of presentation are mentioned below:

- **Different batches:** 1st batch will start the mid of 2014 with some feasible activities selected by Comilla City Corporation and be continued up to 2015 and 2nd batch will start in 2016 after the successful completion of 1st batch where is needed high technical support and it will be continued up to 2017. 3rd batch activities are mainly related some studies for big project. After the feasibility study it will be decided who will support to implement the project and how.
- **Increase of revenue:** Mr. Sakamoto emphasized on the increase of CoCCs income as JICA has some criteria to provide JICA loan. JICA will not compromise with quality work.
- **Improvement of governance system:** If governance system is not improved the project will not continue for future. So, governance system should be improved as JICA is expected.
Mr. Sakamoto also gave a tentative idea about JICA loan allocation for CoCCc like 450 (Four hundred fifty BDT) crore approximately. He also mentioned that the first contract will be with central Government of Bangladesh and central government of Bangladesh is responsible for payment the loan to Japan Government.

3.c. Vision , approaches and proposed project list:

Mr. Abdul Wadud, CEO of Comilla City Corporation gave a short brief about vision, approaches and selected project list. He informed the participants about some infrastructure projects which have been selected primarily by PIUCC members with the consultation of stakeholders committee members as well as technical unit (Infra) members. The highlighted areas of presentation are mentioned below:

3.c.a: Vision--“Build a planned beautiful green city and keep it neat & clean”

3. c.b. Priority project list—

- ◆ 99 important Road 37 tertiary road 142 Goli Roads; Bridge and Over pass;
- ◆ Traffic Management;5 First level 16 Second level 72 Third level 107 road side;
- ◆ Solid waste treatment plant with Re-cycling System;
- ◆ 34 tube wells and with pump houses13 overhead tanks; 1 treatment plant; 3 Slaughter houses;1 bus terminal 1 truck terminal 2 markets places;
- ◆ 1 CC office building 1 auditorium 1 landscaping; 1 park 1 ground 7620 street lights.

3.c.c. Indicators – Some indicators and expected output also covered by CEO’s presentation. He expected that by December 2013 master plan will be completed. Traffic jam will be reduced in satisfactory level and vehicle will not be stopped long time in crossing. Water logging also would be reduced if they can implement the selected project properly. 80% people under City Corporation will get access in safe drinking water. Safety and security condition will be improved providing street light in 80% area of road as well as solid waste management activity will be enhanced more and be covered 100% area as well.

4. Open discussion and recommendations:

After the presentation participants asked question and put their valuable recommendations are mentioned below:

4.a. Salma Akhter, Representative of Shirsty Sangstha (NGO) told that---

- ◆ Councilor should have involved during the project implementation;
- ◆ Proposed all loan as grant money;
- ◆ Everybody should cooperate CoCC to implement the project in qualitative way;

4.b. Abul Hasanat babul, Journalist talked about some important points and CC’s strengths---

- ◆ AS the citizen of Comilla City Corporation, we should have committed to assist our dynamic leader (Mayor) and respect his words as he is devoted to the wellbeing of the people of Comilla City Corporation.

4.c. Councilor, Ward no 27 told---

- ◆ Same natures of work should be shifted in rest of wards instead of 1-18 wards as because they are the public representative and they have to satisfy people.

4.d. Shafiqul Islam, Executive Engineer of CoCC told that----

- ◆ In first phase, you have decided some projects which will be implemented in 1-18 no wards and some projects that will be implemented in 2nd phase like 19-27 wards. Here, there are some same natures of works which may be shifted from second phase to first phase for touching all wards and satisfy to all.

4.e. Councilor told that-----

- ◆ As a councilor we are the representative of respective ward. In that case, if one get scope to do something and others don't have it is a prestigious issue for councilors which will effect badly to win the upcoming election.

In replying these questions---Mr. Sakamoto, DTL of ICGP told -----

We will be happy if you manage the all construction but we think at this stage, you need consultancy support to manage the high technical works. He told that you are very good engineers and able to do many things but you will have to think your project handling capacity, manpower, experience etc. He recited that now you work 12-14 hours but it is impossible to do work for 24 hours. So, you will have to think for new generation – your children, grand children and after that next generation as well. Besides this, it is the first experience of Japan to work together with Comilla City Corporation. So, if you co operate us and perform the very good works in the first phase, JICA will rethink how it will be implemented in the next phase. So, all things should be done within our capacity.

4.f. Ms. Ritsuko Hagiwara, Representative of JICA told that----

First of all, Ms. Hagiwara thanked to all to organize the 2nd stakeholder meeting and to select a comprehensive project list for JICA. She told her speech-- she is very happy to learn the honest opinion from participants. She added that it may be discussed with LGED management and City Corporation as well what they learned today. Ms. Hagiwara also shared her experience in that way --- this is the first time of her visit to Comilla. She learned about Comilla-- its geography, topography, population, problems as many things through the read out of document. But practically, she observed the severe traffic jam today. She thinks that transport network should be improved here. She also informed the house that JICA wants to empower the City Corporation for enhancing their economic growth and development but JICA will not support for all citizens. Finally, she thanked to all for their nice cooperation to JICA.

5. Closing Remarks:

The Honorable Chair of the meeting thanked to all for their active participation. He also assured the participants by his speech that JICA is not only one to support Comilla City Corporation, they have another donor and own fund as well. But, JICA support is very much needed for their development that's why everybody should cooperate to JICA team and respect their advice and opinions. He told that all problems would not be solved at a time. Gradually, these will be solved. Finally, The Mayor also requested to JICA team members; if it is possible, to implement the same nature of works in the rest of wards instead of 1-18 wards

Finally, the meeting was ended by chair with vote of thanks as there was no any other agenda for discussion.

Date:

Annex (i) Agenda of 2nd Stakeholders' Meeting of Comilla City Corporation

Date: 10 September, 2013. 11.00am-1.00pm

Venue: Conference Room, Comilla City Corporation Office

Participants: As designated by LGED/ CoCC

	Agenda	Time (min.)	Contents	By
	Opening Remark	5	-----	Chairperson
	Speech by JICA Representative	5	----	Ms. Hagiwara, Representative of JICA
	Introductory Speech	10	• Overview of ICGP and 2 nd Stakeholder Meeting	Mr. Hideo Sakamoto, DTL, ICGP, JICA
	Self introduction	15	(Participants)	-----
Presentation and Discussion	Presentation on Relations with Vision and Project List	30	<ul style="list-style-type: none"> • Vision and Approaches • Approaches and Sectors • Project List 	CEO of CoCC
	Question and Answer	50	-----	All Participants
Closing	Closing Remarks	5	-----	Chairperson

Annex(ii) Participants list of 2nd Stakeholder Meeting at CoCC**Date: 10/09/2013**

SL	Name	Position	Organization
1.	Md. Monirul Haque SHAKKU	Mayor	Comilla City Corporation
2.	Md. Abdul Wadud	CEO	Comilla City Corporation
3.	Md. Jamal Uddin	SE	Comilla City Corporation
4.	Hideo SAKAMOTO	Deputy Team Leader-ICGP	JICA Team
5.	SK Md. Nurullah	Executive Engineer	Comilla City Corporation
6.	Dr. Sadhan Chkaravarty	Medical Officer, Civil Surgeon	Comilla
7.	Salma Akter	Executive Director, Shiristy	Comilla
8.	Kohinoor Akhter	President, Jamuna Cluster	Comilla
9.	Md. Shafiqul Islam	Executive Engineer	Comilla City Corporation
10.	Abul Bashar	Deputy General Manger	Bakhrabad Gas Distribution Company
11.	Md. Sahabuddin Mazumder	Assistant Director	Fire Service and Civil Defence
12.	Aladul Malique	SDE	BTCL, Comilla
13.	Abdull wadud Talukder	SDE	National Housing Authority
14.	Abdul Khaleque	Member Secretary	Business Samitee, Chalk Bazar, Comilla
15.	Moidul Islam	Motor veichle inspector	BRTA, Comillas
16.	Ahmed Shoeb Sohel	Panel Mayor	Comilla City Corporation
17.	Md. Monjur Kader Mony	Councilor, ward-10	Comilla City Corporation
18.	Moslem Uddin	Councilor	Comilla City Corporation
19.	Md. Khalilur Rahman Majumder	Councilor, Ward-25	Comilla City Corporation
20.	Md. Harunur Rashid	Councilor, Ward-20	Comilla City Corporation
21.	Md. Jakir Hossain	Councillor, Ward- 19	Comilla City Corporation
22.	Md, Kamrul Hossain	Councilor, ward- 26	Comilla City Corporation
23.	Md. Nasir Uddin	Councilor, ward- 24	Comilla City Corporation
24.	Kaji Golam Kibria	Councilor, Ward no-1	Comilla City Corporation
25.	Kazi Mahbubur Rahman	Councilor, Ward- 21	Comilla City Corporation
26.	Saiful bin Jalil	Councilor, Ward-15	Comilla City Corporation
27.	Shamsunnahar	Councilor, Ward no-25,26,27	Comilla City Corporation
28.	Kohinur Akter Kakoli	Councilor, Ward-4,5,6	Comilla City Corporation
29.	Faruk Ahmed	Managing Director	Gold Silver Home LTD.
30.	Md. Mazadul	Businessman	Comilla
31.	Tofazzal Hossain	President	Rajganj Bazaar Business Association, Comilla
32.	Delwer Hossain Chowdhury Badal	Member	Rajganj Bazaar Business Association, Comilla
33.	Rokeya Bagum	Chairman	Padma Cluster
34.	Sonia	President,	UPPR Project, Kornofuli Cluster, Comilla
35.	Farida	President	UPPR, Lalmai Cluster, Comilla
36.	Lutfar Rahman Bhola	Contactior	Comilla City Corporation
37.	Md. Tarikul Islam	Assistant Engineer	Comilla City Corporation
38.	Md. Abu Sayem Bhuiyan	Assistant Engineer	Comilla City Corporation
39.	Md. Mainuddin Chisty	Assistant Engineer	Comilla City Corporation

40.	Md. Golam Mostafa Master	Teacher	Comilla
41.	Shamina Akhter jahan	Advocate	BLAST
42.	Rayhan Rahaman Helen	Member Secretary	BLAST, Comilla
43.	Md. Mosharaf Hossain	Councilor	Comilla City Corporation
44.	Md. Akram Hossain	Councilor	Comilla City Corporation
45.	Md. Billal	Councilor	Comilla City Corporation
46.	Mohammad Yunus	SAE	Comilla City Corporation
47.	Sarker Mahmoud jabed	Councilor	Comilla City Corporation
48.	Md. Ikramul Matin	Computer Technician	Comilla City Corporation
49.	Md. Harun-OR-Rashid	UDA	Comilla City Corporation
50.	Abul Hasanat	Ex-President and Editor,	Avibadan, Comilla
51.	Rokeya	Councilor, ward -17	Comilla City Corporation
52.	Ritsuko Hagiwara	Representative	JICA
53.	Zulfiker Ali	Sr. Program Manager	JICA
54.	Hosneara Akhter	Councilor	Comilla City Corporation
55.	Khodeza Begum	Councilor	Comilla City Corporation
56.	Romana Afroj	Member	Shapla Nari Mangol Handicraft
57.	Hosneara Begum	Councilor	Comilla City Corporation
58.	Advocate Naznin Akhter	Councilor, ward-19,20,21	Comilla City Corporation
59.	Nurzahan Alam Putul	Councilor, Ward-13,14,15	Comilla City Corporation
60.	Md. Sohel	Councilor, ward- 17	Comilla City Corporation
61.	Md. Sakhawat Hossen	Councilor	Comilla City Corporation
62.	Gajiul Hoq Sohag	Staff Reporter	Pratham Alo, Comilla
63.	Anita Sarker	Councilor, ward-10,11,12	Comilla City Corporation
64.	Kowsar Begum Sumi	Councilor, ward- 1,2,3	Comilla City Corporation
65.	N. Yamamoto	Expert	JICA
66.	Dr. Noriko Kono	Expert- Urban Development	JICA
67.	Mani Mala Roy	Expert- Participatory	ICGP- Bangladesh
68.	Md. Zahurul Pasha	Project officer- Infrastructure	ICGP- Bangladesh
69.	Md. Masudur Rahman	Accounts Officer	Comilla City Corporation
70.	SK Md.Eyasin	Accountant	Comilla City Corporation

Annex A-23 : Meeting Minutes of the 1st Stakeholders' Meeting in RpCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

(1) General Information:

Date: 28 April 2013

Venue: Hall Room of Rangpur City Corporation

Participants: Stake holder committee's members and JICA team members
(Attached Agenda as Annex -1 and Participant list as Annex -2)

(2) Objective of the 1st stakeholder meeting:

- To discuss about ICGP project and Governance issues;
- To share about the output of 1st and 2nd PIUCC meeting;
- To share about roles and responsibility of Stakeholder committee

(3) Agenda wise discussion:

A meeting was held on 28 April 2013 with stakeholder committee members chaired by Honorable Mayor, Rangpur City Corporation. Agenda wise discussion and outputs are described below:

(4) Inaugural Speech:

After recitation from the Holy Quran, an opening speech was delivered by the Honorable Mayor, Rangpur City Corporation by giving a lot of thanks to the participants and invited to all participants to take part in the meeting. He also offered thanks to the JICA representatives who are directly involved in the team.

At the end of opening speech the announcer requested to all for giving self introduction.

The Project Director, ICGP Mr. Md. Nurullah, explained the role of LGED and JICA in very briefly. He mentioned that Japan Government will support to the 5 City Corporation including Rangpur City Corporation and the 3 things will remain under the project:

- 1st - Prepared Infrastructure Development Plan by including all sectors
- 2nd – Prepared Inclusive City Governance Improvement Action Program (ICGIAP)
- 3rd – Prepared Administrative Reform Program to make city government.

He also mentioned that the next meeting will be arranged as like workshop style.

(5) Presentation on Governance Issues

Mr. Taisuke Tokuoka, In charge of Governance, JICA Team gave a presentation on governance issues. Mr. Tokuoka explained the following by the presentation:

- Inclusive City Governance Improvement Action Program (ICGIAP)
- Administrative Reform Program (ARP).

Mr. Md. Nurullah, Project Director supplemented on the presentation regarding ARP which are given below:

- Some departments may be transferred under City Corporation (CC) like fire service
- Some functions of different agencies may be shifted under CC
- Internal functions of CC will make strengthen by implementing ICGIAP

(6) Presentation on About ICGP, Stakeholders' Meeting and PIUCC Achievements

Mr. Hideo Sakamoto and Mrs. Mani Mala Roy gave a power-point presentation on ICGP Project. The highlighted areas of presentation are mentioned below:

- The Goal of the project;
- Structure of project;
- Output of the pro
- Result of PIUCC achievement 1 & 2

(7) Presentation on Urbanization and Infrastructure Development

Mr. Md. Nurullah, Project Director gave a power point presentation on urbanization trend and infrastructure development. The main points of the presentation are described below:

- Urbanization trend in last four decade
- The main factors of rapid urbanization in Bangladesh
- The situation of unplanned urbanization
- Importance of planed development.

(8) Open Discussion

1) Md. Wadud Ali, Journalist pointed some important matters are as follows:

- Rangpur City Corporation needs the financial support to build a beautiful city and thanked to JICA for giving support.
- The expected development has not been done due to poor education rate of the areas and some illegal reasons.
- As a master plan is being prepared we think a proper development may be achieved by considering population growth and other hazardous situations.

2) Mr. Zulfiker Ali Haniz, Research Coordinator, RDRS told --

- Need coordination and good relation among other service providing agencies for planned development.
- He confused for 'poverty free' society but poverty reducing is possible
- A comprehensive initiative should be taken for poverty reduction.

3) Md. Nurullah, Project Director told --

- We expect and want to see a poverty free society of Rangpur City Corporation.

4) Dr. Eusuf Ahmed, Child Specialist told --

- As Dhaka city is waste city and we don't want to such type of city
- City dwellers want to build the city by their own initiatives and he expected to work together to build a beautiful city and will extend their hands for improving the city.

5) Elora Begum, Councilor told --

- We need Tk. 1000 /- crore for development works
- We should create more work opportunity for unemployed youths.
- Need more education facilities

6) Mr. Nitto Gopal Dash, Assistant Director, Fire Service told --

- This zone is earth quake zone and should keep in mind during development plan
- There are only five fire stations in this area and need more two stations.
- Need community level volunteer and trained them.
- Roads should be minimum 30 feets wide for rescue the vehicle
- All ponds should be excavated and protect to fill the pond
- A permission should be taken from CC before filling ponds

- There are 900 volunteers in the CC areas and need more training for volunteers
- Need roads widening and lighting facilities.

7) Dr. Reazul Islam, Civil Surgeon, Rangpur told --

- He offered thanks to JICA for giving support to RaCC
- There are six acres land and expected to build a modern hospital on the land.
- The project should be implemented in coordinated way

8) Mr. Sharfuddin Ahmed Jhantu, Mayor, Rangpur City Corporation told --

- The amount of money is not a matter and first we have to make mismanagement free process and money will be spent free from corruption process.
- Rangpur will be a beautiful city.
- Once a time Japan was not a developed country but now they are very rich and developed country and we expect our country will also be developed.
- We committed to build our city with unique manner

At the end the Honorable Mayor thanks to all members especially the JICA representatives and closed the meeting.

Annex(i) Agenda

1st Meeting of Stakeholders' Coordination Committee, RpCC

Date: 28 April, 2013. 10.00am-01.00pm followed by Lunch

Venue: Conference Room at Rangpur City Corporation

Participants: As designated by LGED/RCC

	Agenda	Time (min.)	Contents	By
C. Opening	1. Opening Remark	5		Chairperson
	2. Introductory Speech	5	Role of LGED and JICA	Project Director
	3. Self introduction	10	(all participants)	
D. Presentation and Discussion	4. Progress of Master Plan	10	Background of Master Plan Prospective output of Master Plan Progress of Master Plan elaboration	EPC
	5. Background: About ICGP and Stakeholder Meeting	20	<ul style="list-style-type: none"> • What is ICGP(2012-2013)?; Its approach-inclusive city planning; • Work structure (SC-WG-PIUCC-SCC), Process and Schedule; • Expected outputs • Scope; Objective; Membership; • Work Schedule through ICGP 	ICGP Project Experts
	6. Result of PIUCC Achievement:	30	<ul style="list-style-type: none"> • Development of RCC's Vision (in 25 years) and Strategies • Development of RCC's Strategies 	ICGP Project Experts
	7. Governance Issues	30	<ul style="list-style-type: none"> • Inclusive City Governance Improvement Action Program (ICGIAP) • Administrative Reform Program (ARP) 	ICGP Project Expert
	8. Urbanization and Infrastructure Development	20	<ul style="list-style-type: none"> • Urbanization Trends • Urbanization are with and without planning • Components of urban planning 	Project Director
	9. Q&A	20		Chairperson
	10. Schedule upcoming	10		Project Expert
E. Closing	11. Closing Remarks	5		Chairperson

Annex-(ii) : Participants List of 1st Stakeholder Committee Meeting(SM) at RpCC

Date: 28/04/2013

S.L.	Name	Position	Organization
1)	Md. Mahbubur Rahman	District Commandant	Ansar VDP
2)	Md. Farhad Hossain	Inspector	Fire Service and Civil Defense
3)	Md. Akter Hamid	Inspector	Fire Service and Civil Defense
4)	Nittyta Gopal Das	Assistant Director	Fire Service and Civil Defense
5)	Abu Syed Md. Saiful Islam	Deputy Director	LGED
6)	Md. Sekender Ali	Councilor	RpCC
7)	Dr. Yusuf Ahmed	Citizen	Physician
8)	Moniza Biswas	Regional Coordinator, UGIIP-II	GIZ
9)	Al Ameen	Team Leader	EPC
10)	PI Khandaker M Anser Hossain	Sr. Urban Planner	EPC Ltd.
11)	Sultan Ahmed	Councilor	RpCC
12)	Md. Mahabubur	Councilor	RpCC
13)	Md. Akterurzzaman	Councilor	RpCC
14)	Most. Dilara Begum	Councilor	RpCC
15)	Md. Mozahid	Councilor	RpCC
16)	Md. Fazlar Rahman	Chairman, Dhap Bazar	Market Committee
17)	Tuikirl Islam	Councilor	RpCC
18)	M. A Razza Mondal	Councilor	RpCC
19)	Eng. Md. Badshah Miah	Executive Engineer	DPHE
20)	Zahangir Alam	Councilor	RpCC
21)	Rashid Babu	Reporter	Press Club
22)	Md. Selim	SDO	RpCC
23)	Roksana Bari		DWBE
24)	Ira Haque		DWBE
25)	Julfiker Ali Hanif	Research Coordinator	RDRS Bangladesh
26)	Monjum	Councilor	RpCC
27)	Solaiman	Councilor	RpCC
28)	Md. Abdul Kader	Councilor	RpCC
29)	Hafiz Ahmed	Councilor	RpCC
30)	Abdur Razzak	Councilor	RpCC
31)	Md. Anwarul Islam	Councilor	RpCC
32)	Md. Rafiqul Islam	Councilor	RpCC
33)	Md. Abdul Hakim Mia	Councilor	RpCC
34)	Md. Nezamul Hasan Badal	Councilor	RpCC
35)	Miss Maya Begum		Ansar VDP
36)	Mst. Suraya Begum	Cluster Member	UPPR
37)	Mst. Momena Begum	Cluster Member	UPPR
38)	Mst. Aloara Begum	Cluster Member	UPPR
39)	Salma Jamal	Cluster Member	UPPR
40)	Md. Tofazzol Hossain	Water Superintendent	RpCC
41)	Hafizur Rahman	Accounts Officer	RpCC
42)	Akram Hossain	Councilor	RpCC
43)	Shamima Akter	Councilor	RpCC
44)	Wadul Ali	District Correspondent	The Daily Ittefaque
45)	Golam Kabir Kazal	Councilor	RpCC

46)	Md. Nazrul Islam Dewan	Citizen	RpCC
47)	Md. Shafiul Islam	Citizen	RpCC
48)	Md. Shajalal Karim Bakul	Citizen	RpCC
49)	Md. Nazrul Islam	Town Planner	RpCC
50)	Md. Fazle Elahi Fulu	Councilor	RpCC
51)	Md. Abul Kashem	Citizen	RpCC
52)	Mst. Monjuri Begum	Councilor	RpCC
53)	Nazrantun Nayeem Manalisa	Dissemination Manager	ICDDR-B
54)	Aliya Naheed	Associate Scientist	ICDDR-B
55)	Md. Sadar Uddin Ahmed	Participatory Expert	ICGP, JICA Team
56)	Koichiro Tamura	JICA Expert	ICGP, JICA Team
57)	Md. Zahurul Pasha	Project Officer (Infrastructure)	ICGP, JICA Team
58)	Md. Rafiqul Islam	Sub. Assistant Engineer	RpCC
59)	Md. Zahurul	Councilor	RpCC
60)	Md. Azam Ali	Assistant Engineer	RpCC
61)	Md. Masum	Secretary	NGO
62)	Md. Rezanur Rahman	Councilor	RpCC
63)	Md. Shahinul Islam	Citizen	RpCC
64)	Md. Zakir Hossain	Councilor	RpCC
65)	Md. Rashedul Islam	Councilor	RpCC
66)	Md. Ruhul Amin	Citizen	RpCC
67)	Md. Moklashur Rahman	Councilor	RpCC
68)	Nazrul Islam	Councilor	RpCC
69)	Omar Faruk	Citizen	RpCC
70)	Md. Amar Uddin	Councilor	RpCC
71)	Dr. Rezaul Islam	Civil Surgeon	Rangpur
72)	Md. Shfiqul Islam Molla	Asst. Engineer	RHD
73)	Mohober	Councilor	RpCC
74)	Md. Amzad	Citizen	RpCC
75)	Sultan Mahmud	Councilor	RpCC
76)	Rumu	Citizen	RpCC
77)	Md. Tanbir	Citizen	RpCC
78)	A.S.M Shamsur Rahman	Project Officer (Environment)	ICGP, JICA Team
79)	Hideo Sakamoto	JICA Expert	ICGP, JICA Team
80)	Mani Mala Roy	Participatory Expert	ICGP, JICA Team
81)	Anwarul Islam	Councilor	RpCC
82)	Hafiza Khatun	Councilor	RpCC
83)	Taisuke Tokuoka	JICA Expert	ICGP, JICA Team
84)	Shafiur Rahman	Admin Officer	ICGP, JICA Team
85)	Sharfuddin Ahmed	Mayor	RpCC

Annex A-24: Meeting Minutes of the 2nd Stakeholders' Meeting in RpCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

Minutes on 2st stakeholder Meeting(RpCC)

(1)General Information:

Date: 10 November, 2013

Venue: Hall Room of Rangpur City Corporation

Participants: Stake holder committee's members and JICA team members (Attached Agenda as Annex -1 and Participant list as Annex 2)

(2)Objective of the 2st stakeholder meeting:

- To discuss and finalize ICGP project list and Governance issues;
- To share about the output of 3rd PIUCC meeting;
- To get the feedback regarding ICGP project list and governance;

(3)Agenda wise discussion:

A meeting was held on 10 November, 2013 with stakeholder committee members chaired by Honorable panel Mayor, Mr. Abul Kasem ,Rangpur City Corporation. Agenda wise discussion and outputs are described below:

(4) Inaugural Speech:

Opening speech was delivered by the Honorable panel Mayor, Mr.Abul Kasem Rangpur City Corporation by giving a lot of thanks to the participants and invited to all participants to take part in the meeting. He also offered thanks to the JICA representatives who are directly involved in the team.

At the end of opening speech the announcer requested to all for giving self introduction.

After self-introduction CEO of RpCC request for power point presentation of the stockholder meeting.

- (5) a) At first Dr. Noriko Kono present with presentation about vision and approach to achieve vision of CC and show the pectoral relation of vision. Describe topics are-
- Vision and five approaches.
 - Relation among vision and approach.
 - RpCC sectorial priority.
 - Approach and sectors.
- b) After that Mr. Yohei Soma presents the various criteria of selection of JICA sub-project list.
- Discuss work process of sub-project selection.
 - Selection view point.
 - Selected sub-project.
 - Summary of selected sub-project.
 - Infrastructure work schedule.
 - Operation and maintenance.

- c) Then Mr. Braja Kishor Tripara presents on the other part of the project ICGIAP and ARP in governance. In this presentation he describes-Inclusive city governance action program.
- Transparency- Improvement of openness and information.
 - Accountability- Administration reform.
 - Participation – Citizen Awareness and participation.
 - Predictability – Urban planning and environmental improvement.

(6) Open Discussion

1)Councillor of RpCC wants to know, in this project are there any provision for making office building:

- CEO of Rangpur City Corporation Inform that JICA will give the preference in the field to fulfill the basic need of human. So office building is not included in this phase.

2)Is there any provision, to acquisition of land in this project, asked by councillor? – -

- CEO of Rampur City Corporation inform that JICA has some bad impression in many different country for acquisition of land is very lengthy and complicated procedure, so provision of land accusation is not included in this project.

3)Sub- project comprises all wards of City corporation or not ,asked by councillor

- CEO of Rampur City Corporation informs that JICA has some criteria to select the specific project. This depends upon some factors like basic need, environmental effect, area priority, maturity, readiness etc. So all the wards may not cover with the sub-project.

4)When infrastructure will be start , asked by one of the councillor – -

- CEO of Rampur City Corporation informs that, if everything goes smoothly then it will be a chance to start the project in next financial year.

At the end the Honorable Panel Mayor thanks to all members to attend the meeting in spite of day long strike. He especially thanks the JICA representatives for attending the meeting. At the end he express his hope all success of the project and closed the meeting.

Agenda

2nd Stakeholders' Coordination Committee Meeting of ICGP, RpCC

Date: 10 November, 2013. 10.30am-12.30pm

Venue: Conference Room, Rampur City Corporation Office

Participants: As designated by LGED/RCC

	Agenda	Time (min.)	Contents	By
Introduction	Opening Remark	10	----	Chairperson
	Introductory Speech	10	• Overview of ICGP and 2 nd Stakeholder Meeting	Dr. Noriko Koon, ICGP, JICA
	Self-introduction	15	(Participants)	-----
Presentation and Discussion	Presentation on Relations with Vision and Project List	20	<ul style="list-style-type: none"> • Vision and Approaches • Approaches and Sectors • Project List 	CEO of RCC Dr. Noriko Koon Mr. Yoshi Soma
	Presentation on ICGIAP and ARP	30	• Governance of ICGP Project	Dr. Tissue Tokuoka Mr. Braja Kishore Tripura
	Question and Answer	30	-----	All Participants
Closing	Closing Remarks	5	-----	Chairperson

Participants List of 2nd Stakeholder Committee Meeting (SM) at RpCC

Date: 10/11/2013

S.L.	Name	Position	Organization
1)	Md. Shajalal Khan	Councilor	RpCC
2)	Md. Akhteruzzaman	Councilor	RpCC
3)	Md. Mahafuzur	Councilor	RpCC
4)	Md. Sekendar	Councilor	RpCC
5)	Anis Ali	Councilor	RpCC
6)	Md. Nurunnabi Fulu	Councilor	RpCC
7)	Miss Nazmunnahar Nazma	Councilor	RpCC
8)	Most. Dilara Begum	Councilor	RpCC
9)	Most. Hasna Banu	Councilor	RpCC
10)	Abul Monzur Kuthia	Councilor	RpCC
11)	Md. Asek Ali	Councilor	RpCC
12)	Md. Golam Moula	Deputy Inspector of Police	Office of Police Superintendent
13)	Md. Faisal Islam	Market Inspector	RpCC
14)	Nezamul Hossain Badal	Councilor	RpCC
15)	Md. Abdur Razzak	Councilor	RpCC
16)	Most. Hafiza Khatun	Councilor	RpCC
17)	Md. Masud Kabir Bakshi	Councilor	RpCC
18)	Md. Mizanur Rahman	Head of Conservancy	RpCC
19)	Md. Sazzad Hossain	Assessor	RpCC
20)	SM Tarikul Islam	Assistant Tax Collector	RpCC
21)	Md. Ashraf Ali	Assistant Tax Collector	RpCC

22)	Debobroto Sharma	Education Visitor/Worker	RpCC
23)	Md. Moksed Ali	Education Inspector	RpCC
24)	Noor Mohammad Mohiuddin	Sub. Assist. Engineer	RpCC
25)	Md. Amdad Hossain	SE	RpCC
26)	Md. Fazlul Kabir	Secretary	RpCC
27)	Md. Nazrul Islam	Town Planner	RpCC
28)	AKM Ahsan Farid	System Analist	RpCC
29)	Mohammad Ali	Chief License Inspector	RpCC
30)	Shahen	Conservancy Inspector	RpCC
31)	Aniza Hasan	Health Inspector	RpCC
32)	Md. Ashraful Alam	Draftsman	RpCC
33)	Md. Salim Miah	Slum Development Officer	RpCC
34)	Md. Zahurul Pasha	Project Officer (Inf.)	ICGP, JICA Team
35)	Md. Abdul Hakim Miah	CAO	RpCC
36)	Md. Asaduzzaman	Sub. Assist. Engineer	RpCC
37)	Dr. Mozammel Hossain	Deputy Civil Surgeon	Civil Surgeon Office
38)	Md. Abdul Kader	Councilor	RpCC
39)	Md. Mozammel Haque	Deputy Director	Fire Service and Civil Defense
40)	Md. Azam Ali	Executive Engineer	RpCC
41)	Md. Fazlar Rahman	President Dhap City Bazar	RpCC
42)	Rashedul Islam	Draftsman	RpCC
43)	Alamgir Hossain	Draftsman	RpCC
44)	Most. Monzuri Begum	Councilor	RpCC

45)	Anjuman Ara	Councilor	RpCC
46)	Most. Zafrin Islam Rupa	Councilor	RpCC
47)	Hasnur	Councilor	RpCC
48)	Md. Anowarul Islam	Councilor	RpCC
49)	Md. Zohurul	Councilor	RpCC
50)	Md. Rafiqul Islam	Councilor	RpCC
51)	Md. Shafiqul Islam	Councilor	RpCC
52)	Md. Mukter Hossain	Councilor	RpCC
53)	Md. Sadar Uddin Ahmed	Participatory Expert	ICGP, JICA Team
54)	A.S.M Shamsur Rahman	Project Officer (Environment)	ICGP, JICA Team
55)	Taisuke Tokuoka	JICA Expert	ICGP, JICA Team
56)	Shafiur Rahman	Admin Officer	ICGP, JICA Team
57)	Braza Kishor Tripura	Project Officer (Governance)	ICGP, JICA Team

Annex A-25: Meeting Minutes of the 1st Stakeholders' Meeting in GCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

(1) General Information:

Date: 19 April 2013

Venue: Meeting Room of Gazipur City Corporation

Participants: Stake holder committee's members and JICA team members (Attached Agenda and Participant list in Annex 1 & 2)

(2) Objective of the 1st stakeholder meeting:

- To brief about ICGP project;
- To share about the output of 1st and 2nd PIUCC meeting;
- To share about roles and responsibility of Stakeholder committee

(3) Agenda wise discussion:

A meeting was held on 19 April 2013 with stakeholder committee members in Gazipur City Corporation. Agenda wise discussion and outputs are described below:

(4) Inaugural Speech:

An welcome speech was delivered by the CEO of Gazipur CC in absence of Administrator of Gazipur CC. He offered thanks to the different stakeholders present in the meeting and invited to all for giving self introduction. Bouquets were given to the JICA guests and PD as symbol of greetings.

(5) Presentation on ICGP and Infrastructure

Mr. Hideo Sakamoto and Mrs. Mani Mala Roy gave a power-point presentation on ICGP Project. The highlighted areas of presentation are mentioned below:

- The Goal of the project;
- Output of the project;
- Overview of Workflow;
- Working areas and project list preparation procedure and tips;
- Result of PIUCC achievement 1 & 2

(6) 1st Discussion

1) Md. Nurullah, Project Director (PD) then explained ICGP objectives in brief and told that the project has initiated in view of inclusive planned development instead of unplanned traditional development. He invited to all members present in the meeting for giving their valuable suggestions and recommendations by considering the following matters which may be included in the project:

- The opinion should be considering in whole CC not in specific area.
- Infrastructure Development Plan should be in line of internal settlement of poor community.
- As it is an industrial city we have to consider the issue for inclusive development.

- 2) Then PD asked to discuss for developing vision which is already developed by PIUCC and after a long discussion the following vision was finalized

Vision prepared by PIUCC	Vision finalized by SM
“Make a livable city by preparing a comprehensive development plan and implementing it properly through people’s participation without hampering natural environment”.	“Make a green, poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering natural environment”

3) Dr. Farid Ahmed, Lecturer, Gazipur Govt. Women College suggested the following:

- A flyover should be constructed over rail gate
- Prepared a Master plan including long term land use plan and without master plan it will not be possible actual development.

4) Mr. Akbor Hossain, Ex. Councilor of Gazipur Pourashava told that:

- 1st demand is flyover on rail gate
- 2nd is treatment plant for industrial waste in industrial area.
- No fish in this area due to industrial waste
- Roads should be developed.

5) Dr. Dewan M. Hamayun Kabir, ADC (R) & Deputy Secretary, DC Office, Gazipur told that:

- In Vision should remain ‘Good Governance’.
- Develop land zoning for City Corporation
- Surface and ground water both should be used for water supply
- Drainage facilities should be improved

6) Ms. Sumana Sharmin, Town Planner, GCC told that

- Preparing a comprehensive master plan will take time minimum 2 years so it should be make sector wise master plan like drainage, transportation etc.

7) Mrs. Rahima Begum, representative of poor community told that:

- Make improve quality of livelihood for slum dwellers
- There are 21 slums in CC areas
- Take more initiative for reducing poverty for slum dwellers

Hazi Abdul Latif, Chairman, Masimpur Poura Market told that:

- Sewerage line should be improved and it should be long term planning
- Road, flyover, footpath should be developed
- Resettlement should be made for small business man who sit on footpath

8) Mrs. Asifa, representative of poor community told that:

- Child education facilities should be improved in slum areas
- There are 21 slums and 5 lacs people live in those slums.
- Noise pollution of these areas is a big problem and hampered the child education.

9) Presentation on ICGP and Infrastructure

Mr. Taisuke Tokuoka, In charge of Governance, JICA Team and Mr. Braja Kishore Tripura, Project Officer, ICGP gave a presentation on:

- Governance issues and approaches
- Fiscal (Public finance) and approaches
- Administrative Reform Plan (ARP)

10) 2nd Discussion

Mr. Md. Nurullah, Project Director, ICGP told that

- Some service of other agencies should be transferred to CC and some cases needed coordination among CC and other agencies.
- We will expect that the member of the committee will give their opinion regarding this issue.

11) Administrators Remark

At the final stage of the meeting the Administrator of GCC and Chairman of Stakeholder Committee attended the meeting and apologized for not attending in time and told

- JICA will help in two ways 1st is financing infrastructure and 2nd is technical cooperation for governance
- SM should give opinion in very specific and realistic way
- We should think impartial and think about mass beneficiaries
- All service providers will come in reformed way and SM will give their opinion in this regards
- Land use plan will be prepared in segmented and classified way.
- As JICA is our good friend and we will work together in cooperated way.

At the end the Administrator of GCC thanks to all members especially the JICA representatives and closed the meeting.

Annex (i): Agenda**1st Meeting of Stakeholders' Coordination Committee, GCC**

Date: 19 April, 2013. 10.00am-01.00pm followed by Lunch

Venue: Conference Room at Gazipur City Corporation

Participants: As designated by LGED/GCC

	Agenda	Time (min.)	Contents	By
F. Opening	1. Opening Remark	5		Chairperson
	2. Introductory Speech	10	Role of LGED and JICA	Project Director
	3. Self introduction	10	(all participants)	
G. Presentation and Discussion	4. Background: About ICGP	10	<ul style="list-style-type: none"> • What is ICGP(2012-2013)?; Its approach-inclusive city planning; • Why targets CCs? • Work structure (SC-WG-PIUCC-SCC), Process and Schedule; • Expected outputs 	ICGP Project Experts
	5. What is Stakeholders' meeting?	15	<ul style="list-style-type: none"> • Scopes; Objective; Membership; • Work schedule through ICGP 	ICGP Project Experts
	6. Result of PIUCC Achievement:	60	<ul style="list-style-type: none"> • Development of GCC's Vision (in 25 years) and Strategies • Development of GCC's Strategies Infrastructure/Governance • Governance 	ICGP Project Experts
	7. Q&A	20		Chairperson
	8. Schedule upcoming	10		Project Expert
H. Closing	9. Closing Remarks	5		Chairperson

Annex-(ii) : Participants List of 1st Stakeholder Committee Meeting(SM) at GCC

Date: 19/04/2013

S.L.	Name	Position	Organization
1)	Md. Shah Kamal	Administrator,	GCC
2)	Dr. Dewan M Humayun Kabir	ADC (R), Deputy Secretary	DC Office
3)	Mohammad Abul Basher	Secretary	GCC
4)	Md. Abdur Razzak	Head Master	BMTFH School
5)	Md. Mulluk Hossain Sarker	Head Master	BDP Secondary School
6)	AKM Harunur Rashid	Assistant Engineer	GCC
7)	Md. Moinul Islam	Town Planner	GCC
8)	Md. Zulhas Uddin	Head Teacher	Parolia Govt. Primary School
9)	Kazi Bazlur Rashid	Tax Collector	GCC
10)	Md. Shahid Ullah	Secretary	GCC
11)	Malay Kumar Das	Sanitary Inspector	GCC
12)	Md. Arifur Rahman	Conservancy Inspector	GCC
13)	Mohammad Ali Sarker	Executive Director	ARD, NGO
14)	ABM Siddiqur Rahman Khan	Executive Engineer	GCC
15)	Md. Nazrul Islam	Accounts Officer	GCC
16)	Zamshed Arefin Bhuyan	Assistant Engineer	GCC
17)	Md. Lehaz Uddin	Assistant Engineer	GCC
18)	Md. Habibul Islam	Assistant Engineer	GCC
19)	Md. Ashraf Hossain	Assistant Engineer	GCC
20)	Md. Abdul Matin	Assistant Engineer	BIWTA
21)	Md. Anisur Rahman	Water Super	GCC
22)	Md. Abdul Hamid Sarker	Slum Development Officer	GCC
23)	Md. Mahmudul Islam	Slum Development Officer	GCC
24)	Md. Nazrul Islam	Water Super	GCC
25)	Nezamul Haque	Administrative Officer	GCC
26)	Md. Jaynal Abed	Draftsman	GCC
27)	Sarwar Ahmed	Lecturer	Uatmara College
28)	Abul Hossain	Developers, Tongi	GCC
29)	Sadhana Rani Debi	Program Coordinator	NGO
30)	Abdul Baset Khan	Chairman, Tongi Market Samaittee	Tongi
31)	Md. Shafiur Rahman	General Secretary, Tongi Bazar Business Community	Tongi
32)	Hazi Abdul latif	Chairman, Machim Poura Market	Tongi
33)	Syed Tadbirul Rahman	Sub Assistant Engineer	CRDP
34)	Md. Abdur Rahman	Sub Assistant Engineer	DPHE
35)	Md. Yusuf Ali Khan	Admin	CBSDP
36)	Engineer Faruque Ahmed	Manager	Titas Gas
37)	Sarower-E= Alam	Sub. Assistant Engineer	PWD
38)	Md. Shahjahan	Executive Engineer	RAJUK
39)	Nazrul Islam	Journalist	The Daily Janakantha
40)	Md. Mazibur Rahman Kazal	Assistant Engineer	GCC
41)	Md. Golam Kibria	Accounts Officer	GCC
42)	Md. Nurul Haque Ratan	Director	Gazipur Paribahan Ltd.

43)	Nasima yesmin	Principal	Hatimara College, Gazipur
44)	Md. Dudu Miah	Member secretary	Truck labour Union, Gazipur
45)	Zabanali	Member	CRMC, Gazipur
46)	Farzana	----	Citizen, Gazipur
47)	Maksuda Begum	CDC Member	UPPR Project, Gazipur
48)	Md. Rafiqul Islam	SAF	BTCL, Gazipur
49)	Md. Ibrahim Khalil	SAE	Gazipur
50)	Md. Razzak	Citizen	Gazipur
51)	Md. Khairul Islam	SE	Gazipur City Corporation
52)	Md. Akbar Hossain	Executive Engineer	
53)	Md. Zulfiker Ali	Sr. Program Manager	JICA
54)	Ms. Ritsuko Hagiwara	Representative	JICA
55)	Mr. S. Iwano	Representative	JICA
56)	Shafiur Rahman	Admin officer	ICGP, Bangladesh
57)	Sumana Sharmin	Town planner	
58)	Dr. Noriko kono	Expert- Urban Develoment	JICA-
59)	Koichiro Tamura	Expert	JICA
60)	Braja Kishore Tripura	Project officer (Governance)	ICGP- Bangladesh
61)	Dr. Taisuke Tokuoka	Expert- Governance	JICA
62)	Dr. Farid Ahmed	Lecturer	Gazipur Govt. women College
63)	Md. Kamrul Islam	PC- ASD,	Tongi, Gazipur
64)	Md. Abdul Alim	ED	ESDO
65)	Hideo SAKAMOTO	Deputy Team Leader	JICA- Expert Team
66)	Mani Mala Roy	Expert- Participatory	ICGP, Bangladesh
67)	Md. Nurul Amin Bhuyan	Assistant Engineer	Gazipur City Corporation
68)	Mr. Rakibul hassan	CEO	Gazipur City Corporation
69)	Md. Akbar Hossain	Ex-Councilor	Gazipur
70)	Masum Billah	District Correspondent	Daily Sun, gazipur
71)	Afzal Hossain	Photographer	Gazipur Press Club
72)	Mukul Kumar Mallick	Associate professsor	Kazi Azimuddin College
73)	Md. Nurul Islam	Sr. HEO	C. Sojplle
74)	Md. Sadar Uddin Ahmed	Expert- Participatory	ICGP- Bangladesh
75)	Md. Zahurul Pasha	Project Officer (Infrastructure)	ICGP- bangladesh

Annex A-26: Project Implementation Unit City Corporation (PIUCC) Committee approval Letter by LGD

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Co-operatives
Local Government Division
City Corporation, Section-1

Memo no. 46.070.040.00.00.256.2012.2256

Date - 31/12/2012

Office Order

Japan International Cooperation Agency (JICA) assistance project "Technical Cooperation Project for Development Planning for Inclusive City Government" is comprised with the following members as "Project implementation unit (PIU)" at City Corporation level.

1. Chief Executive Officer (CEO), Concern City Corporation.	Chairperson / chief
2. Female councilor, Nominated by mayor.	Member
3. Another two councilors, Nominated by mayor.	Member
4. Head of engineering department, concern city corporation.	Member
5. Town planner, concern city corporation.	Member
6. Health Officer, concern city corporation.	Member
7. Representatives, central government's local offices.	Member
8. Person, nominated by chairperson.	Member
9. Representative of JICA	Member
10. Representatives of RAJUK (Only for NCC and proposed GCC).	Member
11. Secretary, Concern City corporation.	Member secretary

Scopes of the committee are as follows:

Project implementation unit of City Corporation will perform the following work with discussion of JICA mission.

01. To assist Japan International Cooperation Agency (JICA) mission, taking necessary action.
02. To prepare reform plan of institutional structure with the assistance of JICA mission.
03. To prepare infrastructure development plan with the assistance of JICA mission.
04. To prepare Fiscal and Administrative reform program with the assistance of JICA mission.
05. To make coordination between project and stakeholder.

Shoroj kumar Nath
Senior Assistant Secretary
Phone - 7166995.

Distribution: For kind Action (Not According to Seniority)

01. Chief Executive Officer (CEO), Comilla/ Gazipur/ Narayanganj / Rangpur City Corporation.
02. Head of Engineering Department, Comilla/ Gazipur/ Narayanganj/ Rangpur City Corporation.
03. Town Planner, Comilla/ Gazipur/ Narayanganj / Rangpur City Corporation.
04. Health Officer Comilla/ Gazipur/ Narayanganj / Rangpur City Corporation.
05. Representatives of Local Government Office, From Department of Central Government.
06. Any person / persons nominated by CEO of concern CC.
07. Representative of JICA.
08. Secretary, Comilla / Narayanganj / Rangpur / Proposed Gazipur / City Corporation.

Memo no. 46.070.040.00.00.256.2012.2256

Date - 31/12/2012

Copy: For kind Information-

01. Personal Secretary (PS) of Secretary, Local Government Division.
02. Office copy.

Shoroj kumar Nath
Senior Assistant Secretary

Annex A-27 : Meeting Minutes of the 1st PIUCC in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1st Minutes on Project Implementation Unit City Corporation (PIUCC) Meeting in NCC

General Information:

Date: 14 January 2013

Venue: Training Room of Narayanganj City Corporation

Participants: PIUCC Committees members and JICA team members
(Attached Participant list in Annex -1)

Objective of the PIUCC meeting:

- To share Vision among the PIUCC participants and come to consensus;
- To discuss existing issues and priority based issue selection;
- To develop short, mid and long term strategies for achieving the vision.

Introduction: Project Implementation Unit City Corporation Meeting (PIUCC) was held on 14 January at Narayanganj City Corporation. The meeting was chaired by ABM Aminullah Nuri; Chief Executive Officer of Narayanganj. All PIUCC members, JICA Team members took part in this meeting.

Participants contributed for creating a healthy discussion in all topics and gave their valuable opinions to select the priority activities based on their practical experience, considering reality, available resources and capacities as well. During the selection of priority issues committees' members have analyzed their present condition regarding demographic changes ratio, their vision, opportunity as well as challenges also. So, agenda wise discussion and decision are mentioned detail in below:

Welcome speech:

At the set of the meeting, the chair person of the meeting ABM Aminullah Nuri; Chief Executive Officer of Narayanganj welcomed to all participants to take part in the meeting in time. By his speech he shared his expectation regarding to achieving the vision of Narayanganj City Corporation and he requested to all committees' members to share the opinion, valuable thinking and experiences to make the meeting effective and fruitful for the wellbeing of the people of NCC. He also gave thanks to JICA team members for their excellent cooperation and technical supports also.

Self introducing: Before discussing to the main agenda all participants given their self introduction shortly along with their name, designation and working area as well.

Vision

Mr. Sadaruddin; Expert of JICA team presented the Vision set by NCC. After sharing vision all participants came to consensus to finalize Vision as there was no feedback or any changes. Vision of Narayanganj City Corporation is mentioned below:

"To build an environmental friendly clean & healthy planned city and to provide necessary public services to all city dwellers"

Outcome of decision meeting with Mayor on 20th Dec 2011:

Mr. Sadaruddin also presented a summary note on outcome of decision meeting with Mayor on 20th Dec 2011 where there were a lot of life-oriented issues which is the root causes of daily sufferings for people. Therefore, the issues should be addressed immediately by well planning like revive canals, boat khal, pond excavation, build park, hospital, underpass, music school, vocational training center, some heritage, development of modern transportation system etc. At the same time he shared about most important steps for developing an action plan. He mentioned that before any planning organizational strength, opportunities and constrains should be analyzed systematically. The steps may be followed for developing a plan like:

- ❖ Revisit the detail area plan;
- ❖ Realization of Mayor's vision;
- ❖ Feedback taking from local person;
- ❖ Need to get an idea from expert and professional;
- ❖ Setup priority plan;
- ❖ Prepare financial plan and
- ❖ Develop action plan of Mayor's vision through 3D visualization.

Steps for making regional development vision with PIUCC:

Ms. Mani Mala Roy, Expert of JICA team presented a summary note on steps for making regional development vision with PIUCC where included demographic changes, industrial structure and infrastructure layout for short, medium and long term period. In the area of demographic changes population were 709,381 in 2011 as per BBS report 2011 and report also indicated annual growth rate 3.05% (BBS 2011). According the growth rate population will be increased and a big numbers of population will be found after 50 Years. So, wellbeing plan for population should be considered about long term vision. At the same time she also shared infrastructure related a long list on existing issues. Some issues may be included for five years plan like---

- Construction of City Corporation building,
- Construction bridges over Sitalaksha river;
- Expansion of road;
- Establishment of 3 R (Refuse, Reduce, and Recycle) for solid waste management;
- Installation of water supply system and digital traffic signal;
- Automation of tax systems,
- IT infrastructure development etc.

Accordingly eleven issues related to the heavy construction like Circular Road Network along with the river side connected with DHAKA- Chittagong and Dhaka Munshigonj highway, Construction sewerage treatment plant, ward level play ground, amusement park, connectivity with Metro Rail Network, Technical university, More high rise building etc. for 25 Year plan and there were some more heavy construction in plan for 50 Year plan like underground tunnels and infrastructure, large scale industrial expansion along the river of Meghna and Sitalakshay and Construction of modern port connectivity etc.

Industrial Layout:

Under the Industrial layout the eleven development activity related to the construction like expansion of garments, dyeing, printing, labeling factory, steel industry, ship building, and textile industry as well which will generate employment opportunities for Narayangang dwellers for next five years. Besides these, more high level factories may be set aside for next 25 years plan like IT industry, expansion of cement factory, Garments and Knitting factory etc. At the same time there were some large scales industries which may be kept back for long term plan like large scale ship building, Fly over, Helicopter communication etc.

Issues/ Vision/ Strategic Table (Infrastructure):

Ms. Mani has shared about a strategic guideline which was included category based some issues, long term development vision, numerical vision, short term (five years) and mid term (Twenty Five Years) strategies. The five key categories were shared about transportation (Police, BRTA, RDH, NCC), rainwater, waterworks, sewerage/ sanitary facilities and solid waste management as well. Under these categories many issues are existed which has been creating different types of suffering for people and affecting their normal life badly. Some major issues regarding pollution, poor drainage system, water logging, flash flood, and inundation of water are main causes for grief of the people. To achieving the short and mid term development vision some important strategies are shared among participants. A few numbers of short term strategies are mentioned below:

- ✚ Issue based awareness raising through campaigning;
- ✚ Separations of different speeded vehicle;
- ✚ Development of traffic management;

- ✚ Coordination among different associated transport authorities
- ✚ Renewal of drainage;
- ✚ Renovation of existing pipeline;
- ✚ Plan for sewerage network system,
- ✚ Conversion of waste compost and Bio gas;
- ✚ Supply of three type of bins every household and roadside etc.

A few numbers of Mid-term strategies are mentioned below:

- Transformation of water supply Dhaka WASA to NCC;
- Expansion of water supply area;
- Construction of water treatment plant;
- Installation of overhead tank;
- Reducing water pollution;
- Awareness building;
- Establishment comprehensive modern waste management system etc.

Strategic Topics:

Mr. Hideo Sakamoto; Deputy Team Leader; Inclusive City Government project; JICA team, presented the overall plan of the day. He expected that all respected participants will discuss and analyze of all points so that we can get clear idea about 5 years development plan including output and numerical indicators. He said that why the development projects are needed, who will be the benefited by the project and how? If the City Corporation could become enough capable they didn't need outside support. So, we expect Narayanganj City Corporation will be more capacitated to achieve their vision. He is hoping that if everything is done successfully, five years project may come in future. After this, he conducted a prospective achievement plan session of each strategic topic and participants defined them properly. Two areas of strategic topics, one was Governance and other was Public service. Under these two areas, some selected important topics are oriented among participant are mentioned below:

Governance	Public Services
● Cooperation with public service providers	● Drainage
● Cooperation with development partners	● Sewage
● Cooperation with officials and staff of CC	● Water supply
● Cooperation and participation of stakeholders (Citizen)	● Traffic and Transportation
● Sustainable Revenue	● Solid Waste
● Transparency and accountability	● Other Emission (liquid and Air)
● Land use control,etc.	● Market place
	● Beautification
	● Public toilet, etc.

Prospective Achievement plan in Five Years:

After a healthy discussion participants made prioritization of some selected important issues and defined the output including numerical indicators. Due to time constraint and having other priority work of city corporation Governance issues had to be pending for upcoming meeting on 31 January 2013. So, infrastructure related issues are discussed and prioritized by participants which has been mentioned below:

Governance

SL	Topics	Output	Numerical Indicator	Explanation
1.	Cooperation with Public service provider	To be discussed in upcoming meeting	To be discussed in upcoming meeting	
2.	Cooperation with Development partner	To be discussed in upcoming meeting	To be discussed in upcoming meeting	
3.	Cooperation with officials and staff of CC	To be discussed in upcoming meeting	To be discussed in upcoming meeting	
4.	Cooperation and Participation of stakeholders	To be discussed in upcoming meeting	To be discussed in upcoming meeting	
5.	Sustainable Revenue	To be discussed in upcoming meeting	To be discussed in upcoming meeting	
6	Transparency and Accountability	To be discussed in upcoming meeting	To be discussed in upcoming meeting	

Infrastructure

SL	Topics	Output	Numerical Indicator	Remarks
1	Water Supply	<ul style="list-style-type: none"> ▪ Ensured water supply. ▪ Revenue Generated. 	<ul style="list-style-type: none"> ✚ 100% Water Supply 	<ul style="list-style-type: none"> ➤ Water supply for Shiddhirganj zone.
2	Solid waste	<ul style="list-style-type: none"> ▪ Waste Collection for CO2 emission reduction. ▪ City will be neat and clean. ▪ Water bodies will free from wastes. ▪ 3R (Reuse, Reduce, Recycle). ▪ Revenue Collection. 	<ul style="list-style-type: none"> ✚ 100% waste collection. ✚ Three Compost plan. (Bio gas , Fertilizer and Electricity) ✚ Decrease 50% water borne diseases. ✚ 100% Separation at source. 	<ul style="list-style-type: none"> ➤ Financial cost to be calculated. ➤ 17% tax is collected from every household within this 3 % for lighting 7% for cleaning and 7% for holding tax.
3)	Drainage	<ul style="list-style-type: none"> ▪ No water logging. 	<ul style="list-style-type: none"> ✚ 80% Settlements will be free from water logging. 	<ul style="list-style-type: none"> ➤ As Siddhirganj is low land area it is a high prior zone for drainage.
4)	Street lighting	<ul style="list-style-type: none"> ▪ Street light will do remove darkness and movement will be saved and secured for pedestrians. 	<ul style="list-style-type: none"> ✚ 80% area will be covered. 	<ul style="list-style-type: none"> ➤ Kadamrasul and Siddhirganj Zone both are priority as there is no light post in there.
5)	Sanitation	<ul style="list-style-type: none"> ▪ Improvement of public health. ▪ Stopped open defecation. ▪ Reduced waterborne diseases. 	<ul style="list-style-type: none"> ✚ 100% area will be covered 	<ul style="list-style-type: none"> ➤ Every Household will use sanitary latrine by 2014 as it is Government declaration.
6)	Traffic and Transportati on	<ul style="list-style-type: none"> ▪ Less traffic Congestion is found ▪ Developed City master plan. 	<ul style="list-style-type: none"> ➤ 0 % waiting railway crossing. 	<ul style="list-style-type: none"> ➤ Transports have to halt for 5-7 minutes due to two times rail crossing in each hour.

How to Prepare Rolling Development Plan of the CC:**1) Contents of the plan****1. A) It has three parts**

- Institutional Reform Programs
- Fiscal Reform Programs
- Infrastructure Development Projects

1. b) Each part may include;

- Definition of the program or Project (objective, activities, location, etc.)
- Schedule
- Organization Structure for implementation
- Responsible persons
- Cost estimation

1. c) Due date of the Development plan

 April 2013

Closing: As there was no any other agenda meeting was ended with thanks by Chief Executive officer of Narayanganj City Corporation. By his closing speech he invited all participants to take part in the upcoming meeting on time.

Next Meeting: Next PIUCC Meeting of Narayanganj City Corporation will be held on 31 January 2013 at 10:00 am in same training center.

Annex (i) : Agenda of 1st PIUCC Meeting at Narayanganj**I. Vision and Strategy.****(1) Vision**

Discuss and confirm the following proposal

The vision of NCC is to;

“To build an environment friendly, clean, & healthy planned city and to provide necessary public services to all city dwellers”

(2) Strategic Topics

Select strategic topics that are important to achieve the above vision

Governance

- Cooperation with public service providers (such as line Ministries)
- Cooperation with development partners
- Cooperation with officials and staff of CC
- Cooperation and participation of stakeholders (citizen)
- Sustainable revenue
- Transparency and accountability
- Land use Control, etc

Public Services

- Drainage
- Sewage
- Water supply
- Traffic and Transportation
- Solid Waste
- Other emission (liquid and air)
- Market place
- Beautification
- Public Toilet, etc

(3) Prospective Achievement in Five Years

Decide prospective achievement of each strategic topic and define them by numerical indicator(s)

1) Governance

	Topics	Output	Numeral Indicator
1			•
2			
3			
4			
5			

2) Public Service

	Topics	Output	Numeral Indicator
1			
2			
3			
4			
5			

(4) Project and program Criteria

Prepare criteria that CC Project and Program should meet

Governance (program)

- Consistent with vision and strategies
-
-

Public Services (project)

- Consistent with vision and strategies
- High potential to be funded
- Consensus of WLCC and SM

II. How to Prepare Rolling Development Plan of the CC

(1) Contents of the Plan

1) It has Three Parts

- Institutional Reform programs
- Fiscal Reform Programs
- Infrastructure Development Projects

2) Each part may include;

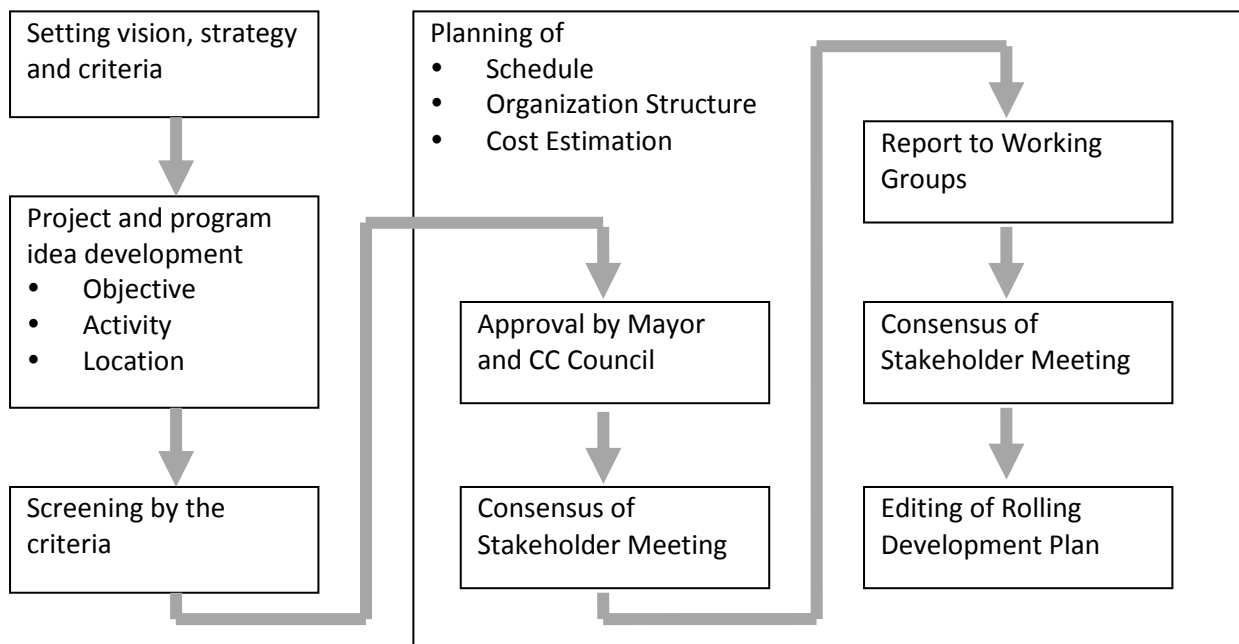
- Definition of the program or project (objective, activities, location, etc)
- Schedule
- Organization structure for implementation
- Responsible persons
- Cost estimation

3) Due date of the Development Plan

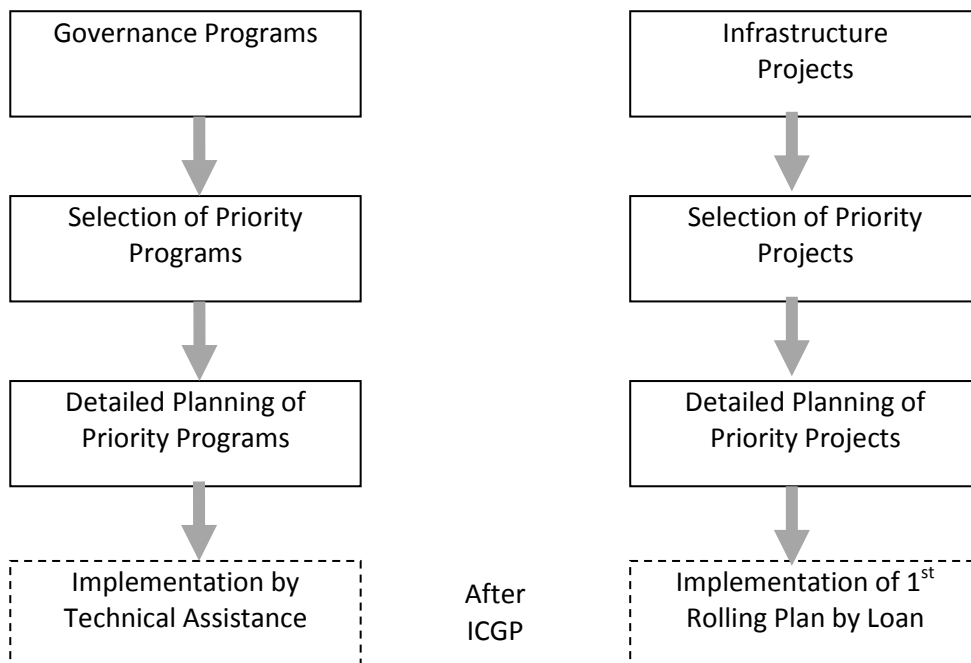
- April 2013

(2) Rolling Plan Preparation Activities by the PIUCC

(3) After the Rolling Development Plan Preparation



The following is planned activity of the ICGP, JICA support after the ICGP is not officially approved.



Annex (ii): Participants list of 1st PIUCC Meeting – Narayanganj City Corporation

Date: 14 January 2013

S L	Name	Position	Organization
Public Representatives			
1.	Md. Nazrul Islam	Councilor & Panel Mayor-2	Narayanganj City Corporation (NCC)
2.	Sultan Ahmed	Councilor, Ward No-22	Narayanganj City Corporation (NCC)
3.	Md. Showkat Hashem	Councilor, Ward No-12	Narayanganj City Corporation (NCC)
4.	Monir Hossain	Councilor, Ward No-14	Narayanganj City Corporation (NCC)
5.	Habib Binni	Councilor, Ward No-13, 14, & 15	Narayanganj City Corporation (NCC)
6.	Md. Tariq	Member-TLCC	Narayanganj City Corporation (NCC)
Officials of other Department			
7.	Nurjahan	Senior Assistant Engineer	Local Government Engineering Department
Narayanganj City Corporation (Officials)			
8.	ABM Aminullah Nuri	Chief Executive Officer	Narayanganj City Corporation (NCC)
9.	Khan Muhammad Nurul Islam	Superintendent Engineer	Narayanganj City Corporation (NCC)
10.	Md.Abdul Aziz	Executive Engineer (XEN)	Narayanganj City Corporation (NCC)
11.	Dr. Hasib Mahmud	Health Officer	Narayanganj City Corporation (NCC)
12.	Md. Moinul Islam	Urban Planner	Narayanganj City Corporation (NCC)
13.	Md. Arif Ahmed	Sub Assistant Engineer (Electrical)	Narayanganj City Corporation (NCC)
14.	Mr. Hideo Sakamoto	Deputy Team Leader	Japan International Cooperation Agency (JICA)
15.	Dr. Noriko Kono	Expert-Urban Development	Japan International Cooperation Agency (JICA)
16.	Dr.Taisuke Tokuoka	Expert- Institutional Development	Japan International Cooperation Agency (JICA)
17.	Md.. Sadar Uddin Ahmed	Expert- Participatory Social Development	Japan International Cooperation Agency (JICA)

18.	Mani Mala Roy	Expert- Participatory Social Development	Japan International Cooperation Agency (JICA)
19.	Md. Jahurul Pasha	Project Officer- Infrastructure	Japan International Cooperation Agency (JICA)
20.	A.S.M. Shamsur Rahman	Project Officer- Environment	Japan International Cooperation Agency (JICA)

Annex A-28 : Meeting Minutes of the 2nd PIUCC in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 4 February 2013

Venue: Training Room of Narayanganj City Corporation

Participants: PIUCC Committees and JICA team members (Attached list)

Discussion topics of 2nd PIUCC meeting:

- 1) 1st Candidate Projects Preparation Procedure
- 2) Re-discussion on Priority Sector
- 3) Candidate Project Modification & Approval

Welcome speech:

At the set of the meeting, the chair person ABM Aminullah Nuri; Chief Executive Officer of Narayanganj City Corporation welcomed to participants to take part in the meeting in time. He expected rational and constructive feedback from all for developing an authentic plan for NCC.

Candidate project Procedures:

Mr. Taisuke Tokuoka, Expert (Governance), JICA Team gave a power point presentation on candidate project procedures and explained in detail. He focused five significant steps on 1st candidate project procedures are as follows:

- Priority sector;
- Candidate project list;
- Candidate modification and approval;
- Assessment and prioritization;
- Priority project modification and approval.

Mr. Taisuke explained that priority project list will be discussed in 1st PIUCC meeting with take CC vision into account then it will have to be shared with Honorable Mayor and coordination committees for their opinion. In later, respective technical team will examine all projects and finally it will be approved by Honorable Mayor.

After the presentation, he requested to fill-up the sample format of priority project list and send to JICA office soon.

Current status of CCs public finance:

Mr. Kozo Kamiya, Expert, JICA Team shared about current status of CCs public finance in 2012- 2013. The Presentation slide was reflected the comparative data on own revenue collection of concern Narayanganj, Comilla and Rangpur CCs also. Mr. Kamiya requested to Narayanganj CC to improve their existing condition.

Re-discussion on priority sector:

Mr. Hideo Sakamoto, DTL, JICA team gave another presentation on Priority sector that was proposed on 1st PIUCC meeting. There was a slight change in priority infrastructure sector according to the Honorable Mayor's opinion which was shared in 2nd PIUCC meeting and changed priority list was accepted by PIUCC members.

Suggestions which came from meeting for improving governance system are as follows:

- Improve the management system of CC.
- Enhance the capacity of City corporation staffs.
- Build strong coordination among different departments.
- Develop master plan for City Corporation.
- Maintain monthly work plan for staffs and it will be coordinated by CC.
- Build office complex for City Corporation staffs for improving coordination amongst staffs.
- Representative should come from different agency for new ideas and experience sharing.
- Develop appropriate tools for tax collection and other fees also.
- Re-identify source of tax.
- Reassessment of holding tax.
- Diversify earnings from business operators under CC.
- Develop IEC materials for awareness raising of mass people.
- May be formed Para/ Mahalla based committee for tax collection..
- Not to issue any certificate by CC like birth registration, Nationality Certificate etc for tax or other fee defaulters.
- Initiate reward system for regular tax payer considering last ten years.
- Concerned ward councillor will be rewarded for motivating HHs and highest tax collection.

As there was no any other discussion the meeting was ended with vote of thanks by chair.

Annex (i): Agenda

Inclusive City Governance Project (ICGP)
 Schedule on PIUCC meeting for Narayanganj
 Date: 4 February 2013/02/03

Objective of the meeting:

- To know about existing participatory mechanism
- To get an idea about how to improve existing participatory mechanism
- To develop priority plan on Infrastructure

Discussion Points:

1. Last PIUCC minute review and finalization
2. Share about Inception report outcome
3. Infrastructure
4. Participatory Mechanism
5. AOB

Governance through Participatory Mechanism

Meeting/Sharing process with Existing Forum					
SL	Existing Forum	Interval / # of meetings	Strong Area	Weak Area	Suggestions
	WLCC				
	TLCC				
	CBOs				
	FGD				
	Participatory Urban Appraisal				
Coordination meeting with Internal Departments					
	Name of Department	# of meeting	Strong Area	Weak Area	Suggestions
Coordination meeting with other departments (District level)					
	Name of Department	# of meeting	Strong Area	Weak Area	Suggestions
	Social welfare				
	Youth department				
	Women Affairs				

	BRDB				
	Coordination meeting with other NGOs (ADB, GIZ, BRAC, ----)				

Annex (ii): Participant List of the 2nd PIUCC Meeting in Narayanganj CC

Venue: Mondolpara Training room of Narayanganj CC

Date: 4 February 2013

S L	Name	Position	Organization
Elected Representatives			
21.	Asit Baran Biswas	Councilor, Ward No-15	Narayanganj City Corporation (NCC)
22.	Sharmin Habib Binni	Councilor, Ward No-13, 14, & 15	Narayanganj City Corporation (NCC)
23.	Md. Tariq, Social Worker	Member-TLCC	Narayanganj City Corporation (NCC)
Narayanganj City Corporation (Officials)			
24.	ABM Amin Ullah Nuri	Chief Executive Officer	Narayanganj City Corporation (NCC)
25.	Khan Muhammad Nurul Islam	Superintendent Engineer	Narayanganj City Corporation (NCC)
26.	Md. Abdul Aziz	Executive Engineer (XEN)	Narayanganj City Corporation (NCC)
27.	Dr. Hasib Mahmud	Health Officer	Narayanganj City Corporation (NCC)
28.	Md. Moinul Islam	Urban Planner	Narayanganj City Corporation (NCC)
29.	KM Faridul Miraj	Slum Development Officer	Narayanganj City Corporation (NCC)
JICA TEAM			
30.	RYUJI KASAHARA	Advisor	Japan International Cooperation Agency (JICA)
31.	Mr. Hideo Sakamoto	Deputy Team Leader	Japan International Cooperation Agency (JICA)
32.	Dr.Taisuke Tokuoka	Expert- Institutional Development	Japan International Cooperation Agency (JICA)
33.	Nakato ISHIMARU	Participatory Development	Japan International Cooperation Agency (JICA)
34.	Kozo Makiya	Finance Expert	Japan International Cooperation Agency (JICA)
35.	Md.. Sadar Uddin Ahmed	Expert- Participatory Social Development	Japan International Cooperation Agency (JICA)
36.	Mani Mala Roy	Expert- Participatory Social Development	Japan International Cooperation Agency (JICA)
37.	Md. Jahurul Pasha	Project Officer- Infrastructure	Japan International Cooperation Agency (JICA)
38.	A.S.M. Shamsur Rahman	Project Officer- Environment	Japan International Cooperation Agency (JICA)
39.	Braja Kishore Tripura	Project Officer	Japan International Cooperation Agency (JICA)

Annex A-29 : Meeting Minutes of the 3rd PIUCC in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 10 March 2013

Venue: Training Room of Narayanganj City Corporation

Participants: PIUCC Committees and JICA team members (Agenda & participant list are attached in Annex 1 & 2))

Welcome speech:

At the set of the meeting, the chair person ABM Aminullah Nuri; Chief Executive Officer of Narayanganj City Corporation welcomed to participants to take part in the meeting in time. He expected rational and constructive feedback from all for developing an authentic plan for NCC.

Agenda wise discussions and decisions are described below:

Review of the Project list:

There were Forty Project list prepared by NCC are reviewed and these were accepted by PIUCC members as there were no change in the list.

Location and identification of plotted in a sizable map:

NCC has prepared a map with the identification of project location and plotted the project area but due to some inconsistency with the ICGP requirements it has been suggested that NCC will prepare the map again as per project guidance and will send to JICA office by 14 March 2013.

Review of the NCC vision and strategies:

Vision has been finalized by committee after reviewing again which is mentioned below:

‘To build an environment friendly, clean, healthy, safe and poverty- free planned city to provide necessary services to all city dwellers.’

Criteria discussions for project prioritization:

Six criteria has been analyzed by PIUCC members for the prioritization of project and given weight against in each criteria. Finally they have given credit number for each project is as follows below:

Of Criteria- 6, Weight value- 1-6 and Credit: (A=1, B= 0.5 and C= 0)

Sector 1: Water supply

Criteria	Weight 1 – 6 values	Name of Project		
		Construction of Foot Over Bridge over Shitalakhya River (2.a)	Construction of Luhia Bridge over Nobiganj Khal (2.b)	Construction of Kuripara Bridge over Kuripara Khal (2.c)
Social Consideration	6	1	0.5	0.5
Environmental impact	4	1	0.5	0.5
Compensation/ Cost issues	3	0.5	0	0
Broader beneficiaries	5	1	0.5	0

No opposition group	1	1	1	1
Operation and Maintenance	2	0.5	0	0
	21	18.50	8.50	6.0

Sector 2: Bridge

Criteria	Weight 1 – 6 values	Name of Project	
		Construction of Tribini Bridge over Tribini Khal (2.d)	Construction of Baparipara Bridge over Baparipara Khal (2.e)
Social Consideration	6	0.5	0
Environmental impact	4	0	0
Compensation/ Cost issues	3	0	0
Broader beneficiaries	5	0	0
No opposition group	1	1	1
Operation and Maintenance	2	0	0
	21	4	1

Sector 3: Solid waste management

Criteria	Weight 1 – 6 values	Name of Project
		Construction of Sanitary Land Fill, Dustbins, Procurement of Equipment and Treatment Facility at Jimkhana and Chapatoli
Social Consideration	5	1
Environmental impact	6	1
Compensation/ Cost issues	2	1
Broader beneficiaries	3	1
No opposition group	1	0.5
Operation and Maintenance	4	1

	21	20.50
--	----	-------

Sector 4: Street lighting

Criteria	Weight 1 – 6 values	Name of Project	
		Installation of Street Lighting System and ornamental Lighting in Kadam Rusul Zone (4.a)	Installation of Street Lighting System and ornamental Lighting in Siddirganj Zone (4.b)
Social Consideration	6	0.5	1
Environmental impact	3	1	1
Compensation/ Cost issues	2	0.5	0.5
Broader beneficiaries	5	0.5	1
No opposition group	1	1	1
Operation and Maintenance	4	1	1
	21	14.50	20.00

Sector 5: Park and Stadium

Criteria	Weight 1 – 6 values	Name of Project	
		Construction of Park and Rehabilitation of Pond with Plantation Zone (5.a)	Construction of Stadium and Rehabilitation of Pond (5.b)
Social Consideration	6	1	0.5
Environmental impact	4	1	1
Compensation/ Cost issues	2	0.5	0.5
Broader beneficiaries	5	1	1
No opposition group	1	1	1
Operation and Maintenance	3	1	0.5
	21	20	15.50

Sector 6: Building

Criteria	Weight 1 – 6 values	Name of Project		
		Construction of Community Cum Cultural Center (6.a)	Construction of Community Center (6.b)	Construction of Public Toilet /Community Latrine (6.c)
Social Consideration	6	1	1	1
Environmental impact	3	1	1	1
Compensation/ Cost issues	2	0.5	0.5	1
Broader beneficiaries	5	0.5	1	1
No opposition group	1	1	1	1
Operation and Maintenance	4	0.5	0.5	1
	21	15.50	18.00	21.00

Sector 7: Drain-a

Criteria	Weight 1 – 6 values	Name of Project		
		Re-excavation of Cannel & Beautification in Siddirganj (7.a)	Construction of Road Side RCC drain starting from Madanganj Powergrid to Nabiganj Bus Stand via Bandar Bazar (7.b)	Construction of RCC Drain Cum Footpath at Ali Ahamed Chunka Road from 2 no rail gate to Nagbari more (7.c)
Social Consideration	4	1	1	1
Environmental impact	6	1	1	1

Compensation/ Cost issues	2	1	1	0.5
Broader beneficiaries	5	1	0.5	1
No opposition group	1	0.5	0	1
Operation and Maintenance	3	0.5	0	0
	21	19.00	14.50	17.00

Sector 7: Drain-b

Criteria	Weight 1 – 6 values	Name of Project		
		Construction of RCC Drain Cum Footpath at Jale Para Road from Jelepara Bridge to Lucky Bazar (7.d)	Construction of RCC Drain Cum Footpath at Khal Ghat road (7.e)	Construction of RCC Drain at Allamah Iqbal Road (7.f)
Social Consideration	4	0.5	0.5	0.5
Environmental impact	6	1	1	1
Compensation/ Cost issues	2	0	0	0
Broader beneficiaries	5	1	0.5	0.5
No opposition group	1	1	1	1
Operation and Maintenance	3	1	1	1
	21	17.00	14.50	14.50

Sector 7: Drain-c

Criteria	Weight 1 – 6 values	Name of Project		
		Construction of RCC Drain Cum Footpath From Willson road to Madanganj Madanpur road via Graveyard at Bandar (7.g)	Construction of RCC Drain from Amirabadh Bus Stand to Shitalakhya River (7.h)	Construction of RCC Drain from Nobiganj Bazar to Dakesshay Mill (7.i)
Social Consideration	4	1	0.5	0.5
Environmental impact	6	1	1	1
Compensation/ Cost issues	2	1	0	0.5
Broader beneficiaries	5	1	1	1
No opposition group	1	0.5	0	0
Operation and Maintenance	3	1	1	1
	21	20.50	16.00	17.00

Sector 8: Road-a

Criteria	Weight 1 – 6 values	Name of Project		
		Construction of Road by asphalt starting from Madanganj Powergrid to Nabiganj Bus Stand via Bandar Bazar. (8.a)	Construction of Ali Ahamed Chunka Road by RCC from 2 no rail gate to Nagbari more (8.b)	Construction of Jale Para Road by RCC from Jelepura Bridge to Lucky Bazar (8.c)
Social Consideration	6	1	1	1
Environmental impact	5	1	1	1
Compensation/ Cost issues	3	1	0	0
Broader beneficiaries	7	1	1	1
No opposition group	2	0	1	1
Operation and Maintenance	4	1	1	1
	27	25	24	24

Sector 8: Road-b

Criteria	Weight 1 – 6 values	Name of Project		
		Construction of Allama Iqbal Road by RCC (8.d)	Construction of Road by asphalt from Willson road to Madanganj Madanpur road via Graveyard at Bandar (8.e)	Construction of City Protection Embankment with Plantation & Beautification on the both sides of Shitalakhya River (8.f)
Social Consideration	6	1	1	1
Environmental impact	5	1	1	1
Compensation/ Cost issues	3	1	0	0

Broader beneficiaries	7	1	1	1
No opposition group	2	1	0	0
Operation and Maintenance	4	1	1	1
	27	27.00	22.00	22.00

Sector 8: Road-c

Criteria	Weight 1 – 6 values	Name of Project	
		Construction of Road by RCC from Amirabdh Bus Stand to Shitalakhya River (8.g)	Construction of Road by RCC from Nobiganj Bazar to Dhakeshary Mill (8.h)
Social Consideration	6	1	0.5
Environmental impact	5	1	1
Compensation/ Cost issues	3	1	1
Broader beneficiaries	7	1	1
No opposition group	2	0.5	0.5
Operation and Maintenance	4	1	1
	27	26	23

As there were no any other discussion the meeting was ended with vote of thanks by chair.

Annex (i) : NCC 3rd PIUCC Agenda

March 10, 2013

1. Review of the NCC Project List

Given the “Candidate project list for NCC” on February 25, 2013, PIUCC members and JICA Expert Team need to review the list together. Here in this meeting, both sides will work on the followings:

1.1 Q and A session for the list

JICA experts will ask questions for concerns (if any). PIUCC answers on these concerns.

1.2 Location identification plotted in a sizable map.

PIUCC will prepare a map that spots the location of each project. This will help to grasp the geographic outline of the list and consider the geographic balance.

2. Review of the NCC Vision and Strategies

NCC visions and strategies were discussed since mid-December 2012 and they were finalised at the second PIUCC on 14th January 2013.

2.1 Review on structure of future infrastructure and industrial layout

2.2 Reviews on Vision and Strategies

Both sides will discuss the decided vision. “To build an environmentally friendly clean & healthy planned city and to provide necessary public services to all city dwellers.” Each strategy is made in water supply, solid waste, drainage, street lighting, sanitation, traffic and transportation. PIUCC members and JICA Experts will check these strategies.

2.3 Strength and Potential discussions

Strength and Potential of the city can be reviewed here as well. This review can slightly change the present vision and strategies. Or this will reconfirm the present vision is appropriate.

3. Criteria discussions

JICA loan will select some prioritized projects according to certain criteria. Selection of these criteria can come from various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Discuss internally some of the unbiased project and think about giving these projects low priority.

3.1 Discussion of criteria conforming to vision and strategies.

Consider the criteria which are conforming to 2.1 and 2.2.

3.2 Discussion of criteria fit to JICA loan

Discuss the criteria which seem to fit to JICA loan, considering the various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Make the following sheet and select the priority projects.

Annex(ii): Participant List of the 3rd PIUCC Meeting in Narayanganj CC

Venue: Mondolpara Training room of Narayanganj CC

Date: 10 March 2013

S L	Name	Position	Organization
Elected Representatives			
40.	Sullta Ahmed	Councilor, Ward No-22	Narayanganj City Corporation (NCC)
41.	Sharmin Habib Binni	Councilor, Ward No-13, 14, & 15	Narayanganj City Corporation (NCC)
42.	Md. Tariq, Social Worker	Member-TLCC	Narayanganj City Corporation (NCC)
Narayanganj City Corporation (Officials)			
43.	ABM Amin Ullah Nuri	Chief Executive Officer	Narayanganj City Corporation (NCC)
44.	Khan Muhammad Nurul Islam	Superintendent Engineer	Narayanganj City Corporation (NCC)
45.	Md. Asgar Hossain	Asst. Engineer	Narayanganj City Corporation (NCC)
46.	Md. Arif Ahmad	Sub Asst. Engineer (Electrical)	----
47.	Md. Moinul Islam	Urban Planner	Narayanganj City Corporation (NCC)
JICA TEAM			
48.	Ritsuko Hagimara	Representative	Japan International Cooperation Agency (JICA)
49.	Dr.Noriko Kono	Expert-	Japan International Cooperation Agency (JICA)
50.	Md. Julfiker Ali	Sr. Program Manager	Japan International Cooperation Agency (JICA)
51.	Md. Sadar Uddin Ahmed	Expert- Participatory Social Development	Japan International Cooperation Agency (JICA)
52.	Mani Mala Roy	Expert- Participatory Social Development	Japan International Cooperation Agency (JICA)
53.	Md. Jahurul Pasha	Project Officer-Infrastructure	Japan International Cooperation Agency (JICA)
54.	A.S.M. Shamsur Rahman	Project Officer-Environment	Japan International Cooperation Agency (JICA)
55.	Md. Safiur Rahman	Admin Officer	JICA

AnnexA-30 : Meeting Minutes of the 4th PIUCC in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 20 April 2013

Venue: Conference Room of Narayanganj City Corporation

Participants: PIUCC Committees and JICA team members (Attached as annex-2)

Welcome speech:

At the set of the meeting, the chair person ABM Aminullah Nuri; Chief Executive Officer of Narayanganj City Corporation welcomed to participants to take part in the meeting in time. He expected valuable opinions from all for developing an inclusive Infrastructure project list for NCC.

Governance part:

Mr. Taisuke Tokuoka, Expert (Governance), JICA Team gave a power point presentation on Governance functions of NCC and discussed in detail. Summary abstract of the presentation are described below:

- Explained about significant four approaches of Governance;
- Shared data based information on existing scenario on Governance;
- Briefed about Administrative Reform Plan (ARP) etc.

Review of the result of Three PIUCC Meeting:

The above topic is facilitated by Mr. Zaharul Pasha, PO, ICGP and discussion summary are mentioned below:

- Reviewed the existing Vision of NCC whereas no any changes;
- Priority based project list are reviewed and there were no changes
- Strategies are reviewed whether there were no additions or deletions.

Discussion of project list of NCC:

Mr. Koichiro TAMURA, JICA Expert, gave another power-point presentation on project list whereas some important contents included are mentioned below:

- Make story of each important project which is linked with vision;
- Strategic packaging for bigger impact and ;
- Project prioritization based on some criteria.

Upcoming Pilot Project for NCC:

Facilitated by Hideo Sakamoto, DTL of ICGP
Mr. Hideo Sakamoto explained the pilot project that will be implemented by NCC are as follows:

- Three Dimension planning Supporting System for NCC and;
- Dissemination of CC Information by of Short Message Service (SMS).

PIUCC members appreciated the both ideas of pilot project and they agreed to implement the pilot project.

Concern and Recommendations:

Various recommendation have been made by JICA Experts regarding Vision achievement are as follows----

- ✚ Project list should be prepared an inclusive (All necessary projects) manner for next five years;
- ✚ Projects should be selected linking with Vision;
- ✚ Project List should not be prepared only for JICA;
- ✚ JICA will support for some projects based on some own criteria;
- ✚ CC's will execute the all planned projects with the support from other donors like ADB, World Bank, Using CC's own fund and Central government fund as well.

Some concerned raised by CEO-----

Staff capacity Building:

Only four staffs of NCC have received CC management training from NILG and rest of staffs have no training yet now.

- ✚ As there is no training center in Narayanganj District, NCC's need to establish a training institute for improving staff capacity.

City Corporation Act Amendment:

- ✚ NCC's need the separate authority from RAJUK for building construction planning;
- ✚ As NCC accomplished the tax assessment in last year so it will not be wise decision to reassess now again at this moment.

New area of Income source for NCC:

- ✚ NCC declared holding transfer tax in 0.5 % rate as a new area of income source;
- ✚ NCC announced new Charge/fee for Bill board and advertisement for increasing their income;
- ✚ NCC imposes road use fees for external vehicles.

Speech by Mr. Nurullah, Superintendent Engineer, LGED and PD, ICGP:

An instructive and explanatory speech was given by Mr. Nurullah, Project Director of ICGP.

He explained the 'inclusive plan' in that way----

Inclusive means-----

- ✚ Considered all things which you want to do in next five years;
- ✚ NCC should be considered these projects which are very big and beyond their capacity regarding finance and technical knowledge;
- ✚ A rolling plan will be prepared and all development projects will be implemented from long list and periodically the plan will be modified.
- ✚ The projects should be consistence with NCC Vision;
- ✚ The projects which will bring the miracle changes for CCs regarding income, livelihoods, safety and security, and Beatification etc.

Speech by Mr. Junnosuke IWANO, Country Officer, JICA- HQ, South Asia part

An encouraging speech is delivered by Mr. Junnosuke IWANO. He said that the meeting that he observed today is very much impressive to him. He wants to see the NCC as distinguished city by its own characteristics.

Way forward and closing speech by Honorable Mayor:

Dr. Salina Hayat Ivy, Honorable Mayor of NCC gave an optimistic speech which was inspiration for all. She said that she wants to do many things for City Dwellers and seeks technical and financial support from JICA, LGED and other donors. She also informed the meeting that NCC is trying hard and soul to increase their capacity and strength to achieving the Vision. She highly appreciated Japanese activities which have been implemented earlier by JICA in Bangladesh. She is committed to return their heritage, nature, fish as well as government properties which have been damaged earlier.

As there was no any other discussion the meeting was ended with vote of thanks by chairperson.

Annex-(i) : Agenda:**NCC 4th ICGP PIUCC Agenda**

April 20, 2013

1. Governance of ICGP

Governance is one of the most important part of ICGP. Governance experts will explain the activities of Inclusive City Governance Improvement Action Plan (ICGIAP) and the review of Administrative Reform Program (ARP).

2. Review of the NCC Vision and Strategies

NCC visions and strategies were discussed since mid-December 2012 and they were finalised at the 2nd PIUCC in Feb 4th, 2013. Here we conduct a quick review on these.

3. Discussion on NCC Project List

“Candidate project list for NCC” should be ready at the meeting. In order to materialize the projects, detailed assessment of the list is necessary from a strategic point of view. Here in this meeting, both sides will work on the followings:

3.1 Q and A session for the list (on consistency with the vision/strategy)

JICA experts will ask questions for concerns and PIUCC answers on these concerns. In particular, questions will focus on relevance and efficiency of the listed projects in terms of achievement of the formulated vision and strategy. Priority projects are expected to link with the vision and strategy and address issues effectively.

3.2 Location identification plotted in a sizable map.

PIUCC will prepare a map that spots the location of each project. This will help to grasp the geographic outline of the list and consider the geographic balance.

3.3 Discussion for effective packaging

Effective way of project packaging will be discussed with seeing the map. Packaging among different infrastructure and classification by importance level will be sought.

4. Discussion on Criteria for selecting priority project

Donors will fund some prioritized projects according to certain criteria. Selection of these criteria can come from various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Discuss internally some of the unbiased project and think about giving these projects low priority.

4.1 Discussion of methodology for project prioritization

Upcoming tasks for prioritization and schedule will be checked.

4.2 Discussion of criteria for project prioritization

Discuss the criteria to decide prioritized project, considering the various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Make the following sheet and select the priority projects.

Annex(ii) Participant List of the 4th PIUCC Meeting in Narayanganj CC

Venue: Conference Room of Narayanganj CC

Date: 20 April 2013

SL	Name	Position	Organization
Elected Representatives			
56.	Obaid Ullah	Panel Mayor-1	NCC
57.	Sharmin Habib Binni	Panel Mayor-3 (Ward no 13,14,15)	NCC
58.	Md. Kamrull Hasan Moonna	Councilor,	NCC
59.	Ishrat Jahan Maya	Councilor,	NCC
60.	Sultan Ahmed	Councillor	NCC
61.	Md. Tariq, Social Worker	Member-TLCC	NCC
Narayanganj City Corporation (Officials)			
62.	ABM Amin Ullah Nuri	Chief Executive Officer	Narayanganj City Corporation (NCC)
63.	Nurjahan	Senior Assistant Engineer	LGED
64.	Md.Asgar Hossain	Asst. Engineer	NCC
65.	Md. Arif Ahmed	Sub Assist. Engineer	NCC
66.	Md. Anwar	Principal, Kindergarten	-----
67.	Md. Tariq	Social worker	Narayanganj
68.	Md. Rezaul Islam	Director of Jilfia Int. (PVT)	Narayanganj
69.	Dr. Hasib Mohammad	Medical Officer	NCC
70.	Md. Moinul Islam	Town Planner	NCC
71.	Md. Abdul aziz	XEN	NCC
72.	Md. Helal Mohammad Sharif	Secretary	NCC
JICA TEAM			
73.	Mr. Junnosuke IWANO	Country Officer	JICA,HQs, Soth Asia Part
74.	Mr. Hideo Sakamoto	Deputy Team Leader	JICA
75.	Dr.Taisuke Tokuoka	Expert- Governance	JICA
76.	Koichiro Tamura	Expert	JICA
77.	Braja Kishore Tripura	Project Officer- Governance	ICGP
78.	Md.. Sadar Uddin Ahmed	Expert- Participatory Social Development	ICGP
79.	Shafiur Rahman	Admin Officer	ICGP
80.	Mani Mala Roy	Expert- Participatory Social Development	ICGP

81.	Md. Zahurul Pasha	Project Officer- Infrastructure	JICA
82.	A.S.M. Shamsur Rahman	Project Officer- Environment	ICGP
83.	Braja Kishore Tripura	Project Officer	ICGP

Annex A-31: Meeting Minutes of the 5th PIUCC in NCC

Japan International Cooperation Agency (JICA)

Technical Cooperation Project for development planning for Inclusive City Governance Project (ICGP)

Date : 19th July, 2013
Time : 11.00 AM– 15:00
Venue : CEO Room, Narayanganj City Corporation
Participants :

1. Mr. Abul Barkat Muhammad Amin Ullah Nuri NCC CEO
2. Mr. Md. Abdul Aziz NCC Chief engineer
3. Ms. Noriko KONO Ph.D. Urban Development
4. Mr. A.S.M. Shamsur Rahman Project Officer (Environment)
5. Mr. Md. Zahurul Pasha Project Officer (Infrastructure)
6. Mr. Md. Shafi Ur Rahman Administrative Officer

Agenda: General discussion with on the stakeholder meeting on the next day. How the vision needed to connect to each sub project.

Dr. Kono has brought the sample presentation (attached) and explained the red letters marked as “comments from the JICA expert team.” Based on this sample, Mr. Nuri agreed to have presentation on the 20th July 2013. He confirmed the 100% indicators are important to set their own goals. He raised some issues on two new projects: Bridge over Shitalakkhya river and pump station in Six ward, Shiddirganj zone lies which Honorable Mayor Dr. Salina Hayat Ivy has mentioned and it should be in the list. The meeting was ended by confirming that Mr. Nuri and Mr. Aziz would finalize the presentation that night and present in tomorrow’s stakeholder meeting.

Prepared By:

NORIKO KONO

AnnexA-32 : Meeting Minutes of the 6th PIUCC in NCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1. General Information

Date: 5 October 2013

Venue: Conference Room of Narayanganj City Corporation

Participants: PIUCC Committees and JICA team members (Attached attendees as annex-2)

2. Meeting objective:

- To share about the progress on 3D pilot project at 16 no ward of NCC;
- To share about the progress about SMS pilot project;
- To collect feedback and recommendation about the project.

5th PIUCC meeting was held on 5th October 2013 at the conference room of NCC. Agenda wise discussion and decision are described below:

3. Presentation on 3D project:

Md. Waziullah Apu, Team leader, gave a power-point presentation on 3D pilot project. There are some focusing areas are mentioned here below:

3.a. Purpose of this pilot Project:- Basically 3D pilot project is a study on preparing a development tool. Through this project, we want to give you an idea how you will make the development plan on your area. In Narayanganj, 16 no ward is selected out of 27 wards. If NCC thinks that it is a necessary and an effective development tool, they can work further with this in details and follow the tool for other areas.

3.2. Five public services—In this project, five public services are considered like Road network, Primary school, Ward center, Mosque and Play ground which was proposed by City Management;

3.c. Existing condition of 16 no ward— The 16 no ward, there is many water body and unused land which can be used through proper developing plan. But, people should be motivated to take these challenges.

3.d. Proposed plan of 16 no ward--- Some public services are focused in proposed development plan whereas every road is connected. If it is agreed by all it can be followed by CCs or further they can analyze with this.

4. Mr. Hideo Sakamoto, DTL, ICGP, gave an overview about Pilot Project----

Mr. Sakamoto told that it was a pilot project and dummy development plan. Basically, It may be used an effective tool for city planning. If City Corporation thinks, it is important and effective for them; they can recommend for others and they can take initiative to do that. But, JICA would not take responsibility to develop for others plan.

5. Recommendations for 3D pilot project;

- Plan should not be developed filling of the water body and should preserve the water body -- by Honorable Mayor of Narayanganj City Corporation;
- Should be marked unused and Khas land/ Government land in proposed 3D plan-- by Honorable Mayor of Narayanganj City Corporation;

- One channel is missed under 16 ward that should be included— By Honorable Mayor of Narayanganj City Corporation;
- Detail plan should be needed on other sector like drainage, street light, water logging etc. instead of five public service like market, mosque, ward center, road primary school etc ---by Councilors;
- Should be mention the existing problems and the effect of proposed plan--- by Community People
- Not only message sending system developed but also message receiving system should be developed by City People.

6. Presentation on SMS pilot project by the Director of this project---

Mr. Mahmudul Islam, Managing Director, Soft Works, gave a presentation on 3D pilot project. There are some focusing areas are mentioned here below:

6.a. Objective of this project: To provide necessary information to city Dwellers and examine the initiative how it is effective or not.

6.b. Scopes of this project---

- **Citizen Registration:**

Allow citizens to register by sending an SMS containing their National ID, Name, Holding Address and Mobile number;

- **Push-Pull:**

Implement two way communications.

- **IVR:**

An IVR system can be established where citizens can call and know about the services, fees, application status of NCC.

- **Payment of Tax/Fees by SMS:**

If a holding tax database is operational, then NCC can allow citizens to pay directly from their mobile wallet.

- **Central Web Dashboard:**

NCC can ask Citizens to report/complaint any issues related to functions of NCC like, illegal billboards, open manhole, non-working street light etc issues by SMS.

6.c. Present survey report---To examine the project effectiveness a telephonic survey is completed among 100 people. Out of them 42 responded positively and they want to such types of messages and also want to inform CC about their problems.

7. Recommendations for SMS pilot project;

7.a. Mr. ABM Aminullah Nuri, Chief Executive Officer of Narayanganj City Corporation told---

- SMS is send through this pilot project which is appreciated but NCC's requires tax automation system by which people can easily get messages about their tax payment date, dues and necessary information as well;
- He also told that they have developed some messages regarding city services and sending these messages manually in regular basis;
- He also added that tax automation software will be a cost reducing initiatives for CCs as well as public. Now, when CC takes print out for any bill it takes 5-7 taka and public also have to suffer for coming and going and travelling cost also.

7.b. A question is raised by Hasmatullah, Citizen of Comilla

Do you have any cost involvement for registration? In replying, SMS team leader told that—there is a minimum cost involvement if anyone can send messages it will expense 1.25 taka/ message.

7.c. Speech by Hedio Sakamoto, DTL, ICGP-----

Mr, Sakamoto thanked to all for their active participation. He shared about the pilot project as well as the progress of the ICGP project. He told that our project list almost in finalizing stage. Actually, ICGP is working with infrastructure and also Governance. This pilot project is mainly planning for Governance purpose and communication is very important for city governance. Other portion of this project is infrastructure. Now, we are going to propose which Infrastructure should be developed for Narayananj. As JICA is not a final decision maker, our Japan Government will approve the project nearly next march 2014 and project will be started may be in April 2014. This is our schedule not finalize.

Conclusion Remarks by Mayor:

Ms.Dr. Salina Hayat Ivy, Honorable Mayor thanks to all to take part the meeting and valuable contribution. She requested by her speech to Engineering department and planning department to develop a paper details focusing on major infrastructure, drainage, lightening and others sector as well that will be helpful for next 3D plan. She also requested all particularly City Councilors should holder more responsibility to aware the citizens about our activities.

As there is no any other agenda the meeting is ended with vote of thanks by Honorable mayor of Narayananj City Corporation.

Appendix(i)

**NCC 6th PIUCC
3D SMS Pilot Project Review Meeting**

Date: 5th October, 2013, 11:00 am– 13:10pm

Venue: Narayananj Conference Room, Narayananj Office.

Participants: Narayananj Mayor, Project Director, Narayananj CEO, Narayananj Secretary and Narayananj PIUCC Members, JICA Expert Team, Consultants for Pilot Project “3D” and “SMS”

Organizers: JICA ICGP Project

Time	Duration	Activity
11:00-11:05	5 minutes	Opening remark by Honorable Mayor, Narayananj City Corporation.
11:05-11:10	5 minutes	Overview of Pilot Project by Mr.Nurulla, PD
11:10-11:15	5 minutes	Introducing among participants
11:15-11:45	30 minutes	Background of 3D and Presentation from 3D Pilot Project Team
11:45-12:00	15 minutes	Q & A session
12:00-12:30	30 minutes	3D Questionnaire filling time
12:30-12:50	20 minutes	SMS presentation
12:50-13:05	15 minutes	Q & A session
13:05-13:10	5 minutes	Closing remark by CEO

Appendix(ii) Participant list

Date: 5/10/2013

SL	Name	Position	Organization
1.	Dr. Salina Hayat Ivy	Mayor	Narayanganj CC
2.	ABM Amin Ullah Nuri	Chief Executive Engineer	Narayanganj CC
3.	S.M Abdullah-AL-Mamun	Town Planner	Narayanganj CC
4.	Tazrib Rahmatullah	UFP-CRDB	Narayanganj CC
5.	Md. Abdul Kader Chowdhury Badal		Narayanganj CC
6.	Rafiqul Islam	Citizen	Narayanganj CC
7.	Khodeza Khanam Nasrin	Councilor	Narayanganj CC
8.	Md. Nuruzzaman	Citizen	Narayanganj CC
9.	A.Y.M. Hashmatullah	Citizen	Narayanganj CC
10.	Obaidullah	Panel Mayor	Narayanganj CC
11.	Md. Abdul Jalil	Superintendent Engineer	Narayanganj CC
12.	Planner. Mainul Islam	Town Planner	Narayanganj CC
13.	Md. Yusuf Ali	Assistant Engineer	Narayanganj CC
14.	Md. Sanoar Talukder	Businessman	Narayanganj CC
15.	Mir Anowar Hossen	Businessman	Narayanganj CC
16.	Hasan Mahmud		Softworks Company
17.	Mahmudul Islam	Chief Executive Officer	Softworks Company
18.	Md. Garibullah	Private Service	
19.	Md. Ismail Hossen	Sub Assistant Engineer	Narayanganj CC
20.	Md. Mostafizur Rahman	Sub Assistant Engineer	Narayanganj CC
21.	Md.Hasanul Islam	Sub Assistant Engineer	Narayanganj CC
22.	Khandaker Md. Nazmul Haq	Sub Assistant Engineer	Narayanganj CC
23.	Md. Sifat Alam	IT assistant	ICGP, Bangladesh
24.	Md. Hemayet Hossen	Accountant	Narayanganj CC
25.	Muhammad Arif Ahmed	Sub Assistant Engineer	Narayanganj CC
26.	Ismail Chowdhury	Assistant Engineer	Narayanganj CC
27.	Md. Delwar Hossain	Assistant Engineer	Narayanganj CC
28.	Md. Asgar Hossain	Assistant Engineer	Narayanganj CC
29.	Hideo Sakamoto	Deputy Team Leader	JICA Team
30.	Nakako Ishimaru	Expert- Participatory and Regional Development	JICA Team
31.	Md. Safiur Rahman	Admin Officer	ICGP- Bangladesh
32.	Mani Mala Roy	Expert-Participatory and Regional Development	ICGP- Bangladesh

AnnexA-33 : Meeting Minutes of the 1st PIUCC in CoCC

Japan International Cooperation Agency (JICA)
Inclusive City Governace Project (ICGP)

1) General Information:

Date: 21 January 2013

Venue: Meeting Room of Comilla City Corporation

Facilitators: Mr. Hideo Sakamoto; Deputy Team Leader; JICA Mr. Sadar Uddin Ahmed; Expert; JICA and Mani Mala Roy, Expert, JICA.

Participants: PIUCC Committees members and JICA team members (Attached Participant list in Annex -ii)

Objective of the PIUCC meeting:

- To set the Vision of Comilla city Corporation:
- To discuss strategic issues and make prioritization along with output and numerical indicators.

2) Agenda wise discussion:

A meeting was held on 21 January 2013 with Project Implementation Unit City Corporation (PIUCC) at Comilla City Corporation. Agenda wise discussion and output are described below:

3.a. Welcome speech:

At the set of the meeting honorable Mayor, Mr. Monirul Haque SHAKKU; Comilla City Cooperation welcomed to all to take part in the meeting. He focused on tradition and background of Comilla City Corporation and highlighted some existing project status implanted by UGIP and other project. He also expressed that all participants will cooperate to make the meeting effective and fruitful.

3.b. Inaugural Speech:

An encouraging inaugural speech was given by respected Md. Nuruzzaman; Chief Executive Officer, Comilla City Corporation. He also expressed by his speech to develop an elegant city whereas every children will go to school, no water-logging and healthy & friendly environment city. He hoped that everything will be made in coordinated way in future.

3. c. Self introducing: Before discussing to the main agenda all participants gave their self introduction shortly motioning their name, designation and working area as well.

3. d. Project Brief:

Mr. Hideo Sakamoto, Deputy Team Leader, Inclusive City Government Project (ICGP), JICA gave an overview on Inclusive City Government Project whereas included the goal of the project, implanting period, expected outputs, project organization chart, some observation of City Corporation, PIUCC's tasks as well.

3. e. “Vision of Comilla City Corporation:

‘Build a planned beautiful green city and kept it neat & clean’

4. f. Prospective Achievement plan in Five Years:**3.f.a. Infrastructure**

SL	Topics	Output	Numerical Indicator	Remarks
1)	Develop Master Plan	<ul style="list-style-type: none"> Developed planned road, drain, solid waste, & other infrastructure activities Planned and environmental sound town 	70% work will be implemented of plan	
2)	Drainage	<ul style="list-style-type: none"> Reduced water logging 	80% commercial and residential area will be covered	
3)	Solid waste	<ul style="list-style-type: none"> Clean and hygiene city 	100% area will be covered	
4)	Road and footpath	<ul style="list-style-type: none"> Reduced traffic jam and easy communication 	75% traffic jam will be reduced and vehicles will run 15-20 km/ hour	
5)	Water Supply	<ul style="list-style-type: none"> Access to safe drinking water 	80% of HHs will get safe drinking water	
6)	Street Lighting	<ul style="list-style-type: none"> Improved of safety and security of pedestrians 	80% road area will be covered	
7)	Sewerage line with treatment plan	<ul style="list-style-type: none"> Improved health and hygiene 	20% HHs will be covered	
8)	Public toilet	<ul style="list-style-type: none"> Improved hygiene 	50 Nos. public toilet will be installed	
9)	Beautification (Sculpture/, Monument, Water fountain,	<ul style="list-style-type: none"> Increased recreational facilities 	50 Nos. Monument / sculpture will be built	
10)	Park	Not to be discussed	Not to be discussed	
11)	Market place	Not to be discussed	Not to be discussed	
12)	Over bridge	Not to be discussed	Not to be discussed	
13)	Underpass	Not to be discussed	Not to be discussed	
14)	Slaughter House	Not to be discussed	Not to be discussed	

3. f.b. Governance:

SL	Topics	Output	Numerical Indicator	Remarks
6.	Sustainable Revenue	<ul style="list-style-type: none"> ● Became self sufficient 	<ul style="list-style-type: none"> ✚ 10% project budget and 100 % Project budget (Existing Status) 	
7.	Cooperation and Participation of stakeholders	<ul style="list-style-type: none"> ● Built Strong relationship between demand and supply side ● Service providers will be more responsive 	<ul style="list-style-type: none"> ✚ Ensure 80% active participation of stakeholders 	
8.	Cooperation with officials and staff of CC	<ul style="list-style-type: none"> ● Ensured proper service as per stakeholders needs ● Shared ideas, views and experiences. 	<ul style="list-style-type: none"> ✚ 100 % coordination among officials and staffs 	
9.	Cooperation with Development partners (DFID,JICA,UNDP, ADB, BRAC, PADAKKHEP etc.)	<ul style="list-style-type: none"> ● Reduced overlapping ● # of development plan will be increased and ensured effective implementation ● Increased financial support 	<ul style="list-style-type: none"> ✚ 100 % fund would be implement in effective manner 	
10.	Cooperation with Public service provider	<ul style="list-style-type: none"> ✚ Ensured quality service ✚ Ensured more development plan 	<ul style="list-style-type: none"> ✚ 100 % development plan will be implemented maintaining proper process 	
11.	Transparency and Accountability	<ul style="list-style-type: none"> ● Ensured people's support 	<ul style="list-style-type: none"> ✚ Ensured 80% support of people 	
12.	Land use control	<ul style="list-style-type: none"> ● Ensure planned development 	<ul style="list-style-type: none"> ✚ 60% land related development plan will be implemented 	

Next Meeting: Next PIUCC Meeting of Comilla City Corporation didn't finalize.

Closing Remarks: As there was no agenda the meeting was ended with thanks by Chief Executive Officer, Comilla City Corporation.

Annex (i): Agenda of 1st PIUCC Meeting at Comilla

I. Vision and Strategy.

(1) Vision

Discuss and confirm the following proposal

The vision of CCC is to;

“Keep yourself and your city neat and clean.”

(2) Strategic Topics

Select strategic topics that are important to achieve the above vision

Governance

- Cooperation with public service providers (such as line Ministries)
- Cooperation with development partners
- Cooperation with officials and staff of CC
- Cooperation and participation of stakeholders (citizen)
- Sustainable revenue
- Transparency and accountability
- Land use Control, etc
- Add any idea

Public Services

- Drainage
- Sewage
- Water supply
- Traffic and Transportation
- Solid Waste
- Other emission (liquid and air)
- Market place
- Beautification
- Public Toilet, etc
- Add any idea

(3) Prospective Achievement in Five Years

Decide prospective achievement of each strategic topic and define them by numerical indicator(s)

1) Governance

	Topics	Output	Numeral Indicator
1	Solid waste	Cleaner and more hygiene CC	<ul style="list-style-type: none"> • 100 % of solid waste is collected
2			
3			
4			
5			

2) Public Service

	Topics	Output	Numeral Indicator
1			
2			
3			
4			
5			

(4) Project and program Criteria

Prepare criteria that CC Project and Program should meet

Governance (program)

- Consistent with vision and strategies
-
-
-

Public Services (project)

- Consistent with vision and strategies
- High potential to be funded
- Consensus of WLCC and SM
-

II. How to Prepare Rolling Development Plan of the CC

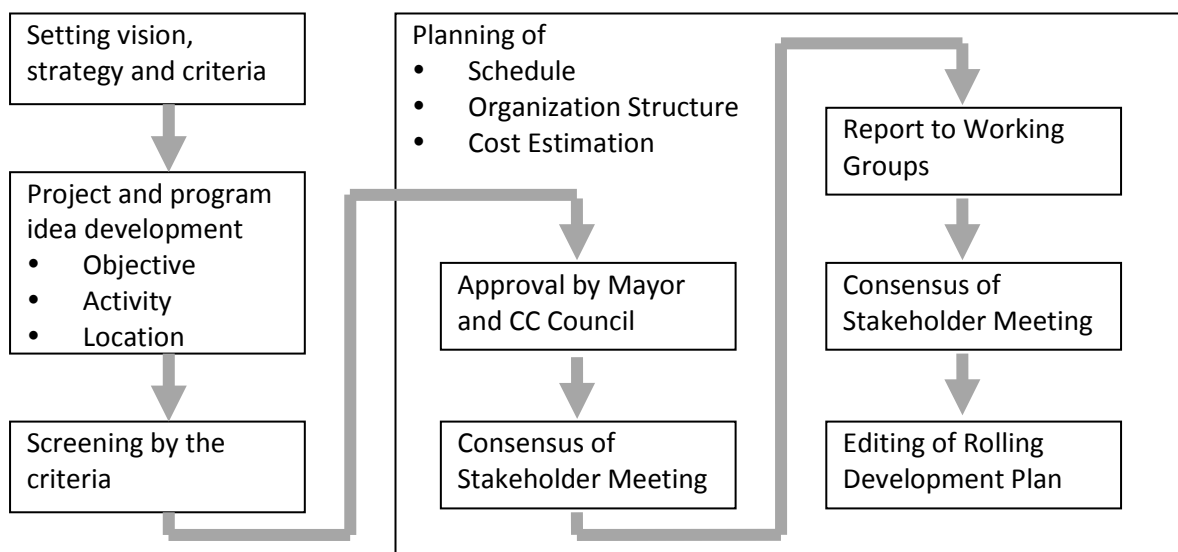
(1) Contents of the Plan

1) It has Three Parts

- Institutional Reform programs

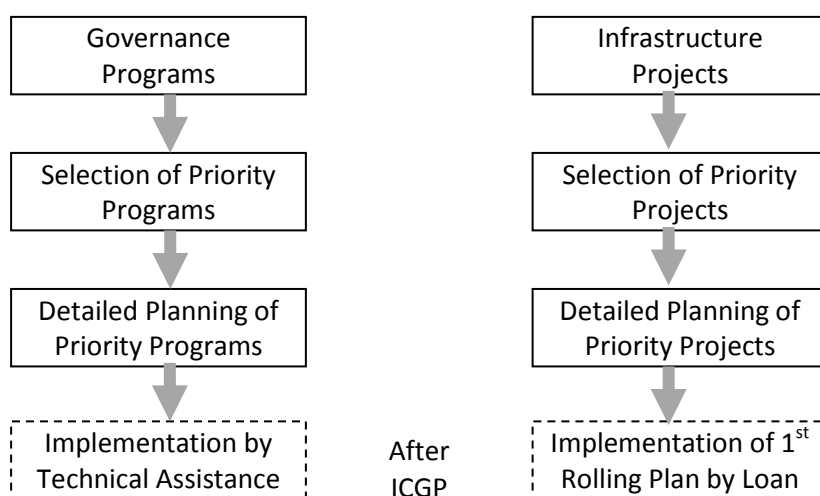
- Fiscal Reform Programs
 - Infrastructure Development Projects
- 2) Each part may include;
- Definition of the program or project (objective, activities, location, etc)
 - Schedule
 - Organization structure for implementation
 - Responsible persons
 - Cost estimation
- 3) Due date of the Development Plan
- April 2013

(2) Rolling Plan Preparation Activities by the PIUCC



(3) After the Rolling Development Plan Preparation

The following is planned activity of the ICGP, JICA support after the ICGP is not officially approved.



Annex(ii): Participant List of the 1st PIUCC in CoCC

Date: 21/01/2013

S.L.	Name	Position	Organization
Elected Persons			
1.	MoniulHaqueShakku	Mayor	Comilla City Corporation
2.	Ahmed ShoebSohel	Panel of Mayor	Comilla City Corporation
3.	Md. KhalilurRahmanMajumder	Councilor	Comilla City Corporation
4.	Kawshara Begum Sumi	Councilor (1,2,3)	Comilla City Corporation
5.	Md. Anwar Hossain	Councilor	Comilla City Corporation
6.	KohinurAkterkakoli	Councilor (ward no.04, 05, 06)	Comilla City Corporation
Government Officials			
7.			
8.	Md. Nuruzzaman	Chief Executive Officer (CEO)	Comilla City Corporation
9.	Md. Jamal Uddin	Superintending Engineering	Comilla City Corporation
10.	Rafiqul Islam	Executive Engineer	Comilla City Corporation
11.	Sk Md. Noorullah	Executive Engineer	Comilla City Corporation
12.	A.S.M. Moslem	Assistant Engineer	ZilaParishad Comilla
13.	ATM Abdul Awal	Assistant Director (Engineer)	BRTA Comilla
14.	Z.M. MizanurRahman	Social Services Officer	District Social Services Office, Comilla
15.	Md. Hafiz Uddin	Assistant Engineer	Education Engineering Department
16.	Md. Shafiqul Islam	Sub-Assistant Engineer	Bangladesh Water Development Board, Jawtalacomilla
17.	Md. SahabUddinMojumder	Assistant Director	Fire Service and Civil Defense, Comilla
18.	Md. Abdul Mannan	Sr.-Assistant Engineer	Local Government Engineering Department (LGED)
19.	Md. MamunMiah	Inspector	Department of Environment
20.	Md. Qumruzzaman	Assistant Engineer	Department of BTCL (T &T)
21.	ShahidaAnjoom	District Women Affairs Officer	Women Affairs Office
22.	HosneAra Pop y	Assistant Commissioner	Office of Deputy Commissioner
23.	Md. MainuddinChisty	Assistant Engineer	Comilla City Corporation
24.	Dr. AbdusSamad Fakir	Medical Officer	Comilla City Corporation
25.	Md. Abu Sayem Bhuiyan	Assistant Engineer	Comilla City Corporation
26.	Sanjida Hoque	Town Planner	Comilla City Corporation
27.	Md. Shahidul Islam	Sub-Assistant Engineer	DPHE SadarUpazila
28.	Imtiaz Ahmed	Sub-Divisional Engineer	Public Works Department Comilla
29.	Md. SamsulAlam	Secretary	Comilla City Corporation
30.	Md. MahbubulKarim	Deputy Director Family Planning	Family Planning, Comilla
31.	Md. Azharul Islam	RMSU Comilla region	LGED Comilla Region
32.	Sarker Mahmoud jabad	Councilor (ward no.03)	Comilla City Corporation

33.	Mohammad Bulbul Hossain	Sub-Divisional Engineer	Roads and Highways Engineering (RHD)
34.	Hideo Sakamoto	JICA Expert	JICA Expert Team
35.	Dr. Taisuke Tokuoka	JICA Expert	JICA Expert Team
36.	A.S.M. Shamsur Rasman	Project officer (Environment)	JICA
37.	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA
38.	Ms. Ishimaru Nakako	JICA Expert	JICA Expert Team
39.	Mr. Seiji Kadooka	JICA Expert	JICA Expert Team
40.	Braja Kishore Tripura	Project officer (Governance)	JICA
41.	Mani Mala Roy	Expert-Participatory Development	JICA
42.	Md. Sadar Uddin Ahmed	Expert-Participatory Social & Regional Dev.	JICA

AnnexA-34 : Meeting Minutes of the 2nd PIUCC in CoCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1) General Information:

Date: 11 February 2013

Venue: Conference Room of Comilla City Corporation

Participants: PIUCC and JICA team members (Attached Participant list in Annex –2)

2) Objective of the PIUCC meeting:

- To share about 1st meeting outputs regarding structural development plan and Governance area also;
- Readjustment with previous meeting outputs on structural plan considering new project or any changes if any and come to a consensus to make a five years plan.

3) Agenda wise discussion:

A meeting was held on 11 February 2013 with Project Implementation Unit City Corporation (PIUCC) at Comilla City Corporation. Agenda wise discussion and outputs are described below:

3. a. Inaugural Speech:

An encouraging inaugural speech was given by chairperson; Md. Nuruzzaman; Chief Executive Officer, Comilla City Corporation. He expected that 2nd PIUCC meeting will be more informative as we have already been awarded about the project and our roles and responsibilities also. He inspired all to take part in the meeting proactively.

3. b. Welcome speech:

At the set of the meeting honorable Mayor, Mr. Monirul Haque SHAKKU; Comilla City Cooperation welcomed to all to take part in the meeting. He expressed valuable contribution of all participants to make a well plan for CCC.

3. c. Governance and Fiscal reformation issues:

Mr.Kozo kamiya, Expert of JICA team gave an analytical power point presentation on Governance and Fiscal reformation issues where was included some relevant significant points that was following bellow:

- Holding tax should be reviewed and improved for reducing the dependency on others;
- Source of tax should be re-identified;
- Overall operation and management cost have to be covered by CoCC;
- Conservancy rate should be separated from total holding tax.

3. d. Infrastructural development plan:

Mr. Hideo Sakamoto, Deputy Team Leader, Inclusive City Government Project (ICGP), JICA gave a PowerPoint presentation on infrastructural development plan. He mentioned some important points and concerns as well through his presentation are mentioned below:

- Participants should re-think, re- justify about the projects considering priority;
- Sector wise projects should be marked in the map;
- Project unit price must be mentioned in Tk.Crore;
- All development lists must be included in master plan.
- It should not be think that JICA will support for all project but some projects will be supported by JICA. In that case, the number of projects will depend on some JICA criteria.

3. e. Some concerns and suggestions came from meeting are described below:

Solid waste management:

- ◆ As there is no dumping land in CoCC so we should emphasized for waste recycling.
- ◆ As the 14 (Fourteen) tracks are available, CoCC needs more 30 track for 90% coverage considering next five years.

Road and foot path:

- ◆ Over pass in Shahangacha and fly over is essential in two places of level crossing as roads are blocked during rail crossing for fifty eight times in daily

Street Lightening:

- ◆ Existing 5,000 (five thousand) light and need more 10,000 (ten thousand) light for covering rest of the 40% areas. In this regard they need to extension power supply line approximately 100 (hundred) km lines.

Water Supply:

- ◆ Existing water supply connection for five thousand HHs and they wanted to new connection for another 20,000 (twenty thousand) HHs. For this purpose they want to establish 10 productions well, 100 km water supply pipe line and 6 (six) overhead water tank.

Public toilet:

- ◆ Existing public toilet is 21 (twenty one) and need more 50 (Fifty) public toilets

Beatification:

PIUCC members want to build some beautification related structures like amusement park beside the Gomti River and other structures are proposed like Water fountain, Island, Sculpture, Flower garden, Monument etc

At last, chair person again thanked all participants attending the meeting, as there was no other matter for discussion.

Annex (i) : Agenda

- Inaugural Speech
- Welcome Speech
- Governance and Fiscal reformation issues:
- Infrastructural development plan:
- Recommendations
- Closing Remarks

Annex-(ii): Participants list of 2nd PIUCC Meeting at CoCC

Date: 11 February 2013

S.L	Name	Position	Organization
1)	Moniu Haque Shakku	Mayor	Comilla City Corporation
2)	Ahmed Shoeb Sohel	Panel of Mayor	Comilla City Corporation
3)	Md. KhalilurRahmanMajumder	Councillor	Comilla City Corporation
4)	Kawshara Begum Sumi	Councilor (1,2,3)	Comilla City Corporation
5)	Md. Anwar Hossain khokan	Councillor	Comilla City Corporation
6)	Md. Nuruzzaman	Chief Executive Officer (CEO)	Comilla City Corporation
7)	Md. SamsulAlam	Secretary	Comilla City Corporation
8)	Md. Jamal Uddin	Superintending Engineering	Comilla City Corporation
9)	Rafiqul Islam	Executive Engineer	Comilla City Corporation
10)	Sk Md. Noorullah	Executive Engineer	Comilla City Corporation
11)	Md. Abdul Baten Sarkar	Head Assistant	In charge- Comilla City Corporation
12)	Md. Harun-Or- Rashid	U.D.A	Comilla City Corporation
13)	Md. Masudur Rahman	Accounts Officer	Comilla City Corporation
14)	Mohammed Yousuf	SAE(E) & WS (I)	Comilla City Corporation
15)	Md. Khairul Basher	Sub-Assistant Engineer	Comilla City Corporation
16)	Md.Samsuzzaman Mollah	Assistant Engineer	PDB
17)	Md. Shahjahan	Sub- Assit. Engineer	Comilla City Corporation
18)	Shohed Md.Mahmud Iqbal	Assistant Engineer	BPDB
19)	Md. Qumruzzaman	Assistant Engineer	Department of BTCL (T &T)
20)	Md. Mainuddin Chisty	Assistant Engineer	Comilla City Corporation
21)	Dr. Abdus Samad Fakir	Medical Officer	Comilla City Corporation
22)	Md. Abu Sayem Bhuiyan	Assistant Engineer	Comilla City Corporation
23)	Sanjida Hoque	Town Planner	Comilla City Corporation
24)	Suman Talukder	Assistant Engineer	LGED- Comilla City Corporation
25)	Md. Basir Ullah Mazumder	Sub-Assit. Engineer	Comilla City Corporation

26)	Md. Abdul Quddus Miah	SDE	Comilla City Corporation
27)	Abu Daud Md. Gulam Mustafa	DD, Department of Environment	Comilla City Corporation
28)	Indu. B. Roy	Town Manager	UPPRP, UNDP
29)	Hideo Sakamoto	DTL	JICA Expert Team
30)	Ms. Ishimaru Nakako	Expert-Participatory Dev.	JICA Expert Team
31)	Kozo Kamiya	Expert	JICA Expert Team
32)	Md. SadarUddin Ahmed	Expert- Participatory Social & Regional Dev.	JICA
33)	A.S.M. ShamsurRasman	Project officer (Environment)	JICA
34)	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA
35)	Braja Kishore Tripura	Project officer (Governance)	JICA
36)	Mani Mala Roy	Expert- Participatory Development	JICA

AnnexA-35 : Meeting Minutes of the 3rd PIUCC in CoCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 14 March 2013

Venue: Conference Room of Comilla City Corporation

Participants: PIUCC and JICA team members (Attached Agenda and Participant list in Annex (i) & (ii))

Objective of the 3rd PIUCC meeting:

- To share about 1st and 2nd PIUCC meeting outputs;
- Readjustment with previous meeting outputs on structural plan considering new project or any changes if any.

Agenda wise discussion:

A meeting was held on 14 March 2013 with Project Implementation Unit City Corporation (PIUCC) at Comilla City Corporation. Agenda wise discussion and outputs are described below:

Inaugural Speech:

An inspiring inaugural speech was given by chairperson; Md. Nuruzzaman; Chief Executive Officer, Comilla City Corporation. He expected by his speech that 3rd PIUCC meeting will be more informative and educative where is included some new ideas for us. Hope we will learn about these through practical session facilitated by JICA expert.

Welcome speech:

At the set of the meeting Honorable Mayor, Mr. Monirul Haque SHAKKU; Comilla City Cooperation welcomed to all to take part in the meeting. He expected proactive and honest contribution from all to achieve the vision of CoCC by developing an inclusive plan and implementation accordingly. Mayor thanked to all ICGP expert team members for their heartening support on regarding subject

Demographic Changes and trend of future population:

An analytical discussion was held on future population and trend so that PIUCC can make a well plan for achieving the vision of CC. The results of discussion are described below:

Population Growth Rate:

Growth Rate—3.3 %

Present Population: 400,000 (Four Lac)

Years	Times	Population
5 Years	1.18 Times	4,72,000
10 Years	1.38 Times	5,52,000
20 Years	1.91 Times	7,64,000
25 Years	2.25 Times	9,00,000
30 Years	2.65 Times	10,60,000
50 Years	5.07 Times	20, 28,000

Strength and potentiality of CoCC: An important discussion was about strengths and potentials of CoCC are mentioned below:

Physical Capital	Human Capital	Social Capital	Natural Capital	Financial capital
University, Salbon Bihar, Lalmai Pahar, Park, Market, Moynamati Boudha Bihar (Historical Place) Over Head WaterTank, Medical College, Polytechnic Institute, Private clinic, Diagnostic center, Coatbari Museum, ,	Educated people, High literacy rate, Skilled worker.	Survey Institute, EPZ, BSCIC Culturally very sound, Bangladesh Academy of Rural Development Board (BARD), Communal Harmony, Khadi Clothes, NGOs, BTCL cable line, BADC.	Gomoti River, Production Oil Machine, Fish production,	Support from JICA, ADB, Bank- 40 nos, LGRD, CC level revenue, Forein Remittance

Industry: PIUCC members also discussed about existing industries and what they expect to do in future considering their vision are mentioned here below:

Types of Industry		
5 Years	25 Years	50 Years
Jute	Tenary	Food processing for Export
Spinning Factory	Agriculture Based Industry	Hair Processing industry
Khadi	Garments	Rail line Dhaka to Comilla Via Doudkandi
Steel Industry	Khadi Export Industry	Medical University
Shoe Factory	Food Processing Indfustry	IRRI, BIRRI
Aluminium Industry	Engineering College Industry	Pharmaceutecal
Plastic Rope	Textile Industry	Easy cook food industry
Denim	IT Industry	Paper Industry
Cold Storage	Cement Industry	Vehicle Industry
Pottery	Waste Treatment Plant	Rubber Industry
Poultry Firm	BIO- Gas Plant	Air Port Start
Dairy Firm	Old Heritage	
Horticulture		
Water treatment Plant		
Nursery		
Airport		
Sweet factory		
Education Board		
Cottage Industry		
EPZ		

Criteria for project priority (Consistency with Vision and Strategy)

Some criteria are also discussed and prioritized in the meeting and given weight by PIUCC members are mentioned below:

Criteria	Weight (1-5)	Drainage- A	Road-B	Solid waste- C
No Negative Environmental Impact	5	0	0.5	1
Broader Beneficiaries	5	1	1	1
Benefit for Marginalized People	4	0.5	0.5	1
Revenue Generating	5			
No difficulty for operation and maintenance	4			
No opposition Group	3			
Sustainability	3			

As there was no any other discussion, the chair closed the meeting with the thanks of vote.

Annex (i): Agenda

The 3rd PIUCC of CoCC Agenda

12th March 2013

1. Discussion on CoCC Project List

“Candidate project list for CCC” should be ready at the meeting. Here in this meeting, both sides will work on the followings:

1.1 Q and A session for the list

JICA experts will ask questions for concerns (if any). PIUCC answers on these concerns.

1.2 Location identification plotted in a sizable map.

PIUCC will prepare a map that spots the location of each project. This will help to grasp the geographic outline of the list and consider the geographic balance.

2. Review of the CCC Vision and Strategies

CCC visions and strategies were discussed since mid-December 2012 and they were finalised at the 2nd PIUCC in February 11, 2013.

2.1 Review on structure of future infrastructure and industrial layout

- Demographic changes in 5, 25, 50 years
- Industrial structure in 5, 25, 50 years
- Infrastructure layout in 5, 25, 50 years

2.2 Reviews on Strategies

Vision is decided on “Build a planned beautiful green city and keep it neat & clean.” Each strategy is made on master plan, drainage, solid waste, road and footpath, water supply, and street lighting. PIUCC members and JICA Experts will check these strategies.

2.3 Strength and Potential discussions

Strength and potential can be reviewed here as well. This review can slightly change the present vision and strategies. This will reconfirm the present vision is appropriate.

3. Criteria discussions

Donors loan will fund some prioritized projects according to certain criteria. Selection of these criteria can come from various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Discuss internally some of the unbiased project and think about giving these projects low priority.

3.1 Discussion of criteria conforming to vision and strategies.

Consider the criteria which are conforming to 2.1 and 2.2.

3.2 Discussion of criteria fit to donors

Discuss the criteria to decide prioritized project, considering the various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Make the following sheet and select the priority projects.

4. Others

Stakeholders meeting will be held on the next day. Both sides will review the procedures.

Annex (ii): Participants list of 3rd PIUCC Meeting at CoCC

Date: 14 March 2013

S L	Name	Position	Organization
Elected Representatives			
1)	Moniu Haque Shakku	Mayor	Comilla City Corporation
2)	Kazi Mahabubur Rahman	Councillor	Comilla City Corporation
3)	Kohinur Akhter Khokan	Councillor	Comilla City Corporation
4)	Herunur Rashid	Councillor	Comilla City Corporation
5)	Abdul Malek Bhuyan	Councillor	Comilla City Corporation
6)	Housneara Talukder	Councillor	Comilla City Corporation
7)	Md. Emran	Councillor	Comilla City Corporation
8)	Md. KhalilurRahmanMajumder	Councillor	Comilla City Corporation
9)	Kawshara Begum Sumi	Councilor (1,2,3)	Comilla City Corporation
10)	Md. Anwar Hossain khokan	Councillor	Comilla City Corporation
11)	Anita Sarker	Councillor	Comilla City Corporation
12)	Md. Nasir uddin	Councillor	Comilla City Corporation
13)	Muslim	Councillor	Comilla City Corporation
14)	Nurjahan Alam	Councillor	Comilla City Corporation
District and City Corporation Officials			
15)	Md. Nuruzzaman	Chief Executive Officer (CEO)	Comilla City Corporation
16)	Md. Samsul Alam	Secretary	Comilla City Corporation
17)	Shahida Anjum	Dist. Women Affairs Officer	District Women Affairs office
18)	Md. Abdul Munaf	Assistant Engineer	PDB
19)	Md. Shafiqul Islam	Inspector on behalf of A.D FIRE	FIRE Service
20)	Md. Aminul Islam	UFPO, On behalf of DD, FP	Family Planning
21)	Farid uddin Ahmed	Deputy Director	Social Services Department
22)	Sakal Chandra Das	Sub- Divisional Engineer	PWD
23)	Md. Faiz Hossain	S.A.F	BPDB
24)	SKMD. Noorullah	XEN	Comilla City Corporation
25)	Md. Abdul Baten Sarkar	Head Assistant	In charge- Comilla City Corporation
26)	Md. Qumruzzaman	Assistant Engineer	Department of BTCL (T &T)
27)	Dr. Abdus Samad Fakir	Medical Officer	Comilla City Corporation
JICA Expert team			

28)	Hideo Sakamoto	DTL	JICA Expert Team
29)	Noriko Kono	Expert-	JICA Expert Team
30)	Taisuke Takuoka	Expert	JICA Expert Team
31)	Md. SadarUddin Ahmed	Expert- Participatory Social & Regional Dev.	JICA Expert Team
32)	A.S.M. ShamsurRasman	Project officer (Environment)	JICA Expert Team
33)	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA Expert Team
34)	Braja Kishore Tripura	Project officer (Governance)	JICA Expert Team
35)	Mani Mala Roy	Expert- Participatory Development	JICA Expert Team
36)	Shafiur Rahman	Admin Officer	JICA Expert Team

AnnexA-36 : Meeting Minutes of the 4th PIUCC in CoCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

General Information:

Date: 18 April, 2013

Venue: Conference Room of Comilla City Corporation

Participants: PIUCC and JICA team members (Attached Agenda and Participant list in Annex (i) and (ii))

Objective of the 4th PIUCC meeting:

- To share about 1st, 2nd and 3rd PIUCC meeting outputs;
- Readjustment with previous meeting outputs if any.

Agenda wise discussion:

A meeting was held on 18 April 2013 with Project Implementation Unit City Corporation (PIUCC) at Comilla City Corporation. Agenda wise discussion and outputs are described below:

Inaugural Speech:

An inspiring inaugural speech was given by chairperson; Md. Nuruzzaman; Chief Executive Officer, Comilla City Corporation. He expected by his speech that 4th PIUCC meeting will be more informative and educative where is included some new ideas for us. Hope we will learn about these through practical session facilitated by JICA expert.

Welcome speech:

At the Beginning of the meeting Honorable Mayor, Mr. Monirul Haque SHAKKU; Comilla City Cooperation welcomed to all to take part in the meeting. He expected proactive and honest contribution from all to achieve the vision of CoCC by developing an inclusive plan and implementation accordingly. Mayor thanked to all ICGP expert team members for their heartening support on regarding subject.

Presentation about Master plan Progress:

Mr. Al – Amin, Town planner of Sheltech private limited, present the town planning progress with power point slides.

- Describe master plan preparation progress with respect to terms of reference.

- They assure to help to prepare infrastructure development plan for the city corporation deploying one town planner.
- Team leader of master plan preparation team, of sheltech private limited, Dr. Rokon Ahmed will give immediate potential project idea to prepare IDP of CoCC.

Governance of ICGP:

Dr. Taisuke Tokuoka – JICA (governance) expert team, presents the governance issue in his presentation with power point slides.

- After presentation of slides he request PIUCC members to go through the paper and give feedback about some edition, modification and new idea addition.

Review of CoCC vision and strategy:

- Moni Mala Roy – Expert participatory development, Review the vision and strategy which is done earlier meetings.

Discussion about CoCC infrastructure project list:

Koichiro Tamura, JICA expert, presentation and discuss about infrastructure project list.

- He wants to show the ideas to prepare techniques for making effective infrastructure project list, that reflect with vision and strategy.
- Various technique of making fruitful packages.
- Make background of potentiality of projects and projects prioritization.

Regarding pilot project, Deputy Team leader, Mr. Hideo Sakamoto wants to get ideas from PIUCC members about-

- Woman sanitation Group.
- Garbage collection by CBO group, for collection from house to house.

As there was no any other discussion, the chair closed the meeting with the thanks of vote.

Annex (i): Agenda

CCC 4th ICGP PIUCC Agenda

18th April 2013

1. Master plan progresses

CoCC has been making master plan since last year and they will have the project done in the end of this year. Comilla Master Plan will also include recommended development of CoCC and a representative will explain about them.

2. Governance of ICGP

Governance is one of the most important parts of ICGP. Governance experts will explain the activities of inclusive City Governance Improvement Action Plan (ICGIAP) and the review of Administrative Reform Program (ARP).

3. Review of the CoCC Vision and Strategies

CoCC vision and strategies were discussed since mid-December 2012 and they were finalised at the 3rd PIUCC in March 12, 2013. Here we conduct a quick review on these.

4. Discussion on CoCC Project List

“Candidate Project list for CoCC” Should be ready at the meeting. In order to materialize the projects, detailed assessment of the list is necessary from a strategic point of view.

Here in this meeting, both sides will work on the followings:

4.1 Q and answer for the list (on consistency with the vision / strategy)

JICA experts will ask questions for concerns and PIUCC answers on these concerns. In particular, questions will focus on relevance and efficiency of the listed projects in terms of achievement of the formulated vision and strategy.

4.2 Location identification plotted in a sizable map.

PIUCC will prepare a map that spots the location of each project. This will help to grasp the geographic outline of the list and consider the geographic balance.

4.3 Discussion for effective packaging

Effective way of project packaging will be discussed with seeing the map.

Packaging among different infrastructure and classification by importance level will be sought.

Annex (ii): Participants' List

Date: 18 April, 2013

S L	Name	Position	Organization
Elected Representatives			
1.	Moniu Haque Shakku	Mayor	Comilla City Corporation
2.	Kazi Mahabubur Rahman	Councilor	Comilla City Corporation
3.	Md. Sakhawat Hossain Choudury	Councilor	Comilla City Corporation
4.	Anjum Sultan	Councilor	Comilla City Corporation
5.	Housneara Talukder	Councilor	Comilla City Corporation
6.	Md. Emran	Councilor	Comilla City Corporation
7.	Md. Khalilur Rahman Majumder	Councilor	Comilla City Corporation
8.	Kawshara Begum Sumi	Councilor (1,2,3)	Comilla City Corporation
9.	Md. Anwar Hossain khokan	Councilor	Comilla City Corporation
10.	Md. Nasir uddin	Councilor	Comilla City Corporation
11.	Muslim	Councilor	Comilla City Corporation
12.	Nurjahan Alam	Councilor	Comilla City Corporation
District and City Corporation Officials			
13	Md. Nuruzzaman	Chief Executive Officer (CEO)	Comilla City Corporation
14	Md. Samsul Alam	Secretary	Comilla City Corporation
15	Shahida Anjum	Dist. Women Affairs Officer	District Women Affairs office
16	Salma aktar	Executive Director	Shristy
17	Md. Lutfor Rahman	GIS expert	Shetech pvt. Ltd.
18	Mozahiddul Islam	Web developer	Shetech pvt. Ltd.
19	Abu Daud Md. Gulam Mustafa	Deputy Director	Department of environment Comilla
20	Rafiqul islam	XEN	Comilla City Corporation
21	Md. Moinuddin Chisty	Assistant Engineer	Comilla City Corporation
22	SK. MD. Noorullah	XEN	Comilla City Corporation
23	Dr. Abdus Samad Fakir	Medical Officer	Comilla City Corporation
24	Dr. R.Ahmed	Team Leader	Sheltech Pvt.Ltd.
JICA Expert team			

25	Hideo Sakamoto	Deputy Team leader	JICA-ICGP
26	Noriko Kono	JICA-Expert	JICA-ICGP
27	Taisuke Takuoka	JICA-Expert	JICA-ICGP
28	Koichiro Tamura	JICA-Expert	JICA-ICGP
29	Md. SadarUddin Ahmed	Expert- Participatory Social & Regional Dev.	JICA-ICGP
30	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA-ICGP
31	Braja Kishore Tripura	Project officer (Governance)	JICA-ICGP
32	Mani Mala Roy	Expert- Participatory Development	JICA-ICGP

AnnexA-37: Meeting Minutes of the 5th PIUCC in CoCC

Date: 9.9.2013

Japan International Cooperation Agency (JICA)

Technical Cooperation Project for development planning for Inclusive City Government Project
(ICGP)

Date : 9th September, 2013

Time : 13:30 – 17:00

Venue : Vehicle to Dhaka-Comilla City Corporation, from 16:00- CEO room

Participants :

1. Mr. Abdul Wadud, CoCC,CEO
2. Mr. Sk. Md. Noorullah, Executive Engineer, CoCC
3. Mr. Mainuddin Chisty, CoCC, Assistant Engineer/town planner
4. Ms. Noriko KONO Ph.D, Urban Development Expert
5. Ms. Mani mala Roy, Participatory and Social Expert
6. Mr. Norifumi Yamamoto, Infrastructure, planning and cost estimation Expert
7. Mr. Md. Zahurul Pasha, Project Officer (Infrastructure)

Agenda: General discussion with on the stakeholder meeting on the next day. How the vision needed to connect to each sub project.

Dr. Kono has brought the sample presentation (attached) and explained the red letters marked as “comments from the JICA expert team.” Based on this sample, Mr. Wadud agreed to have presentation on the 10th September 2013. He asked that he is rather new to the city corporation (appointed in the end of August 2013), and he wanted to help JICA Expert Team to support the Q and A part for his presentation. ICGP Experts agreed to his opinion. The meeting was continued at the CEO room with Mr. Wadud, Mr. Noorullah, and Mr. Mainuddin ended by confirming that Mr. Wadud and others would finalize the presentation that night and present in tomorrow’s stakeholder meeting.

Prepared By:

NORIKO KONO

AnnexA 38 : Meeting Minutes of the 1st PIUCC in RpCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1) General Information:

Date: 18 March 2013

Venue: Hall Room of Rangpur City Corporation

Facilitators: Mr. Hideo Sakamoto; Deputy Team Leader; JICA Mr. Sadar Uddin Ahmed; Expert; JICA Team and Mani Mala Roy, Expert, JICA Team.

Participants: PIUCC Committees members and JICA team members (Attached Participant list as Annex (i))

2) Objective of the PIUCC meeting:

- To assess the industrial layout of RCC
- To set a Vision of Rangpur City Corporation:
- To assess the property and resources (capital) of RCC
- To discuss infrastructure strategies

3) Agenda wise discussion (Attached Agenda as Annex -2)

At first the Chair of PIUCC at RCC Mr. Ruhul Amin Khan, CEO of RCC thanks to all attended in the meeting and welcomed to take part in the meeting.

5. **a. Self introducing:** Before going to discuss the main agenda the CEO invited to all for giving self introduction.

3. b Project Brief::

A brief description about ICGP was presented by Mr. Hideo Sakamoto, Deputy Team Leader and Ms. Moni Mala Roy, Expert, JICA Team . They explained an overview on Inclusive City Government Project including the goal of the project, implementation period, expected outputs, project organization chart, PIUCC's tasks as well.

Dr. Taisuke Tokuoka presented the governance and fiscal reform issues of ICGP.

After completion the presentation the CEO of RCC requested to explain the task of PIUCC. Mr. Hideo Sakamoto and Ms. Moni Mala Roy explained the scope of work of PIUCC. The CEO requested to all members of PIUCC for attending the meeting in time and the same persons who are the member of stakeholder organizations always should come in the meeting.

3.c Demographic Changes

Mr. Hideo Sakamoto explained the demographic changes of RpCC.

3.d Industrial Layout

The following projected industrial layout was prepared by the PIUCC members through their active participation:

Industry in 5 Years	Industry in 25 Years	Industry in 50 Years
Cold Storage	Large Scale Water Supply	Subway Communication (Rail way)
Tobacco Industry	Recreation Park	Large Scale Water Supply
Rangpur Foundation (Tube well, PVC pipe)	Cement Industry	Paper Mills
Jute Mills	Pharmaceutical Industry	Helicopter Communication
Dairy Farm	Juice Factory	Car Industry
Poultry Farm	Shoe Factory	Bus Industry
Auto rice mills	Rice Research institute	International University
Printing factory	IT Hard Ware Industry	
Medical College	Garments Industry	
Auto Brick Manufacturing Factory	Aluminum Sheet Factory	
University	Steel Industry	
Handicraft (Carpet, Mat)	Children Park	
Private Clinic	Solid Waste Management (3 D)	
City Market	Engineering University	
Fisheries	Women Cadet College	
Fish Feed	Public Medical College	
Soap Factory	University and Medical College	
Shopping Mall	International School	
Flower Mills	Sanitary Land Fill	
Iron Pin Industry	Large Scale Power Station	
Gass Pipe Line	Surface Water Treatment Plant	
	Ceramic Industry	

3.e Property and Resources (Capital) of RCC

The following properties and resources were identified by the PIUCC members through after a long discussion:

Natural Resources	Agricultural Land, Water Body (Beel), River (Ghagot), Chikli, Kukrul and Nachnia Lake,
Physical Resources	Karmicle College, Naju Dental College, Stadium, Rangpur Medical College, Hospital, University, Shop;/Market, Community Center, Taz Hat Raj Bari (Historical Place)
Social Resources	RDRS, ASSOD, ASA, BRAC, ENG, PLY SHREE, TMSS, BRAC Training Center (NGOs)
Human Resources	AK Azad Chowdhury (Vice President, FBCCI), Anisul Haque (Writer), Baby Naznin (Singer), Nasir & Suvo (National Cricketer), Pavel Rahman (International Photographer), Skill Force (Tobacco and Textile)
Financial Resources	Taxes and Fees, ADB, JICA, LGED

3.f Vision:

The PIUCC members set the following vision for their CC :

“Make our Rangpur a Poverty-free, Environment Friendly, Beautiful, and Safe City”

3.g Infrastructure Strategy

Categories	Issues of infrastructure	Long term strategies	Numeric indicators	Short term strategies	Numeric indicators
Master Plan	Lack of participation Lack of capacity to update maps Building permit practice is insufficient	Planning division making	Map update by 100 % CC staff Permit practice conforming to master plan 90 %	Capacity building project for town planners/engineers	CC town planners who had the training 100 %
Drain	No drain in new areas Insufficient drain in old PS area	No water logging in all CC area	70 % coverage	Less water logging	35 % coverage
Road	Slow speed (25 km/h)	Smooth road Less traffic jam in CBD Encourage public transportation Discourage private vehicles	Pavement road 60 % All vehicles run 35 km/h Go through 30 min -> 10 min CBD area 60 % public transport, 40 % private vehicles	Smooth speed	28 km/h by widening and maintenance
Street light	Movement problem Security problem	Street light is available in good level	80 % coverage public road	Little portion of street light available	Make it from 15 % to 25 % available
Water supply	0% rural 30 % urban	Sufficient surface water supply	50 % rural 90 % urban	Increase in water supply	Rural 10 % urban 45 %
Market now 3	Insufficient rent collection	Semi pucca (semi-construction) structure in all Market Sufficient amount and modernized market	20 new markets	Rebuild and renovation	1 kitchen market 2 supermarket, renovation and rebuilding
Solid waste management	30 % coverage of garbage collection in old PS area 0% in rural area	Sufficient equipment and capacity	70 % garbage collection in all CC area	More coverage More awareness	70 % in urban 20 % in rural

	Equipment is insufficient				
Bus and truck terminal	3 terminal not sufficient Lack of modern facilities Insufficient accommodation	Sufficient capacity in all terminals	7 terminal 3 big 4 small for 1,000 buses	Modernize existing terminals	Modernize 3 terminals (2 bus and one track)
Education	Infrastructure problems (damaged buildings) Insufficient equipment and logistics support 15 school managed by CC (primary 10, high school 5) Higher education not sufficient	Sufficient higher education	College 1 Upgrade of school 15	Renovation of schools	Renovated schools 5
Recreation center	Lack of recreation center Lack of amusement center Lack of fitness center	Sufficient recreation centers	Amusement park 3 Auditorium 4	Increase of recreation facilities	Amusement park 1 Auditorium 1

Annex(i):

Agenda of 1st PIUCC Meeting at Rangpur

I. Outline of ICGP

Presentation

II. Trend and Projection

(1) Demographic Trend

- Population Increase = Natural Increase + Social Increase
- Increasing Rate of Urban Area in Bangladesh = 3.30%/year
 2013 476,000
 2018
 2038
 2063
- What is the increasing rate of Rangpur?

(2) Industrial Layout (projection)

Industries include

- 1) Agriculture, livestock, fishing, mining, etc
- 2) Processing garment, food, machine, etc. Construction, printing, packaging
- 3) Trading (retail and wholesale) , Services, Education, medical care, entertainment

Industrial Layout of Rangpur CC in 5, 25 and 50 years

Industry in 5 Years (improvement of existing ones, introduction of new one)	Industry in 25 Years (Jobs of your children)	Industry in 50 Years (Jobs of your grandchildren)
•	•	•
•	•	•
•	•	•

(3) Property and Resource (capital) of RCC

Physical Capital			
Financial Capital			
Human Capital			
Social Capital			
Natural Capital			

III. Vision Setting

IV. Infrastructure Strategies

	Category of Infrastructure	Issues of Infrastructure	Long term		Short Term	
			Strategy	Numerical Indication	Strategy	Numerical Indication
a	Road & Traffic	Traffic jam				
b	Drainage		No water logging	100 free from logging		
c	Solid Waste					
d	Water Supply	Coverage Water quality	Complete service	24hours 100% service	Coverage increase	75% coverage

Strategies are important to achieve the above vision

V. Direction of Governance and Fiscal Reform
Presentation by JICA Expert

Annex-(ii) : Participants List of 1st Project Implementation Unit (PIU) at RpCC

Date: 18/03/2013

S.L.	Name	Position	Organization
1)	Md. Nurunnoby Fulu	Councilor	RpCC
2)	Md. Amdad Hossain	Executive Engineer	RpCC
3)	Md. Shfiqul Islam Molla	Asst. Engineer	RHD
4)	Miss Dilara Begum	Councilor	RpCC
5)	Md. Moklashur Rahman	Councilor	RpCC
6)	Md. Azam Ali	Assistant Engineer	RpCC
7)	Md. Zahurul Pasha	Project Officer (Infrastructure)	ICGP, JICA Team
8)	Md. Tofazzol Hossain	Water Superintendent	RpCC
9)	Nariko Kono	Urban Planning Expert	ICGP, JICA Team
10)	Shafiuur Rahman	Admin Officer	ICGP, JICA Team
11)	Md. Sadar Uddin Ahmed	Participatory Expert	ICGP, JICA Team
12)	Firoz Ahmed	Assistant Engineer	LGED, Rangpur
13)	Mani Mala Roy	Participatory Expert	ICGP, JICA Team
14)	Hideo Sakamoto	JICA Expert	ICGP, JICA Team
15)	Braza Kishor Tripura	Project Officer (Governance)	ICGP, JICA Team
16)	A.S.M Shamsur Rahman	Project Officer (Environment)	ICGP, JICA Team
17)	Taisuke Tokuoka	JICA Expert	ICGP, JICA Team
18)	Nure Alam	Office Assistant	RpCC
19)	Hafizur Rahman	Accounts Officer	RpCC
20)	Hosna Banu	Councilor	RpCC

AnnexA- 39 : Meeting Minutes of the 2nd PIUCC in RpCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1. General Information:

Date: 27 April 2013

Venue: Hall Room of Rangpur City Corporation

Participants: PIUCC Committees members and JICA team members (Attached Attendees list as Annex (i))

2. Welcome speech by Chairperson:

At the set of the meeting the honorable chairperson of PIUCC Mr. Ruhul Amin Khan, CEO of RCC welcomed to all participants to take part in the meeting.

3. Self introducing:

Before going to discuss the main agenda Mr. Ruhul Amin Khan, CEO invited to all participants for giving self introducing.

4. Agenda wise Discussion:

4. a) Master plan and it's progress:

Planner Khondakar M Ansar Hossain, General Secretary Bangladesh Institute of Planners, EPC, gave an power-point presentation and briefed about master development plan in detail.. The insights of the presentation are mentioned below:

- ◆ What is Master plan and the objectives of the master plan;
- ◆ Present condition of Dhaka City and why the Dhaka City is the most unlivable city of the World;
- ◆ What types of City people are expecting;
- ◆ How the Cities will be live able through Effective planning, Efficient management and Patriotism;
- ◆ Progress of the master plan of Rangpur City Corporation.

The team leader of EPC informed the meeting almost field activities regarding preparing the master plan are done. Now they are installing data in software for analysis and producing a final report as an output of EPC's work which will also be a valuable guideline for Rangpur City management efficiently. EPC is hopeful that Rangpur City Master Plan will be completed by August 2013.

4. b) Governance:

Dr. Taisuke Tokuoka, Expert- Governance presented the governance and fiscal reform area of ICGP. The major highlighted contents are mentioned below:

- ◆ Why governance is important in Inclusive City Government Program;
- ◆ Four important governance approached are explained like—Accountability, Participation and Predictability, Transparency;
- ◆ Concepts and activities of ICGP regarding improvement of Governance system ;
- ◆ Concept of Inclusive City Governance Improvement Action Program (ICGIAP) and Administrative Reform Plan (ARP);
- ◆ Functions of City Corporation for Administrative Reform Plan etc.

4. c) Brief about Inclusive City Government Project (ICGP)

Mr. Hideo Sakamoto, DTL gave a brief idea about ICGIAP and existing problems are seen for preparing an Inclusive Infrastructure List. The focusing areas of the presentation are as follows:

- ◆ Review the vision of Rangpur City Corporation---
“**Make our Rangpur a Poverty-free, Environment Friendly, Beautiful, and Safe City**”
- ◆ Four approaches are discussed which is linked with Vision;
- ◆ Reviewed the long term and short term strategies;

- ◆ Property and resources are also reviewed;
- ◆ Demographic Changes and industrial lay out are also reviewed for reconfirmation etc.

6. d) Some concerned have been made for preparing Inclusive Infrastructure list –

- ✚ All projects should be linked with vision;
- ✚ Should be given priority of the advantages of marginalize people;
- ✚ Inclusive Development project should be prepared;
- ✚ Four approaches should be considered preparing inclusive Project list;
- ✚ Should be prepared development story for priority project list;
- ✚ All Councilors' should rethink about their priority projects linking with Vision and strategies.
- ✚ JICA's needs inclusive development project list which is very much important for ICGIAP.
- ✚ The idea of pilot project was shared.

4. e) Recommendation by Mr. Khondakar M Ansar, General secretary of BIP.

- Representation may be kept from Bangladesh Institute of Planners in the Steering Committee Meeting for dissemination of the information about master plan in details..

5. Closing remarks:

Mr. Ruhul Amin Khan, CEO, RaCC gave an constructive speech. He requested to all by his speech that all PIUCC members will follow the JICA's recommendations and take part in the meeting timely. As there was no any other discussion the chair ended the meeting with vote of thanks.

Annex(i): Agenda

RCC 2nd ICGP PIUCC Agenda

April 27, 2013

1. Master Plan Progresses

RCC has been making master plan since last year and they will have the project done in the beginning of the next year. Rangpur Master Plan will also include recommended development of RCC and a representative will explain about them.

2. Governance of ICGP

Governance is one of the most important part of ICGP. Governance experts will explain the activities of Inclusive City Governance Improvement Action Plan (ICGIAP) and the review of Administrative Reform Program (ARP).

3. Review of the RCC Vision and Strategies

RCC visions and strategies were discussed since mid-December 2012 and they were finalised at the 1st PIUCC in Mar 18th, 2013. Here we conduct a quick review on these.

4. Discussion on RCC Project List

“Candidate project list for RCC” should be ready at the meeting. In order to materialize the projects, detailed assessment of the list is necessary from a strategic point of view. Here in this meeting, both sides will work on the followings:

4.1 Q and A session for the list (on consistency with the vision/strategy)

JICA experts will ask questions for concerns and PIUCC answers on these concerns. In particular, questions will focus on relevance and efficiency of the listed projects in terms of achievement of the formulated vision and strategy. Priority projects are expected to link with the vision and strategy and address issues effectively.

4.2 Location identification plotted in a sizable map.

PIUCC will prepare a map that spots the location of each project. This will help to grasp the geographic outline of the list and consider the geographic balance.

4.3 Discussion for effective packaging

Effective way of project packaging will be discussed with seeing the map. Packaging among different infrastructure and classification by importance level will be sought.

5. Discussion on Criteria for selecting priority project

Donors will fund some prioritized projects according to certain criteria. Selection of these criteria can come from various values, including relevance, feasibility, efficiency, impact, sustainability, and social and environmental consideration. Discuss internally some of the unbiased project and think about giving these projects low priority.

5.1 Discussion of methodology for project prioritization

Upcoming tasks for prioritization and schedule will be checked.

Annex-(ii) : Participants' list

SL	Name	Designation	Organization
Elected Representatives			
1.	Dilara Begum	Councillor	RaCC
2.	Md. Moklashur Rahman	Councillor	RaCC
3.	Monjum Khutial	Councillor	RaCC
Government Officials			
4.	Md. Ruhul amin Khan	CEO	RaCC
5.	M. Amen	Team Leader	EPC
6.	M.Kh. M . Ansar Hossain	Sr. Urban Planner	EPC Ltd.
7.	Md. Hedayetur Rahman	Survey Specilist	EPC Ltd.
8.	Sultan Ahmed	Local Person	Ranpur
9.	Mst hafiza Khatun	Local person	Rangpur
10.	Habibur Rahman	Account Officer	RaCC
11.	Md. Azam ali	Assistant Engineer	Azam_2808@yahoo.com
12.	Mir Tofazzal Hossain	Water superintendant	RaCC
13.	Md. Abdul Hakim Miah	Accounts Officer	RaCC
14.	A. Kashem	Local person	Rangpur
15.	Md. Nazrul Islam	Town Planner	RaCC
JICA Experts			
16.	Hideo Sakamoto	DTL	JICA-ICGP
17.	Dr. Taisuke Tokuoka	Expert	JICA-ICGP
18.	Koichiro Tamura	Expert	JICA-ICGP
19.	Sadaruddin Ahmed	Expert	JICA-ICGP
20.	Mani Mala Roy	Expert	JICA-ICGP
21.	Zahurul Pasha	Project Officer- Infrastructure	JICA-ICGP
22.	A.S.M Shamsur Rahman	Project officer- Environment	JICA-ICGP
24.	Safiur Rahman	Admin Officer	JICA- ICGP

AnnexA-40 : Meeting Minutes of the 1st PIUCC in GCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1) General Information:

Date: 31 March 2013

Venue: Conference Room of Gazipur City Corporation

Facilitators: Mr. Hideo Sakamoto; Deputy Team Leader; JICA Mr. Sadar Uddin Ahmed; Expert; JICA Team and Mani Mala Roy, Expert, JICA Team.

Participants: PIUCC Committees members and JICA team members (Attached Participant list as Annex 2)

2) Objective of the PIUCC meeting:

- To Brief about Inclusive City Government Project (ICGP) ;
- To review strength and potentiality of GCC;
- To set a Vision of Gazipur City Corporation;
- To discuss infrastructure strategies.

3) Agenda wise discussion (Attached Agenda as Annex -1)

At first the CEO and Chairperson of PIUCC of GCC thanked to all attended in the meeting and welcomed to take part in the meeting.

3. a. Self introducing: Before going to discuss the main agenda the CEO invited to all for giving self introduction.

3. b. Project Brief :

A brief description about ICGP was presented by Mr. Hideo Sakamoto, Deputy Team Leader and Ms. Mani Mala Roy, Expert, JICA Team. They explained the following issues:

- An overview on Inclusive City Government Project including the goal of the project
- Implementation period, expected outputs and project organization chart
- Demographic changes in 5, 25, 50 years: (Annual average growth rate 3.05)

Population in 2011 (As per 2011 Census)	After 25 years (2036)	After 50 Years (2061)
2.5 Million	5.45 Million	11.45 Million

✧ Infrastructure layout in 5, 25, 50 years

At the end of the presentation Mr. Hideo Sakamoto and Ms. Mani Mala Roy reviewed the industrial and infrastructure layout in 5, 25, 50 years which was previously prepared by the Engineering Department of GCC.

3.c Industrial Layout

The following projected industrial layout was prepared by the PIUCC members through their active participation:

Industry in 5 Years	Industry in 25 Years	Industry in 50 Years
Garments	Electronic Goods	Heavy Vehicles industry
Dyeing	Software (IT) Industry	Prestresst Concrete Factory
Agro based industry (Poultry)	Garments	Nuclear Power Plant
Printing and Packaging	Dairy farm	Surface Water Treatment Plant
Pharmaceuticals	Car making industry	-----
Food Processing	Light Vehicle	-----
Chemical Industry	Food Processing	-----
TESIS (Telephone Industry)	Textile	-----

Vehicle Industry	Fertilizer Industry	-----
Home based small industry	Foot ware industry	-----
Modern rice mill	Pharmaceuticals	-----
-----	Garments accessories and equipments	-----
-----	Cement Factory	-----
-----	Steel industry	-----

3.d Property and Resources (Capital) of GCC

The following properties and resources were identified by the PIUCC members through after a long discussion:

Physical Resources	Packaging industry, Food Processing Industry, Foot Wear Industry, Garments industry, Chemical Industry, Dyeing Industry, Diesel Plant, Printing Industry, Electronics making Industry, vehicle parts making industry, Bangladesh Machine Tools Factory (BMTF), Ordinance Factory, Bangladesh security printing press, Bangladesh Small Cottage Industries Corporation (BSCIC), Rajbari (Presently used as DC office),
Financial Resources	Support from JICA, ADB, UKAID, DFID, WB, GoB, LGRD, CC level revenue, Bank 40 nos,
Human Resources	Shahid Tazuddin Ahmed, Honorable MP. Advocate Rahmat Ali, Honorable MP. Alhaz Advocate A.K.M. Mozammel Haque, Honorable MP. Zahid Ahsan Russel, Honorable MP. Meher Afroz Chumki, Honorable MP. Simmin Hossain Rimi, Advocate Md. Azmat Ulla Khan, Former Mayor of Tongi Pourashava, Late Ahsan Ullah Master, Late Moij Uddin Ahmed, Late Hakim Master Pottery groups, Fisher man, Weaving groups, Goldsmith groups, Ironsmith, Carpenter group, Handicraft (Katan Shari) groups, Rickshaw Pullers.
Social Resources	BRAC, Marie stops, Nobolok, TDH Netherland, Sonirvor Bangladesh, Shakti Foundation, Sharp, Bureau Tangail, Step, Surovi, Surjer Hashi, POPI, TMSS, UCEP, Juvenile Crime Correction Centre, Andho Kollan Somiti, BILS, BASA, Practical Action etc.
Natural Resources	National park, Gas field near the CC area within Gazipur district, Turag river (Kohor Daria), Balu River, Chilal River
Institutional Resources	Banghabandhu Agricultural University, Dhaka University of Engineering and Technology (DUET) National University, open university, International University of Technology (IUT), Bangladesh Agricultural Research Institute (BARI), Bangladesh Rice Research Institute (BRRI), Industrial Research Institute (IRI), International Medical college, etc.

3. e: Vision:

The PIUCC members set the following vision for GCC :

“Make a livable city by preparing a comprehensive development plan and implementing it properly through people’s participation without hampering natural environment”.

3. f: Infrastructure Strategy

Categories	Issues of infrastructure	Short term strategies
Transportation	<ul style="list-style-type: none"> ● Insufficient parking area. ● Insufficient rail service. ● Low speed transport. ● Difficult to walk in footpath. ● Insufficient overpass. ● Road illegally occupied by people. ● Motorized and non motorized vehicle in same road. ● Zigzag road, unskilled drivers. ● Lack of peoples consciousness. ● Heavy traffic congestion in particular section mainly because of mixture of low speed modalities. ● Air pollution becomes serious. ● Lack of safety for pedestrians and Non-Motorized Transport (NMT) 	<ul style="list-style-type: none"> ■ Preparation of a Detail Area Plan without hampering natural environment. ■ Inco operation with DAP prepared by Rajuk. ■ Encourage the public transport, ■ Should follow the STP. ■ Separate lane for motorized and non motorized vehicles. ■ Drivers' skill improved. ■ Motivate to peoples and drivers for Proper use of footpath. ■ Strengthen the traffic system ■ To construct new roads and repair of roads. ■ Construction of adequate modern under pass in national highways. ■ Widening of roads and land scaping in the road divider and road intersections. ■ Starting of Bus Rapid Transit (BRT)
Power Supply	<ul style="list-style-type: none"> ● Production hampered, ● Load shading, ● Water supply hampered, ● Irrigation hampered ● Lack of energy saving behaviors in HHs/ offices with electricity ● Usage of primitive energy sources (indoor air pollution) 	Not discussed
Water Supply	<ul style="list-style-type: none"> ● No connection 80%, ● Less water pressure, 12 hours/24 water supply, ● Ground water level going down, ● Water contains iron 	Not discussed
Street Light	<ul style="list-style-type: none"> ● No street light in 75%, 	Not discussed
Solid Waste Management	<ul style="list-style-type: none"> ● No collection 75%. ● Shortage of dumping land. ● No recycling. ● Shortage of garbage track. 	Not discussed
Rainwater Drainage	<ul style="list-style-type: none"> ● No drainage 75% ● Water logging. ● Shortage of drain cleaning equipments. 	Not discussed
Sewerage /Sanitation	<ul style="list-style-type: none"> ● No sewerage line 	Not discussed
No Equipment for O& M	Not discussed	Not discussed

4. Meeting with Administrator

JICA team met with the Administrator at Tongi office on the way after completion of PIUCC in Gazipur. The team informed him regarding PIUCC meeting outputs and some specific decisions came from the meeting are as below:

- 2nd PIUCC may be held on 15th April 2013 and venue will be at Tongi office Meeting Room.
- 1st SM may be held on 16th April 2013 and venue will be at Gazipur Conference Room.

Annex – 1

Agenda of 1st PIUCC Meeting at Gazipur

- III. **Inaugural Speech by Chair**
- IV. **Introduction by all Participants**
- V. **Outline of ICGP:** (Presentation by ICGP Experts- (Hideo Sakamoto and Ma ni)
- VI. **Trend and Projection:** (Facilitated by ICGP Expert- Sadar Uddin)

(5) Demographic Trend: (Facilitated by ICGP Expert- Sadar Uddin)

- Population Increase = Natural Increase + Social Increase
- Increasing Rate of Urban Area in Bangladesh = 3.30%/year
- What is the increasing rate of Gazipur?

(6) Industrial Layout (projection) (Facilitated by ICGP Expert- Sadar Uddin)

Industries include

- 4) Agriculture, livestock, fishing, mining, etc
- 5) Processing garment, food, machine, etc. Construction, printing, packaging
- 6) Trading (retail and wholesale) , Services, Education, medical care, entertainment.
- 7) Industrial Layout of Gazipur CC in 5, 25 and 50 years

Industry in 5 Years (improvement of existing ones, introduction of new one)	Industry in 25 Years (Jobs of your children)	Industry in 50 Years (Jobs of your grandchildren)
• •	• •	• • •

VII. Property and Resource (Capital) of GCC (Facilitated by ICGP Expert- Mani)

Physical Capital			
Financial Capital			
Human Capital			
Social Capital			
Natural Capital			

SL	Category of Infrastructure	Issues of Infrastructure	Short Term		Mid Term		Long term	
			Strategy	Numerical Indication	Strategy	Numerical Indication	Strategy	Numerical Indication
1)								
2)	Transportation							
3)	Rain water, drainage							

4)	Water works							
5)	Sewage/sanitary facilities							
6)	Solid waste management							

VIII. Infrastructural Strategies:

Note that: Above session will be facilitated the following draft paper prepared by GCC

- IX. **Vision Setting:** (Facilitated by ICGP Expert- Mani)
 Let us discuss to make a good slogan
- X. **Infrastructure Strategies** (Facilitated by ICGP Expert- Mani)
- XI. **Direction of Governance and Fiscal Reform** (Presentation by JICA Expert, Taisuke Tokuoka)
- XII. Question and Answer part (Facilitated by Sadaruddin)
- XIII. Way forward and closing speech by Chair

Annex-2: Participants list of 1st PIUCC Meeting at GCC

Date: 31 March 2013

S L	Name	Position	Organization
1.	Md. Rakibul Hasan	CEO	GCC
2.	Md. Khairul Islum	SE	GCC
3.	Md. Shahid Ullah	Secretary	GCC, Tongi
4.	Shamsun Nahar	Member, PIUCC	GCC, Tongi
5.	Md. Rajab Ali	Member PIUCC	GCC, Tongi
6.	Mohammad Abul Basar	Secretary	GCC
7.	Md. Akbar Hossain	XEN	GCC
8.	Md. Abdul Motin	XEN	GCC
9.	ABM Siddiqur Rahman Khan	XEN	GCC
10.	Md. Moinul Islam	Town Planner	GCC
11.	Sumona Sharmin	Town Planner	GCC
12.	Md. Mozibur Rahman	Asst. Engineer	GCC
13.	Md. Nurul Amin Bhuiyn	Asst. Engineer	GCC
14.	Md. Nazrul Islam	Accounts Officer	GCC
15.	Raqibul Hasan Rassel	Sub. Asst. Engineer	GCC
16.	Md. Golam Kibria	Accounts Officer	GCC
17.	Md. Mydul Islam	SAE (Civil)	GCC
18.	Hideo Sakamoto	DTL	JICA Expert Team
19.	Taisuke Takuoka	Expert	JICA Expert Team
20.	Md. SadarUddin Ahmed	Expert- Participatory Social & Regional Dev.	JICA Expert Team
21.	A.S.M.Shamsur Rasman	Project officer (Environment)	JICA Expert Team
22.	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA Expert Team
23.	Braja Kishore Tripura	Project officer (Governance)	JICA Expert Team
24.	Mani Mala Roy	Expert- Participatory Development	JICA Expert Team

AnnexA-41 : Meeting Minutes of the 2nd PIUCC in GCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1) General Information:

Date: 15 April 2013

Venue: Meeting Room of Tongi Pourashava.

Facilitators: Mr. Hideo Sakamoto; Deputy Team Leader; Mr. Taisuke Tokouka, JICA- Expert, and Mani Mala Roy, Expert, ICGP Team.

Participants: PIUCC Committees members and JICA team members (Attached agenda as Annex-1 and participant list as Annex 2)

2) Objective of the PIUCC meeting:

- ◆ To enhance of Governance system of GCC;
- ◆ To assist for developing a comprehensive project list.

3) Agenda wise discussion (Attached Agenda as Annex -1)

At the set of the meeting CEO, Chairperson of PIUCC of GCC welcomed to all to take part in the meeting. He expected by his speech everybody will provide their valuable opinions to make the meeting effective. He also addressed two important things like problem identification and prepared a well plan which should be considered for problems solutions.

3. a. Self- introducing: After welcome speech participants were self-introduced among themselves.

3. b. Governance and Fiscal reform part:

Mr.Taisuke Tokuoka, JICA-Expert, Governance gave a Power-Point Presentation on Governance of which summary discussion are mentioned below:

- Discussed about four approaches of Governance like----
(Accountability, Participation, Predictability and Transparency)
- Discussed about existing activities regarding Governance issue of GCC;
- Discussed about the importance of Governance for project planning and implementation also;
- Discussed about the approaches of fiscal issues.

3. c. Reviewed of 1st PIUCC result: (Facilitated by Mani Mala, Expert, ICGP)

Vision, properties & resources, and priority sectors are reviewed by PIUCC members whereas Master plan preparation was discussed as the first priority of different sectors selection and no other major changes on previous discussion.

3. d. Situation analysis with Numerical Indicators:

Sector	Issues	Situation in 5 Years	Numerical indicators	Situation in 25 Years	Numerical indicators	Situation in 50 Years	Numerical indicators
Prepared Master plan	<ul style="list-style-type: none"> ● GCC has no authority to prepare the master plan. 	Master plan will be available in GCC	GCC will implement the activities according the master plan	Update the master plan	-----	-----	-----
Transportation	<ul style="list-style-type: none"> ● Traffic jam ● Motorize and non-motorize vehicle is running same lane. ● Insufficient over pass ● Insufficient rail service. ● Low speedy transport. ● Zigzag road, unskilled drivers. 	Traffic jam will be reduced, Line will be separated, Pedestrians will use footpath easily and Increase public transport	50% traffic jam will be reduced and 40% pedestrians will use footpath.	More under pass, overpass And elevated express way	12-15 % area will be allocated for road	Road area will be increased.	15-20% area will be allocated for road
Power supply (18-20 hours/day)	<ul style="list-style-type: none"> ● Hampered all types of crop production, deteriorated law and order, hampered health service and education also. 	Better power supply	Power supply will be remained for 23-24 hours/daily	Sufficient quality power supply	Power supply will be remained for 24 hours in entire GCC areas.	-----	-----

Sector	Issues	Situation in 5 Years	Numerical indicators	Situation in 25 Years	Numerical indicators	Situation in 50 Years	Numerical indicators
Water Supply (No connection 80%, area)	<ul style="list-style-type: none"> ● Less water pressure, 12 hours/24 water supply, ● Ground water level going down, ● Water contains iron 	Better connection	40 % area will be covered	Better coverage and connection	100% area will be covered with pure drinking water	Pure drinking water will be supplied in whole area.	100% water supply in whole area
Street Light (25 % areas are covered)	<ul style="list-style-type: none"> ● Security problems for pedestrians ● Frequent road accident ● Deteriorated law and order etc. 	People will be secured and # of road accident will be lessened	80 % area will be covered	Pedestrians' security will be improved	100% area will be covered	-----	-----
Solid Waste Management (No collection from 75% area)	<ul style="list-style-type: none"> ● Shortage of dumping land. ● No recycling. ● Shortage of garbage track. 	Better coverage	80% coverage in collection	More better coverage	100% collection and 80% will be recycled	GCC will be remained neat and clean	100% collection and management
Rain water and drainage	<ul style="list-style-type: none"> ● No drainage in New areas ● Shortage of drain clean equipments ● Water logged in Gacha, Konabari and bhasan area for one day/ year 	People will be free from water logging	50% HHs will be free from water logging	Situation will be improved more	70% HHs will be free from water logging	No water logging will be remained	100% HHs will be free from water logging
Sewerage	<ul style="list-style-type: none"> ● No sewerage line 	-----	-----	Start construction of sewerage line	-----	People will enjoy the benefits	25% areas will be covered

Annex (i)

Agenda of 2nd PIUCC Meeting at Gazipur

- I. **Inaugural Speech by Chair**
- II. **Introduction by all Participants**
- III. **Outline of ICGP:** (Presentation by ICGP Experts- (Hideo Sakamoto and Mani)
- IV. **Trend and Projection:** (Facilitated by ICGP Expert- Sadar Uddin)
 - (7) **Demographic Trend:** (Facilitated by ICGP Expert- Sadar Uddin)
 - Population Increase = Natural Increase + Social Increase
 - Increasing Rate of Urban Area in Bangladesh = 3.30%/year
 - What is the increasing rate of Gazipur?
 - (8) **Industrial Layout (projection)** (Facilitated by ICGP Expert- Sadar Uddin)
 - Industries include
 - 8) Agriculture, livestock, fishing, mining, etc
 - 9) Processing garment, food, machine, etc. Construction, printing, packaging
 - 10) Trading (retail and wholesale) , Services, Education, medical care, entertainment.
 - 11) Industrial Layout of Gazipur CC in 5, 25 and 50 years

Industry in 5 Years (improvement of existing ones, introduction of new one)	Industry in 25 Years (Jobs of your children)	Industry in 50 Years (Jobs of your grandchildren)
•	•	•
•	•	•

V. **Property and Resource (Capital) of GCC** (Facilitated by ICGP Expert- Mani)

Physical Capital			
Financial Capital			
Human Capital			
Social Capital			
Natural Capital			

SL	Category of Infrastructure	Issues of Infrastructure	Short Term		Mid Term		Long term	
			Strategy	Numerical Indication	Strategy	Numerical Indication	Strategy	Numerical Indication
1)								
2)	Transportation							
3)	Rain water, drainage							

4)	Water works							
5)	Sewage/sanitary facilities							
6)	Solid waste management							

VI. Infrastructural Strategies:

Note that: Above session will be facilitated the following draft paper prepared by GCC

- VII. **Vision Setting:** (Facilitated by ICGP Expert- Mani)
Let us discuss to make a good slogan
- VIII. **Infrastructure Strategies** (Facilitated by ICGP Expert- Mani)
- IX. **Direction of Governance and Fiscal Reform** (Presentation by JICA Expert, Taisuke Tokuoka)
- X. Question and Answer part (Facilitated by 'Sadaruddin)
- XI. Way forward and closing speech by Chair

Annex(ii) : Participants list of 2nd PIUCC Meeting at GCC

Date:15 April 2013

S L	Name	Position	Organization
1)	Md. Rakibul Hasan	CEO	GCC
2)	Md. Khairul Islum	SE	GCC
3)	Md. Shahid Ullah	Secretary	GCC, Tongi
4)	Md. Rajab Ali	PIU member	GCC
5)	Mukul Kumar Mallick	PIU member	GCC
6)	Shamsun Nahar	Member, PIUCC	GCC, Tongi
7)	Md. Moinul Islam	Town Planner	GCC
8)	Zubayed Arefin	Assistant Engineer	GCC
9)	Sumana Sharmin	Town Planner	GCC
10)	Dr. Md. Rahamatullah	Medical officer	GCC
11)	Md. Ashraf Hossain	Assistant Engineer	GCC
12)	Md. Nazrul Islam	Accounts Officer	GCC
13)	Md. Nurul Amin Bhuiyn	Asst. Engineer	GCC
14)	Malay Kumar Das	Sanitary Inspector	GCC
15)	Md.Matiur Rahman	SAE(Electric)	GCC
16)	Md. Anisur Rahman	Water Super	GCC
17)	Md. Abdul Matin	XEN	GCC
18)	Md. Hasibul Islam	AE	GCC
JICA Expert team			
19)	Hideo Sakamoto	DTL	JICA Expert Team
20)	Noriko Kono	Expert	JICA Expert Team
21)	Taisuke Tokuoka	Expert	JICA Expert Team
22)	K TAMURA	Expert	JICA Expert Team
23)	Md. SadarUddin Ahmed	Expert- Participatory Social & Regional Dev.	JICA Expert Team
24)	Md. Zahurul Pasha	Project officer (Infrastructure)	JICA Expert Team
25)	Braja Kishore Tripura	Project officer (Governance)	JICA Expert Team
26)	Mani Mala Roy	Expert- Participatory Development	JICA Expert Team

Annex A-42 : Meeting Minutes of the 3rd d PIUCC in GCC

Japan International Cooperation Agency (JICA)
Inclusive City Governance Project (ICGP)

1) General Information:

Date: 22 May 2013

Venue: Meeting Room of Tongi Pourashava.

Participants: PIUCC Committees members and ICGP representative
(Attendees list are attached with record)

2) Objective of the PIUCC meeting:

- ◆ To review the result/ progress of last PIUCC and Stakeholder Meeting;
- ◆ To final the inclusive infrastructure project list for next five years.

3) Agenda wise discussion

At the set of the meeting CEO, Chairperson of PIUCC of GCC welcomed to all to take part in the meeting. He expected by his speech everybody will provide valuable opinions to make the meeting effective.

4. a. Self- introducing:

After welcome speech participants gave self-introducing among themselves.

3. b. Progress of PIUCC and SM meeting:

Planner Moinul Islam gave a summery presentation on progress what PIUCC have done to till date (22 May 2013). Overall progress was remarkable are mentioned below:

- Reviewed the Vision of GCC- “ Make a green, poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering natural environment”
- Set sub sectors for 5 ,25 and 50 years with numerical indicators;
- Prioritization of project list;
- Prepare inclusive infrastructure project list for next five years etc.

3.c. KAIZEN training:

Mrs. Mani Mala, Expert of ICGP updated the meeting about KAIZEN training like---

- **The Purpose of the training:** Enhance the capacity of CC officers so that they can make necessary coordination in governance and Infrastructure and to enhance active participation to ICGP activities of the CC officers.
- **Training date and duration:** meeting proposed the date 2nd/3rd week of June 2013 tentatively and duration of training will be three days.
- **Participants:** 24 Officials under Water Works, SWM, Road, Sewer and Drainage sectors will take part in the training including inter-sectors coordination and monitoring of other sectors.
- **Venue:** Conference Room of GCC

3.d. Some new projects ideas are generated by CEO are mentioned below:

- Safety network program like pregnant and lactating mother allowance, old-age allowance, disable allowance etc. Except these he mentioned some new infrastructure project like –
- Construct theme park,
- Shopping mall,
- Pic-nic spot,
- Build dormatory for Employees
- Construct Old home
- Establish Day care Center for working mother
- Establish Women Hostel,
- Establish Model school for GCC,
- Medical college hospital,
- Vocation training Institute,
- Fashion designing center and I
- Information service center at Ward level.

3. e. Decisions:

- A committee will be formed in comprising with five officers for preparing a master plan by shortest time period. Committee will recommend the steps of master plan; identify the initial barriers for making this and approximate budget as well. Committee will submit the detail planning report to CCs management regarding master plan by 22 June 2013.

Annex(i) : Participants list of 3rd PIUCC Meeting at GCC
Date:22 May 2013

S L	Name	Position	Organization
1.	Munshi Shahabuddin Ahmed	CEO	GCC
2	Md. Aminul Islam	Secretary	GCC
3	Md. Nazrul Islam	Accounts Officer	GCC, Tongi
4	Sumana sharmin	Town Planner	GCC
5	Muhammad Ashraf Hosse	Assistant Engineer	GCC
6	Md. Jamal Uddin	Assistant Engineer	GCC, Tongi
7	Mani Mala Roy	Expert- ICGP	GCC
8	Md. Nurul Amin Bhuiya	Assistant Engineer	GCC
9	Md. Moinul Islam	Town planner	GCC
10	A.K.M. Harunur Rashid	Assistant Engineer	GCC
11	Md. Lehaz uddin	Assistant engineer	GCC
12	Dr. Md. Rahmatullah	Medical Officer	GCC
13	Md.Mozibur Rahman	Assistant engineer	GCC
14	Hashibul Islam	Assistant engineer	
15	A.B.M. Siddikur Rahman Khan	Executive Engineer	GCC
16	Md. Rajab Ali	Member- PIU	GCC
17	Md. Khairul Islam	Superintendant Engineer	GCC
18	Md. Abdul Matin	Executive Engineer	GCC
19	Md. Shaheenul Hoqe	Divisional Coordinator,CRDP	LGED
20	Md. Imrul Hasan	Urban Planner, CRDP	LGED, Tongi

Annex A-43: Details of Each Pilot Project (Total 7 Pilot Project)

(1) 3D presentation on NCC

1) Areas of the Project

NCC

2) Expected Outputs of the Project

The following outputs are expected:

- a) Build an easy-to-understand and user friendly town planning process
- b) Help a proper decision making in infrastructure development
- c) Encourage IDPCC by making through the 3D presentation

[Evidence being validated]

- Whether 3D presentation is effective for NCC's city planning process
- Whether 3D presentation is effective when NCC explains its plan to citizens who are illiterate

3) Scope of Works

Stage	Activities	Duration
1st Stage: Study the Area	<ul style="list-style-type: none"> • Gather information of the particular ward. Collect the local 2D Map from the CC. • Collect GIS data from the authority. <ul style="list-style-type: none"> - Road poly layer of shape file - Structure layer - Water body - Bridge and culverts - Counter data • Collect Satellite image of the location. • Field visit to the location • Survey the area • Take photos of each structure to get the proper idea about the situation. • Get information on proposed infrastructure 	10 Days
2 nd Stage: Analyze the data	<ul style="list-style-type: none"> • Segment the relevant data according to class • Photograph • Area map • Satellite image • Per structure will have a satellite identification and photograph 	10 Days
3 rd Stage: Modeling process	<ul style="list-style-type: none"> • Start the 3D modeling process. • Focus all the existing features first • Focus the proposed features second. 	30 Days
4 th Stage: Model refining	<ul style="list-style-type: none"> • Finalize the model 	10 Days
5 th Stage: Presentation preparation	<ul style="list-style-type: none"> • Prepare presentation with Power Point, movie, etc 	20 Days

Stage	Activities	Duration
6 th Stage: Final editing	<ul style="list-style-type: none"> Finalize the presentation Instruction making for editing 	10 Days
Deliver the presentation to the respective authority within 90 working days after commencement.		

4) Planned Schedule

No	Tasks	Jun. 2013	Jul. 2013	Aug. 2013	Sep. 2013
1	1st Stage: Study the Area				
2	2 nd Stage: Analyze the data				
3	3 rd Stage: Modeling process				
4	4 th Stage: Model refining				
5	5 th Stage: Presentation				
6	6 th Stage: Final editing				

5) Deliverables

- 3D Presentation of a particular ward of NCC covering all infrastructure (all kinds of structures and road networks of that ward)
- All data in the forms which can be modified easily
- Instructions for pursuing further modifications

(2) Dissemination of CC Information by Short Message Service (SMS) in NCC

1) Areas of the Project

NCC

2) Expected Outputs of the Project

The following outputs are expected:

- Through consultation with private mobile phone companies and relevant public agencies (inc. NCC), technical and financial feasibility of SMS as a tool of disseminating NCC's public information (inc. tax payment request to citizens) will be examined
- Information Committee, which is expected to handle activities for transparency of NCC governance, will be established
- Rules and responsibilities of disseminating NCC's public information will be developed at the Information Committee, and officer(s) being in charge of implementing these rules will be appointed by the Information Committee
- Software to link NCC's existing tax database with SMS delivery will be developed – this is to notify citizens of unpaid tax
- Campaigns to announce the official launch of SMS information delivery by NCC will be organized so that citizens can register their mobile phone numbers
- SMS will be sent to the registered citizens regularly for about two months. Information sent by SMS may include the followings:
 - Announcement of major NCC events such as NCC's regular meetings, rallies, etc.

- Major NCC's decisions including issues relevant to budget setting and infrastructure development plan
 - Traffic accident and disaster information
 - Useful public services information
 - Tax payment request in connection with NCC's tax database
 - Mayor's message
- g) Above activities will be evaluated by collecting citizens' opinions
- h) Based on the evaluation, recommendations for the next steps will be summarized in the final report
- [Evidence being validated]
- Whether SMS is effective as a tool of information delivery system to citizens

3) Scope of Works

Stage	Activities	Duration
1st Stage: Analysis of Present Situation and Issues	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with mobile phone companies • Discussion with other relevant public agencies (if necessary) • Demand analysis of NCC and citizens at NCC • Summary 	20 Days
2 nd Stage: Establishment of Information Committee (collaborative task with ICGP TEAM)	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with other relevant public agencies (if necessary) 	10 Days
3 rd Stage: Establishment of Rules and Responsibilities (collaborative task with ICGP TEAM)	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with other relevant public agencies (if necessary) 	20 Days
4 th Stage: Software Development	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with other relevant public agencies (if necessary) • Software development in connection with the existing NCC tax database 	20 Days
5 th Stage: Announcement (collaborative task with ICGP TEAM)	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with other relevant public agencies (if necessary) • Campaign promotion (expecting 5,000 recipients) 	60 Days
6 th Stage: SMS Delivery	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with other relevant public agencies (if necessary) • Sending two SMS messages for 5,000 recipients every week for twelve weeks 	60 Days

Stage	Activities	Duration
7 th Stage: Evaluation and Reporting	<ul style="list-style-type: none"> • Discussion with NCC • Discussion with ICGP TEAM • Discussion with other relevant public agencies (if necessary) • Evaluation and Reporting (final report) of the pilot project 	10 Days

4) Planned Schedule

Tasks	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013
1 st Stage: Analysis of Present Situation and Issues					
2 nd Stage: Establishment of Information Committee (collaborative task with ICGP TEAM)					
3 rd Stage: Establishment of Rules and Responsibilities (collaborative task with ICGP TEAM)					
4 th Stage: Software Development					
5 th Stage: Announcement (collaborative task with ICGP TEAM)					
6 th Stage: SMS Delivery					
7 th Stage: Evaluation and Reporting					

5) Deliverables

- Software to link NCC's existing tax database with SMS delivery
- Final report

(4) Coordination Meeting in CoCC

1) Areas of the Project

CoCC

2) Expected Outputs of the Project

The following outputs are expected:

- Effective urban development activities
- Appropriate decision making on infrastructure development activities
- Promote inclusive urban planning

[Evidence being validated]

- Whether Coordination Meeting is effective to facilitate relationship among infrastructure-related organizations and city service-related organizations

3) Scope of Works

Stage	Activities	Duration
1st Stage: Re-define the meeting	<ul style="list-style-type: none"> • Conduct a survey to identify government and public agencies exist in CoCC area and functions of each service providers for the city population 	5 Days

Stage	Activities	Duration
members	<ul style="list-style-type: none"> Share survey results with CoCC and LGED to finalize the meeting member list The membership can also include few adhoc agencies to be decided by city mayor 	
2 nd Stage: Set up rules for meeting	<ul style="list-style-type: none"> Develop meeting protocol and rules for the coordination meeting. The meeting protocol shall contain but not limited to the following: <ul style="list-style-type: none"> Meeting agenda setting procedure Invitation procedure and timeframe Meeting monitoring processes Minutes and distribution process Share the meeting protocol with CoCC and LGED for finalization 	5 Days
3 rd Stage: Conduct 1 st meeting	<ul style="list-style-type: none"> Mayor issues meeting invitation with clear agenda to the prospective members before 15 days Follow up agencies through CoCC officials to ensure attendance Conduct the meeting ensuring participation of all agencies and stakeholders Have a quick evaluation of the meeting Document the meeting minutes with clear action points to be answered in the next meeting and circulate to all attendants 	5 Days
4 th Stage: Conduct 2 nd meeting	<ul style="list-style-type: none"> Mayor issues meeting invitation with clear agenda to the prospective members before 15days. Follow up agencies through CoCC officials to ensure attendance Conduct the meeting ensuring participation of all agencies and stakeholders Have a quick evaluation of the meeting Document the meeting minutes with clear action points to be answered in the next meeting and circulate to all attendants 	5 Days
5 th Stage: Conduct questionnaire survey with members	<ul style="list-style-type: none"> Develop a survey questionnaire and share this with LGED, ICGP TEAM and CoCC Conduct interviews with selected meeting participants (CoCC and agencies) Analyze the survey results and prepare an analytical report 	5 Days
6 th Stage: Produce report and guideline for Coordination community	<ul style="list-style-type: none"> Prepare information sheet of relevant organizations. Clarify their task, relevance to CoCC administration, and possibility to transfer their task to CoCC. Finalize Guideline for the CoCC Coordination meeting guideline with the public service providers Share the report and coordination guideline with all concerned 	15 Days

4) Planned Schedule

	Tasks	May. 2013	Jun. 2013	Jul. 2013	Aug. 2013	Sep 2013
1	1st Stage: Re-define the meeting members					
2	2 nd Stage: Set up rules for the meeting					
3	3 rd Stage: Conduct 1 st meeting					
4	4 th Stage: Conduct 2 nd meeting					
5	5 th Stage: Conduct					

	questionnaire survey																		
6	6 th Stage: Produce report and guideline for coordination committee																		

5) Deliverables

- a) Appropriate member list for coordination committee meeting
- b) Procedure of coordination meeting
- c) TOR of committee
- d) Format of meeting minutes
- e) Guideline for coordination meeting

(5) Action Research for Collaboration between Community Organizations and CoCC

1) Areas of the Project

Selected wards of CoCC

2) Expected Outputs of the Project

The following outputs are expected:

- a) The list of active Community Groups in CoCC is prepared
- b) The potential fields that are strongly effective for collaboration between CoCC and Citizens are identified
- c) Several Collaborative Actions between Community Groups and CoCC are planned, implemented, and evaluated
- d) The Role of Councilors in collaborative actions are articulated

Note that Community Groups are resident’s gatherings that are motivated to work for the common benefit of the community. These groups may include;

- | | |
|----------------------------------|----------------------------|
| ✓ Community base Organization | ✓ Youth association |
| ✓ House owners association | ✓ Women’s association |
| ✓ Garbage collection association | ✓ Teachers association |
| ✓ Rickshaw pullers union | ✓ Mosque maintaining group |
| ✓ Farmers cooperative | ✓ Cricket team |
| ✓ Merchants group | ✓ Others |

[Evidence being validated]

- Whether CBO is effective to link CC governance with citizens

3) Scope of Works

Stage	Activities/Output	Work Days (Person-days)
1 st Stage: Preparation with the City Administration	<ul style="list-style-type: none"> Explain the objectives and approaches of this action research to the CoCC executives Request to the CoCC: 1) to assign the potential officers/sections in charge; to nominate a pilot ward for this action research and councilors in charge. 	2 days
2 nd Stage: Ward Level Meeting (Kick-off)	<ul style="list-style-type: none"> List the active Community Groups (CG) in the pilot ward and collect information Call and facilitate the Ward Level Meeting consisted of the major members of CGs, the councilors, and CoCC officers. Support the selected councilor to chair the Meeting; <ul style="list-style-type: none"> ✓ The agenda would be: to identify and review the major CGs at the ward; the roles and responsibilities of the CGs; the roles and responsibility of the CoCC; Possible collaboration with CoCC Identify the short-listed CGs as well as the field of activities such as garbage collections, joint disaster management training, and cultures and sports. Based on the kick-off meeting, draft plans for possible collaborative actions between them and CoCC with cost estimation. 	5 days
3 rd Stage: Test implementation of Collaborative actions	<ul style="list-style-type: none"> Based on result of 2nd stage (the kick-off meeting) and discussions with the CoCC, draft plans for possible collaborative actions between them and CoCC with cost estimation Prepare mutual agreements for each collaboration and support to the documents to be signed. Cost of collaboration activities shall be covered by ICGP TEAM with the budget ceiling of BDT 1,500,000-approximately. (The Cost Estimation details and conditions will be instructed by the ICGP Project) 	45 days
4 th Stage: Preparation of Monitoring and Evaluation	<ul style="list-style-type: none"> Based on the discussion with CoCCs and ICGP Team, prepare a plan of monitoring and checklist as well as the questionnaire survey for evaluation of the collaborative actions agreed and implemented; Conduct periodical monitoring in accordance with the monitoring plan. 	10 days
5 th Stage: Ward Level Meeting (Evaluation)	<ul style="list-style-type: none"> Conduct the Ward Level Meeting for review and evaluation of the collaborative actions between CGs and CoCC. Collect the feedback from the stakeholders (targeted CG members, councilors, CoCC officers, and general public) regarding the results of the trials and recommendations 	5 days
6 th Stage: Report writing	<ul style="list-style-type: none"> Prepare the final report 	5 days
7 th Stage: Presentation	<ul style="list-style-type: none"> Conduct a final presentation in Comilla which is open to the public 	2 days
Deliver the presentation to the respective authority after 90 days		

4) Examples of Collaborative Actions

CoCC may build partnership with these Community Groups for the benefit of local community. Examples are as follow;

	Type of Community Group	Example of Collaborative Actions
1	Community Based Organization (CBO) (Those formulated by UGIIP program)	<ul style="list-style-type: none"> • CBO switches on and off the street lights every day. • CBO reports to CoCC if bulbs needed to be changed • CoCC immediately change the bulb
2	House Owners' Association	<ul style="list-style-type: none"> • The Association organizes a cleaning campaign. • CoCC provides cleaning tools and collect wastes on the same day
3	Garbage Management Group	<ul style="list-style-type: none"> • The members coordinate primary garbage collection • The residents follow a communal rule to use the set public dust bins. • CoCC operates regular garbage collection service from the public dust bins.
4	Women's Association	<ul style="list-style-type: none"> • The Association plans and organizes hygiene activities at community levels. • CoCC provides insecticide.
5	Youth Association	<ul style="list-style-type: none"> • The Association organizes a disaster prevention team. • CoCC supplies necessary training, first-aid kits and other necessary rescue materials for potential disasters.
6	Cricket Team/Football Team	<ul style="list-style-type: none"> • Teams conduct training for skill improvement. • CoCC conducts/supports any expenses for sports match of meeting.
7	Merchant Association of Market Places	<ul style="list-style-type: none"> • CoCC supplies public toilets at site. • The Association organized regular clean-up activities for public toilets.

5) Planned Schedule

	Tasks	May 2013	June 2013	July 2013	August 2013
1	1 st Stage: Preparation with the City Administration		■		
2	2 nd Stage: Ward Level Meeting (Kick-off)		■		
3	3 rd Stage: Test implementation of Collaborative actions		■		
4	4 th Stage: Preparation of Monitoring & Evaluation		■		■
5	5 th Stage: Ward Level Meeting (Evaluation)				■
6	6 th Stage: Reporting				■
7	7 th Stage: Presentation				■

6) Deliverables

Title of Report
List of the active existing and potential Community Groups in CoCC (draft)
Record of Ward-level Meeting for Kick-off (draft)
Monitoring check-list (draft)
Final Report that include: <ul style="list-style-type: none"> - List of the active existing and potential community groups in CoCC (final) - Record of Ward-level Meetings (both Kick-off and Evaluation) - Monitoring check-list (final version) - Result of Evaluation - Record of Final Presentation - Conclusion and recommendation - Fiscal Report

(6) Development of Software for Holding Tax Assessment

1) Areas of the Project

RpCC

2) Expected Outputs of the Project

The following outputs are expected:

- a) Enable RCC to improve tax collection activities
- b) Enable RCC to record properly and re-evaluate the property value
- c) Enable RCC to plan and implement tax reform
- d) Enable RCC to reduce calculation work load of the officers

[Evidence being validated]

- Whether Holding Tax Assessment System contributes to the improvement of tax collection

3) Scope of Works

[TOR 1]

- To collect requirements/information on software development of tax assessment of holding tax from the relevant officials in RCC and LGED;
- Special attention should be paid to existing tax billing and collection software, so that the two software can smoothly work together;

[TOR 2]

- To design, develop, test & install software for holding tax assessment. This software should generate required reports to support project tracking and management. Also interface with existing tax billing and collection software should be carefully developed;
- To prepare operating manual/guidance for users of tax assessment, billing and collection management software in RCC;

[TOR 3]

- To entry all relevant data of tax assessment in RCC with users of tax assessment, billing and collection management software in RCC;

- To arrange capacity building training of the RCC staff on operation and management;

[TOR 4]

- To support and handover the Tax assessment, billing and collection management software to RCC staff; and
- To identify issues and recommend solutions to develop tax assessment and collection management software that is accessible from all levels of the stakeholders.
- To support program of tax assessment, billing and collection management software.

4) Planned Schedule

	Tasks	May. 2013	Jun. 2013	Jul. 2013	Aug. 2013	Sep. 2013	Oct. 2013	Nov. 2013	Dec. 2013
1	TOR 1								
2	TOR 2								
3	TOR 3								
4	TOR 4								

5) Deliverables

- Requirement Analysis Report
- Final version of software to RCC
- Data Entry Completion Report
- Training Completion Report
- Technical documentation of the software
- User Guide
- Support Completion Report

(7) Kaizen Training for CC Officers

1) Areas of the Project

GCC

2) Participants and WIT (Work Improvement Teams) Formation

Total number of trainees shall be 24.

All are class 1 and 2 officers of GCC.

Team constitution will be as below.

	Sector	# of officers
Team 1	Waterworks	5
Team 2	Solid waste management	5
Team 3	Road	5
Team 4	Sewer and drainage	5
Team 5	Inter-Sector Coordination & Monitoring of other sectors	4

3) Expected Outputs of the Project

By the end of the training, training participants are expected to:

- a) Understand the basic concepts and methodologies of TQM and KAIZEN (Work Improvement) in the context of improving field level service delivery of Bangladesh Public Service
- b) Select appropriate KAIZEN Theme in line with ARP (Administrative Reform Plan)
- c) Prepare, Implement and Present their Small Improvement Projects (SIP) by forming Work Improvement Teams (WIT) for upgrading service delivery in their own workplace

[Evidence being validated]

- Whether KAIZEN training contributes to the improvement of city service and CC governance.

4) Planned Schedule

Stage	Activities	Duration	Time
1st Stage: Main Course	Coordination and Facilitation of Main Course. Participants will form 5 WITs and each WIT prepares Small Improvement Project.	3 days	June 2013
2 nd Stage: SIP implementation	5 WITs implement their SIPs. Team 5 will monitor progress of other Teams.	3 months	Jul-Sep 2013
3 rd Stage: Refreshers course	Presentation of the achievement of SIPs by all 5 WITs.	1 day	Oct 2013

5) Financing

National Institute of Local Government (NILG) will be responsible for preparing and handling the training budget in coordination with IPS-TQM and ICGP TEAM. ICGP TEAM will finance necessary costs for the training. IPS-TQM financial regulation will be applicable for honoraria and allowance.

6) Deliverables

- a) Coordination and Implementation of the Main Training and Refresher Course. (Logistical arrangement such as lunch, tea, printing etc. are included)
- b) Training Report including course summary and analysis of following two evaluations collected during the training
 - Course Evaluation by the participants
 - Refresher Course Presentation Evaluation of 5 SIPs by Resource Person

Annex A-44 Other Project Ideas

Apart from the above seven pilot projects that have been implemented, the following project ideas were raised during the discussion with ICGP team and counterpart officers: The following list shows ideas that have not been implemented.

List of Preliminary Pilot Project Ideas

1	Water Meter Installation (using Information Technology)	
a	Purpose	<ul style="list-style-type: none"> To see if it is possible to recover water supply cost through appropriate charging To reduce the water consumption by new charging system To get information on private tube wells
b	Actions	<ul style="list-style-type: none"> IT water meter is set for every consumer's pipe The meter measures the water volume and automatically sends data to the CC Meters are applied to households Also can be applied to factories that consume underground water Compare water consumption before and after meter installation
c	Applicable result	<ul style="list-style-type: none"> IT meter would be applied to all the connection if operation cost is feasible Customers become conscious about water consumption volume, minimizing the use of waste water Water leakage ratio (water sold / water supplied) is calculated
d	Equipment and Cost	<ul style="list-style-type: none"> IT meter x 100 for households and 30 private tube wells Managing equipment and computer that receive all the data Planning of tariff system Administration costs (consensus, contract, payment, etc) Operation costs
e	Remark	<ul style="list-style-type: none"> Need to check regulation if current water connection and private tube well can be charged by volume (may need to change rule of holding tax) Operation cost shall be carefully considered GCC has an idea to install water meter for each household
2	Drinking water supply by Water Truck	
a	Purpose	<ul style="list-style-type: none"> To increase supply coverage of drinking water To secure water charge (cost recovery) from beneficiaries
b	Actions	<ul style="list-style-type: none"> CC makes contract with prospective beneficiaries CC carry water to the area where tapped water is not available Water is delivered to household by bottle or water container of each household Beneficiaries pay on delivery or on monthly basis
c	Applicable result	<ul style="list-style-type: none"> More people gain access to safe water without big investment Tariff can be charged easily
d	Equipment and Cost	<ul style="list-style-type: none"> Water tank lorry vehicles Operation costs Administration costs
e	Remark	<ul style="list-style-type: none"> WASA and some CCs have the same scheme
3	Garbage Collation System	
a	Purpose	<ul style="list-style-type: none"> Plan appropriate steps of garbage flow from households (and shops, factories, medical institutes, etc.) to dumping site Community shall take initiative in cooperation with CC authority CC carries garbage from communities to dumping side
b	Actions	<ul style="list-style-type: none"> Select model community(ies) or CBO Community prepares waste deposit site equipped with big dustbins

		<ul style="list-style-type: none"> Community arranges waste collection from households to the deposit site as 1st hand collection CC collects waste from deposit site to the dumping site as 2nd hand collection Road waste collection is operated at the same time (by CC or by community)
c	Applicable result	<ul style="list-style-type: none"> To secure that all the household wastes are appropriately collected Beneficiaries bear the costs This collection system would be applied on a bigger scale
d	Equipment and Cost	<ul style="list-style-type: none"> Planning Big dustbins at waste deposit Operation of waste truck Observation and interview survey before and after the operation
e	Remark	<ul style="list-style-type: none"> CC and ICGP shall evaluate the pilot project and propose appropriate input for the coming full scale project Fee charging system shall be considered (for 1st hand collection and road cleaning, etc.) 3R (reduce, reuse and recycle) should be considered for the incentive of the 1st hand collector
4	Drainage Canal Participatory Management	
a	Purpose	<ul style="list-style-type: none"> To set up a canal management capacity in community
b	Actions	<ul style="list-style-type: none"> Marking of existing canal to identify illegal squatters over the canal and illegal landfill of the canal waterway (surveyor, CC official, community attend the marking) CC issues a letter to squatters and illegal land occupants and request observation of law and regulation Community operates garbage pick-up and manual dredging CC carries away collected garbage and soil
c	Applicable result	<ul style="list-style-type: none"> Community gains capacity to manage canal maintenance Old canal can regain its function New canal will also be appropriately maintained
d	Equipment and Cost	<ul style="list-style-type: none"> Contract with surveyor to mark and prepare drawing Cleaning tools
e	Remark	<ul style="list-style-type: none"> Relocation or construction is not carried out in the pilot project
5	Canal Water Quality Improvement	
a	Purpose	<ul style="list-style-type: none"> To prevent waste-water directly coming into drainage canal
b	Actions	<ul style="list-style-type: none"> Identify waste water source and assign model community Provision of minor facilities and equipment such as wastewater pit and waste trap Campaign to mitigate waste water pollution from households
c	Applicable result	<ul style="list-style-type: none"> Water quality improvement in drainage system Prevention of toilet and house waste water coming into canal drainage system
d	Equipment and Cost	<ul style="list-style-type: none"> Survey to examine wastewater coming into the canal (location, volume, pollution) Campaign for households not to discharge garbage into canal Wastewater pit and waste trap Survey of water pollution after the pilot project
e	Remark	<ul style="list-style-type: none"> Shama-shundri canal in Rangpur is one of the candidates for this
6	Open Space Conservation	
a	Purpose	<ul style="list-style-type: none"> Upgrading and conservation planning of open space, green area,

		<p><i>low land with community participation</i></p> <ul style="list-style-type: none"> • Community identifies important local assets and resources to map them.
b	Actions	<ul style="list-style-type: none"> • Select model community • Community identifies their assets (open space, green, forest, marsh, river, pond, canal, etc.) • Make asset inventory with GIS digital map • Community and CC discuss the conservation of these assets • Make questionnaire survey for community
c	Applicable result	<ul style="list-style-type: none"> • Consensus on nature preservation • Facilitate community effort to conserve and maximize the value of open space
d	Equipment and Cost Items	<ul style="list-style-type: none"> • Base maps and stationeries • Orientation and instruction meetings • Discussion meetings • Preparation of digital mapping and inventory • Questionnaire Survey
e	Remark	<ul style="list-style-type: none"> • This operation should be consistent with other acts and regulations regarding agriculture, environment, land use plan, etc.
7	Traffic Flow Control	
a	Purpose	<ul style="list-style-type: none"> • To mitigate traffic congestion without major construction works
b	Actions	<p>For the planning of traffic directions and regulations in the urban road network, the methods include:</p> <ul style="list-style-type: none"> • One way traffic control of the busiest street of City Corporation, • Regulating vehicles entering downtown area (example: only bus, CNG and rickshaw can come into restricted area)
c	Applicable result	<ul style="list-style-type: none"> • To find most reasonable methods of traffic management
d	Equipment and Cost	<ul style="list-style-type: none"> • Planning of traffic control • Dissemination of the traffic control rules (Banner, signboard, handout radio, TV, etc.) • Manpower of traffic controlling officers • Survey of traffic situation before and after the operation
e	Remark	<ul style="list-style-type: none"> • Need stakeholders' consensus and broader information dissemination • Need complete cooperation of the police and relevant officers
8	Infrastructure / Lane Separation for Rickshaw	
a	Purpose	<ul style="list-style-type: none"> • To control traffic by separating motor vehicles and rickshaws
b	Actions	<ul style="list-style-type: none"> • Prepare careful plan of traffic flow both for vehicles and rickshaws • Physically separate lanes for vehicle and for rickshaws • Construction of concrete separator
c	Applicable result	<ul style="list-style-type: none"> • To enhance traffic control capacity • To enforce drivers to observe rules for smoother traffic • To encourage rickshaws for reducing CO₂ gas emission
d	Equipment and Cost	<ul style="list-style-type: none"> • Preparation of traffic management plan and drawing • Dissemination of the traffic control rule (Banner, signboard, handout radio, TV, etc.) • Big concrete bricks to separate lanes • Operation and enforcement of the traffic control (by police or CC employee) • Evaluation of traffic flow before and after the operation
e	Remark	<ul style="list-style-type: none"> • Need complete cooperation of the police authority
9	LGED Training for CC Engineers	
a	Purpose	<ul style="list-style-type: none"> • To enhance the capacity of CC engineers in planning and

		implementation of Infrastructure
b	Actions	<ul style="list-style-type: none"> • LGED conducts training for CC engineers concerning infrastructure development • Current training methods of PS engineers training may be applied
c	Applicable result	<ul style="list-style-type: none"> • The enhanced capacity can be applied directly to the tasks of trainees
d	Equipment and Cost	<ul style="list-style-type: none"> • Facilities and curriculum for PS engineers training is available • ICGP adds some additional lectures relevant to the target CCs
e	Remark	<ul style="list-style-type: none"> • Cost sharing between LGED and ICGP TEAM shall be discussed
10	New Tariff System	
a	Purpose	<ul style="list-style-type: none"> • To set up reasonable, sustainable and feasible tariff system for better operation and maintenance of infrastructure • The expected sector is water supply and solid waste management. The current tariff system is not appropriate and it does not cover even the cost of maintenance and operation. The demands of these public services are rapidly increasing. New tariff system is essential to at least maintain the level of these public services.
b	Actions	<ul style="list-style-type: none"> • Select model customer group (a CBO, if possible) • Calculate appropriate tariff • Explain tariff and collection system to the model customer group • Make contract and start service • Operate service and collect charge • Conduct questionnaire to the model customers
c	Applicable result	<ul style="list-style-type: none"> • If the tariff experiment is successful, the system may be applied to bigger area of the CC
d	Equipment and Cost	<ul style="list-style-type: none"> • Needs to be clarified
e	Remark	<ul style="list-style-type: none"> • This pilot project is a combination of the pilot project No.1, 2, and 3.

Annex B: Guideline for IDPCC

Guidelines of Preparing Infrastructure Development Plan for City Corporation (IDPCC)

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1. Objective and Outline

1.1 Introduction

History of City Corporation is very young. And they have not established planning system for public services as inclusive city governments. Infrastructure Development Plan of CC (IDPCC) is a one system for CCs to manage or coordinate entire infrastructure development in the territory of the City Corporation.

The objective of this guideline is to facilitate the elaboration of Infrastructure Development Plan of CC (IDPCC). Actually, ICGP experts and its local counterparts are working together with four city corporations (Narayanganj, Comilla, Rongpur and Gazipur) for preparation of IDPCC. For the four city corporations, what is mentioned in this guideline is review of what they did.

1.2 Remarkable Aspects of the IDPCC

(1) Initiative of the City Corporations in Plan Preparation

Instead of relying on outer resources, such as funding and consulting, the City Corporation shall take strong initiative in elaborating the Plan. Therefore, the Guidelines shall be very simple, easy to prepare and easy to revise.

(2) Inclusive Plan

In its conventional work style, a City corporation (Including previous Pourashava) has several project lists of infrastructure by funding resources such as JICA, ADB, WB, DPP(LGRD) and CC itself. And other agencies of National Government have their own project plan. These lists have never combined as “inclusive list”. This means no agency take care or coordinates inclusive public services in the Territory of City Corporation. IDPCC include an inclusive list. This is a first stage for City Corporation to develop inclusive city governance.

(3) Rolling Plan for Infrastructure Development

The IDPCC shall be a rolling plan, since the requirement and priority of infrastructure are always changing, and completed projects should be removed from the plan. Therefore, the development plan shall be renewed every three years and minor changes shall be made every year.

1.3 Composition of the IDPCC

The Development plan may include the following items:

Table 1-1: Composition of IDPCC

PART-1

Chapter 1 Introduction

- 1.1 Background of IDPCC
- 1.2 Institutional Structure for IDPCC Management

Chapter 2 Review and Analysis

- 2.1 Present Condition of CC
- 2.2 Projection of Population
- 2.3 Resource analysis
- 2.4 Industrial Layout
- 2.5 Review of Current Visions and Strategies

Chapter 3 Vision Setting

- 3.1 Preliminary Analysis
- 3.2 Vision of CC as Development Slogan
- 3.3 Approaches of Infrastructure Development
- 3.4 Priority of Infrastructure Sub-sector and their Issues

Chapter 4 Preparation of Inclusive Project List

- 4.1 Examination of Infrastructure by category
- 4.2 Nomination of Project Ideas
- 4.3 Inclusive list of infrastructure development of CC

Chapter 5 Planning, Implementation, Evaluation and M&O Arrangement

- 5.1 Planning of IDPCC of CC
- 5.2 Implementation of IDPCC
- 5.3 Operation and Maintenance Arrangement

Chapter 6 Financial Planning of CC

- 6.1 Overview
- 6.2 Budgeting of infrastructure
- 6.3 Other resources

Chapter 7 Amendment of the Rolling Plan

- 7.1 Concept of Rolling Plan
- 7.2 Institution and Authority of Revise
- 7.3 Revising Sub-Project List of IDPCC
- 7.4 Renewal of IDPCC in Three Years

PART-2

Chapter 8 JICA Loan Project

- 8.1 Selection of JICA loan project
- 8.2 Selection result:
 - a) Stage- 1: eligibility check of JICA list
 - b) Stage- 2: prioritization
 - c) Stage- 3: assessment of readiness

PART-3

Chapter 9 Governance & Financial Reform

9.1 Administrative Reform Plan of CC

9.2 Financial planning of CC

1.4 Institutional Structure for IDPCC Management

Elaboration, implementation and revision of IDPCC need appropriate institutional structure inside of the City Corporation. A figure below shows suggested structure to achieve the expected function.

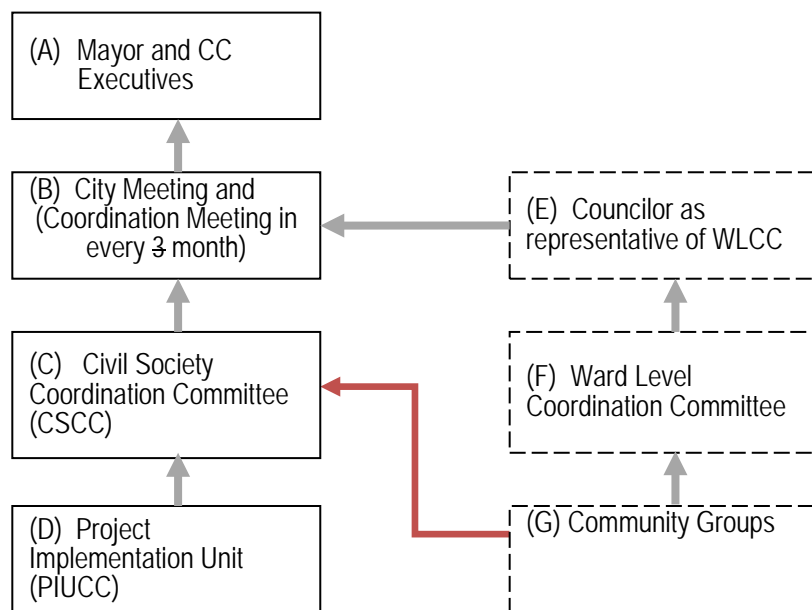


Figure 1-1: Institutional Structure for IDPCC Management

Table 1-2 below shows the function of each stakeholders mentioned in Figure 1-1 above.

Table 1-2: Components of the Institutional Structure

	Institutional Component	Function
A	Mayor	The CC mayor chairs Stakeholder's meeting and City Meeting. He/she takes overall responsibility of elaboration, implementation and revision of IDPCC .
B	City Meeting (and Coordination Meeting every 3 months)	<p>City Meeting is a monthly regular meeting which consists of a mayor, CC's executive officers, councilors and others. This meeting shall endorse the result of Stakeholder Committee Meeting.</p> <p>On the other hand, Coordination Meeting consists of member of City Meeting and representative of each relevant national government agencies. This is a good occasion to exchange information of IDPCC and relevant project of the national government agencies. CC holds this regular meeting; the format of the Coordination Meeting can be improved.</p>
C	Stakeholder Committee Meeting	Stakeholder Committee Meeting consists of representatives from various community organizations, standing committees, national government agencies and relevant officers of CC. This meeting examines draft ideas of IDPCC elaboration, execution and revision prepared by PIU.
D	Project Implementation Unit (PIU)	Project Implementation Unit is a taskforce to lead elaboration, implementation and revision of IDPPIUCC drafts the IDPCC and proposes revision of IDPCC at the Stakeholder Committee Meeting. PIU consists of CEO, Secretary, Engineers, Planner, and relevant councilors.
E	Councilor as representative of WLCC	As a chairperson and representatives of Ward Level Coordination Committee, the Councilor shall well comprehend the issues of his/her wards and urge necessary arrangement of the CC administration. In general, capacity of councilors is a very important human resource of a CC, their capacity should be developed more so that they can take care of wards properly and, at the same time take, necessary actions for the entire CC community. The selected CC has put construction of community center in their infrastructure list. Community center at the ward level may facilitate community activities at ward level led by the councilor.
F	Ward Level Coordination Committee	Ward Level Coordination Committee is organized in every ward and meets regularly to discuss important issues of the ward including infrastructure and public services. The councilor chairs the meeting and coordinates collaboration between CC administration and community groups.
G	Community Groups	<p>Community group include bigger community groups at ward level such as CBO, CDC, Youth Association, Women's Association, etc. work for the common benefit of the community and dispatch representatives to the Ward Level Coordination Committee.</p> <p>Community groups which activity cover the entire CC may send</p>

	Institutional Component	Function
		representatives to (C) Stakeholder Committee Meeting. An ICGP pilot project is on going to proof the effectiveness of the above mentioned structure. Based on the pilot project, final recommendation shall be revealed in the ICGP Draft Final Report.

2. Preparation Procedure of the IDPCC

The IDPCC preparation consists of seven procedures as are indicated in the figure below.

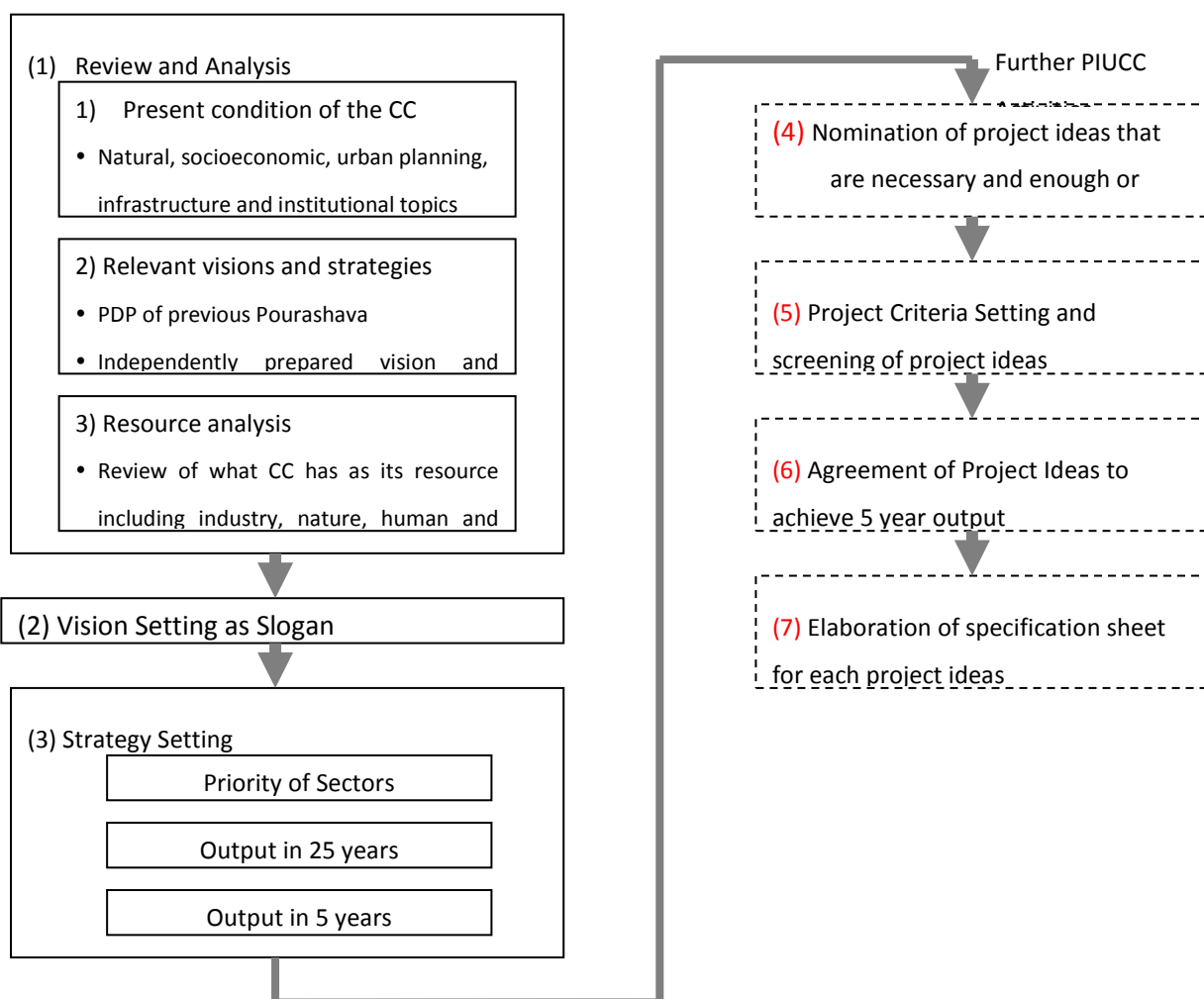


Figure 2-1: Procedure of IDPCC Preparation

Each procedure is explained in the following sections based on the numbers (1), (2), (3), etc. in the above figure.

2.1 Review and Analysis

The first step of IDPCC is review and analysis. Following three items are reviewed and analyzed so that PIUCC members can better understand the current situation of CC as well as relevant task regarding vision and strategy.

- Present Condition of CC
- Relevant visions and strategies
- Resource analysis

2.1.1 Present Condition of CC

In order to facilitate understanding of the IDPCC readers, the first part of the document is allocated to present condition of the CC. Readers include citizens, officers of relevant public sectors, NGOs, foreign donors, etc. With precise information of present condition of the CC, they can realize the setting of where various projects take place. Items of information may include

- Natural condition
- Socioeconomic condition
- Present Infrastructure condition
- Institutional conditions

These basic data is readily available with CC administration, they have prepared presentation slides with these data.

In case of ICGP, this survey has been conducting by contract basis with local consultants. Some data are sheered by the PIUCC members.

2.1.2 Projection of Population

Population growth is important factor when CC prepares infrastructure development plan. The service recipients of the infrastructure are not only the present generation but also coming ones. Actually the population growth is so significant that all the stakeholder of IDPCC should take it into serious consideration. Each IDPCC shall include the data of population growth estimation

Table 2-1: Projection of CC Population

	Name of CC	Present Population	Growth rate (% / year)	Population After 5 years	Population After 5 years	Population After 5 years

1	Narayanganj CC					
2	Comilla CC					
3	Rangpur CC					
4	Gazipur CC					

2.1.3 Resource Analysis

Each CC has briefly reviewed their strength and potential with the following table. Table below shows a simplified example of Nagrayanganji CC.

Table 2-2: Example of Resource Analysis (Simplified)

Category	Your CC (Example of NCC)
Industry	Garments, Knitwear ,Cement, Ship Building, Steel, Packaging & printing, Labeling ,Textile, etc.
2 Natural environment	River Shitalakhya a
3 Manmade facilities and resources	Sports and cultural facilities, historical heritages, monuments, religious facilities, petroleum depo, power station, etc
4 Human resources	Skilled Garments workers.
5 Social Resources	BRAK,WORLD VISION,BKMEA ,ASHA GREEN FOR PEACE, AID BANGLADESH are prominent NGOs active in Narayanganj CC.

2.1.4 Industrial Layout

Steady industrial development is one of the vital objectives of infrastructure development. IDPCC include ideas of industrial development of the CC in 5, 25 and 50 years from now on.

- In 5 years

Some of the competitive current industries shall be enhanced.

- In 25 years

In which industry will the children of the current generation be involved? The industries after 25 years shall be prosperous based on the strength of the current industries.

- In 50 years

In which industry will the grand children of the current generation be involved? Very sophisticated and high profit industries can be foreseen.

The following table is an example of CoCC.

Table 2-3: Industrial Layout

Types of Industry		
5 Years	25 Years	50 Years
Jute	Ternary	Food processing for Export
Spinning Factory	Agriculture Based Industry	Hair Processing industry
Khadi	Garments	Rail line Dhaka to Comilla Via Doudkandi
Steel Industry	Khadi Export Industry	Medical University
Shoe Factory	Food Processing Industry	IRRI, BRRI
Aluminum Industry	Engineering College Industry	Pharmaceutical
Plastic Rope	Textile Industry	Easy cook food industry
Denim	IT Industry	Paper Industry
Cold Storage	Cement Industry	Vehicle Industry
Pottery	Waste Treatment Plant	Rubber Industry
Poultry Firm	BIO- Gas Plant	Air Port Start
Dairy Firm	Old Heritage	
Horticulture		
Water treatment Plant		
Nursery		
Airport		

Sweet factory		
Education Board		
Cottage Industry		
EPZ		

2.1.5 Review of Current Visions and Strategies

For some CCs, setting vision and strategy is not first trial. For example, Comilla and Rangpur has elaborated Pourashava Development Plan, which include development vision. Even though the territory of previous Pourashava hardly covers the new terrain of the present CC, these previous effort is still worth reviewing. For example, the previous Comilla Pourashava's vision defined in the PDP was as follows;

Vision of Comilla Paurashava Developmant Plan

“By the year 2025, we want to see Comilla Pourashava as a city corporation which is planned and beautiful, free of water logging and progressive in education and health.”

CC master plan is under preparation in Comilla and Rangpur, they are expected to be elaborated in early 2014. These documents should reviews when the IDPCC is revised.

On the other hand Nagaraynganj CC has Mayors “Concept Vision Plan” which is available through website; The mayor's vision says;

Mayors Vision of Narayanganji CC

- To create an integrated Concept Vision Plan that would capture and preserve the city's multi-faceted Historic Industrial and Neighborhood character.
- To explore the tremendous potential of existing water bodies Rivers canals and water retention pond to be an active public waterfront

2.2 Vision Setting

2.2.1 Vision of CC as Development Slogan

PIUCC meeting discusses Vision with a sentence as a form of slogan. Target is 25th years. Meeting assigns a neutral person as facilitator. Discussion is organized all the above factors in 1.4 into consideration. Result of visions of the 4 CCs this time has been defined as below;

Table 2-4: Visions of Each CC

Vision for IDPCC of Narayanganji CC	“To build an environmental friendly clean, healthy, safe and poverty free planned city to provide necessary services to all city dwellers.”
Vision for IDPCC of Comilla CC	“Build a planned beautiful green city and kept it neat & clean.”
Vision for IDPCC of Rangpur	“Make our Rangpur Poverty-free, Environment Friendly, Beautiful, and Safe City”
Vision for IDPCC of Gazipur	“Make a green, poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering natural environment”

2.2.2 Approaches of Infrastructure Development

Based on the visions, a group of approaches for infrastructure development are prepared. Approach is a bridge that connects vision and sub-project. Therefore, any sub-project shall be consistent with approaches.

Table 2-5: Development Approaches of Infrastructure Development

N o	CC	Vision	Approach
1	NC C	“To build an environmental friendly, clean, healthy, safe and poverty- free planned city to provide necessary services to all city dwellers.”	<ul style="list-style-type: none"> • Infrastructure development that is environmental friendly and sustainable • Total solid waste management • Less disaster, crime, traffic and boat accident • Infrastructure that support industry and basic human needs • Elaboration on Sector Plan and its execution • Equity in(or Equal) public services to all the wards
2	CoC C	“Build a planned beautiful green city and keep it neat &	<ul style="list-style-type: none"> • Elaboration on Master Plan and its execution

No	CC	Vision	Approach
		clean”	<ul style="list-style-type: none"> • Green landscaping of the public areas • Equity in public services to urban and suburban areas • Good public services of road network, drainage, street lighting, market, bus terminal, community center, etc.
3	RpCC	“Make our Rangpur Poverty-free, Environment Friendly, Beautiful, and Safe City”	<ul style="list-style-type: none"> • Infrastructure that support industry and basic human needs • Good environment for nature and human life • Total solid waste management • Less disaster, traffic accident and crime • (Approved by Stakeholder Meeting) • Equity in public services to urban and suburban areas
4	GCC	“Make a green, poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and people’s participation without hampering natural environment”	<ul style="list-style-type: none"> • Elaboration Sector Plan and its Execution • Total solid waste management with participation and PPP • Good environment for nature and human life • Infrastructure that support industry and basic human needs • Smooth traffic flow with various transportation modes • Enhancement of Governance that manages appropriate public services

2.2.3 Priority of Infrastructure Sub-sector and their Issues

(1) Priority of Infrastructure Sub-Categories

1) General Categorization of Infrastructure

It would be convenient to use the same categorization of infrastructure for the funding supporters. The following table shows an example of a infrastructure sub-categories.

Table 2-6: Classification of Infrastructure Sub-Category

Sub-Sector	Component	Work Category
1 Transport	Road improvement	Primary road (100 ft to 150 ft)
		Second road (60 ft to 100ft)
		Tertiary road (20 ft to 60 ft)
		Goli Road (12 ft to 20 ft)
		Pedestrian (6 ft to 8 ft)
	Bridge / culvert	Bridge
		Foot over Bridge
		Fly over
		Under pass
		Culvert
	Traffic Management	Traffic signal / Signs
		Divider / island
		Road Marking
	River Boat Landing	River Boat Landing
2 Drain improvement	Drain improvement	Khal /Canal/Outfall drain
		Primary drainage
		Second Level drainage

Sub-Sector	Component	Work Category
		Third Level Drainage Cleaning Blockage Re sectioning outfall (earth)
3 Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station Dumping ground/ Land fill site Compost plant Road side movable dustbin Solid waste recycle plant (3R) Facility for clean development mechanism activities Medical waste disposal Electronic waste Bio – gas plant
4 Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW) Surface Water Treatment Plant Overhead Tank (OHT) Distribution network Hand tube well Public Stand pipe (Street hydrant) Metering(domestic and bulk meter) Iron and arsenic removal plants for water quality

Sub-Sector	Component	Work Category
		Rain water harvesting
5 Sanitation	Sanitation	Slaughter house
		Twin pit latrine
		Single pit latrine
		Public toilets
		Wash station
		Transfer station for sludge disposal
		Common septic tank
6 Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage
	Truck terminal	Terminal Building, platform, Internal drainage
	Vehicle parking	For motor vehicle, CNG, rickshaw
	Market	Kitchen market, Super market,
	City corporation office building	CC main office, Community center, Ward office
	Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center
	Open Space	Park, Ground
	Street light (light and pole)	Light, pole, solar panel
	Landscaping and beautification,	Planting, Water body improvement, monument,
	Grave yard	Gate and wall, lighting, drainage,
	Sports Facility	Gym, stadium

Sub-Sector	Component	Work Category
	Upgrading informal settlement	Re-arrangement of informal shops

2) Discussion on Priority of Infrastructure Sub-Categories

There can be many infrastructures to be improved, however, it is important to make general consensus regarding priority of infrastructure sub-categories. This discussion is useful to share the same recognition and same sense of value.

The left side columns of Table 2.7 shows the sub-category of infrastructure in the order of priority. In other words, GCC recognizes the order of importance as Prepared Master plan → Transportation → Power supply → Water Supply → Street Light → Solid Waste Management → Rain water and drainage → Sewerage

CCs recognize that master plan is very important for the infrastructure development. Some CC engineers even mentioned “Without master plan or detailed area plan every infrastructure should be postpone.” In the case of GCC, the most important infrastructure within 5 years is “master plan”. Even though master plan is not a sub-category of infrastructure, GCC people insisted to put Master Plan as the most important sub-category of infrastructure.

2.2.4 Issues of Infrastructure Sub-categories

Current issues of infrastructure are identifies by the level of sub-category defined in the Table 2.6. General issues shall be identified in a workshop and mentioned in the table of visioning (Table 2.7)

2.2.5 Visioning of Infrastructure in 5, 25 and 50 Years Strategy Setting

In order to achieve vision strategy is also defined. Strategy consists of the following three parts.

(1) Priority of Sectors

Select sub sectors of priority such as road, drainage, water supply and solid waste management. This decision needs a deep discussion at PIUCC to identify the current problems and situation that should be. Suppose road and traffic gets the first sub-sector priority.

(2) Situation Setting after 25 Years

PIUCC discusses “a situation goal” in 25 years. The ideal situation could be

- No traffic jam at any time and any place in the CC

- Average moving speed shall be 40km/hour for motor vehicle and 10km/hour for rickshaws

This discussion can be ambitious so that generations after you can enjoy the brilliant CC.

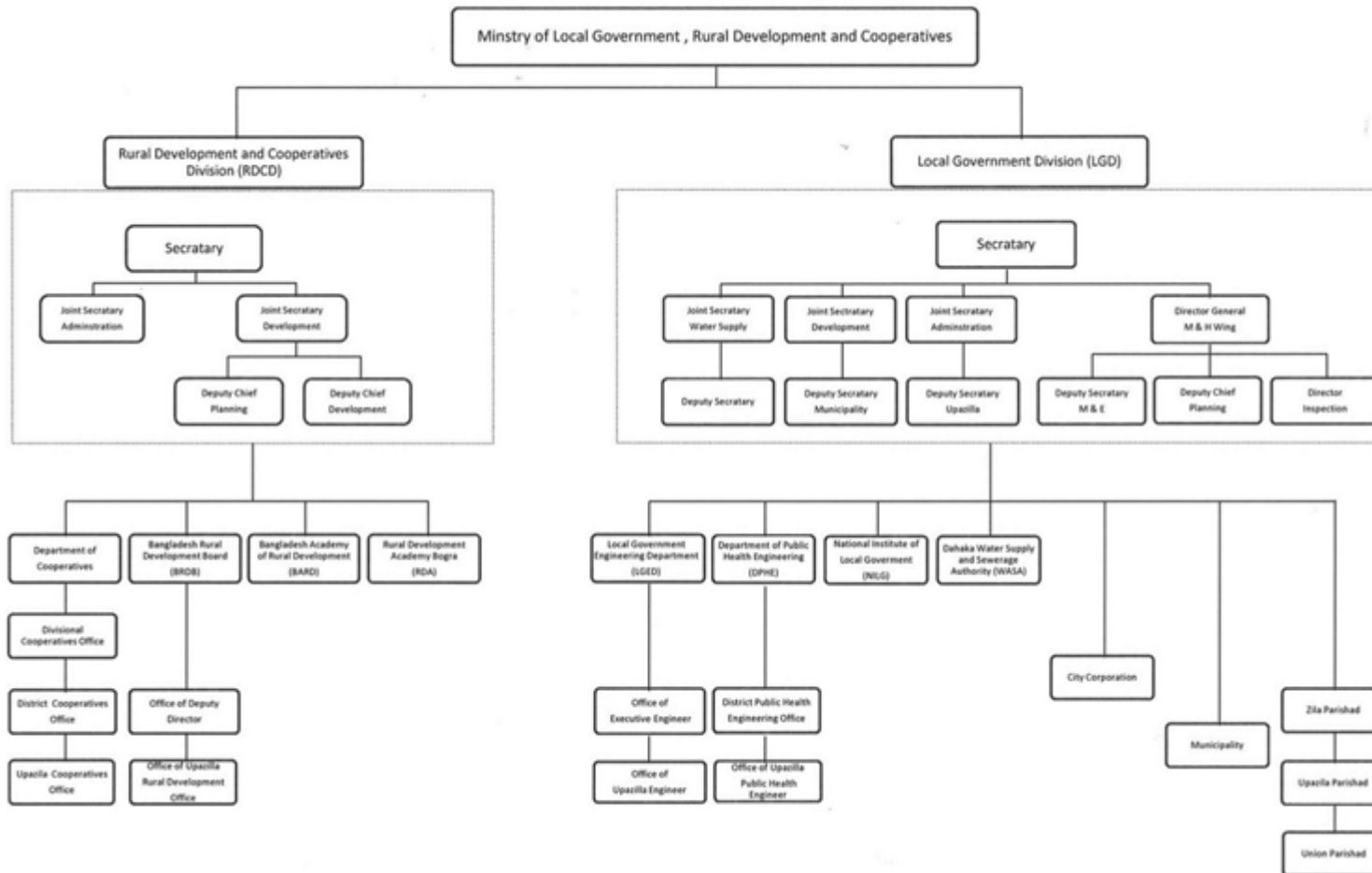
(3) Prospective Output in 5 Years

Discuss “what should we do within 5 years as a first stage in order to move forward to the 25 year situation. “ This dialogue should be rather realistic one. Do not mention any project ideas; rather discuss the situation that you want within 5 years time. It could be

- The busiest market street has few traffic jam (30minutes a day)
- Residents can commute to the city center in 30 minutes from any point in the CC.

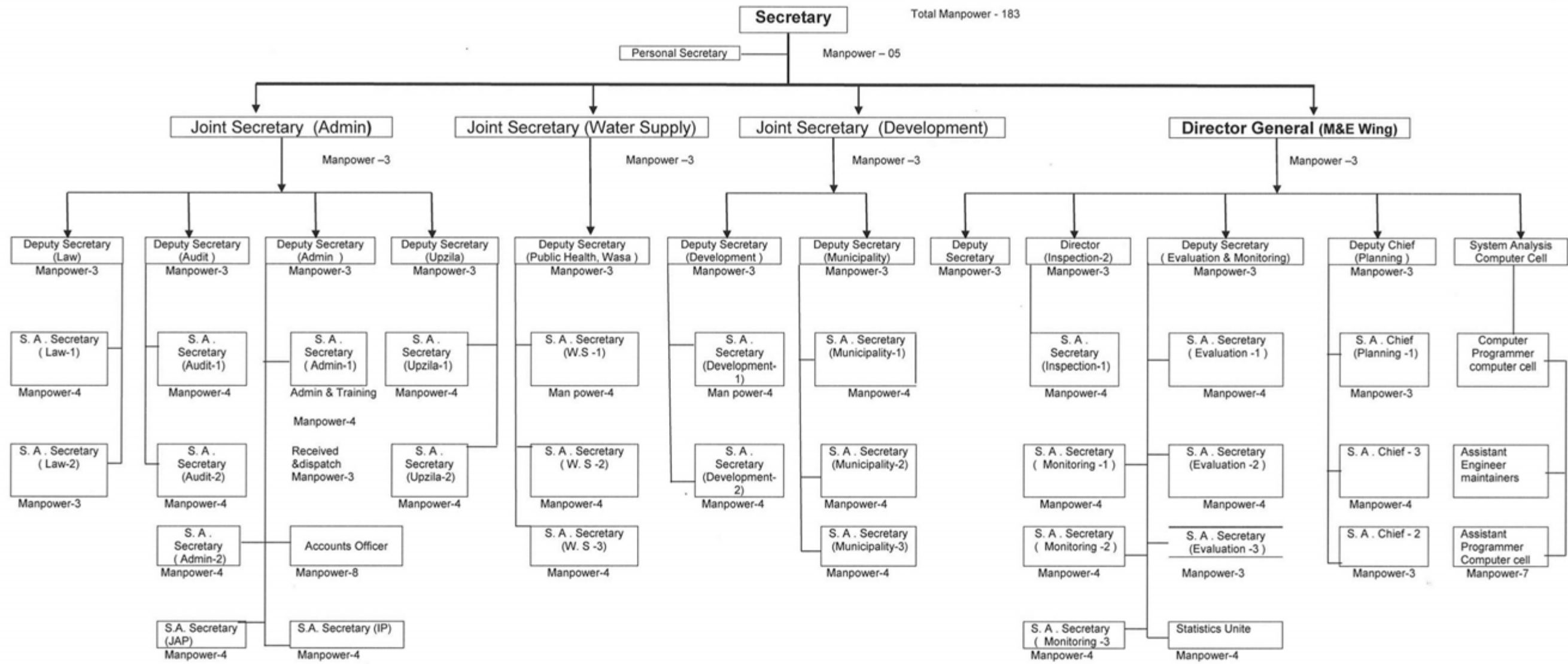
Above three decisions jointly make strategies of the sub-sector of road and traffic

Annex C-1: Organization Chart of MoLGRD&C



Source: MoLGRD&C 2012

Annex C-2: Organization Chart of Local Government Division, MoLGRDC



Source: MoLGRD&C 2012

Annex C-3: Evaluation of UGIAP Activities

Areas of Activity	Activities	NCC (Narayanganj PS)	CCC (Comilla PS)	RCC (Rangpur PS)	GCC (Gazipur PS)
Administrative Transparency	Development adequate staff structure with detailed job descriptions to enable the PS to effectively undertake its current and future obligations	Yes	Yes	Yes	Yes
	Elected representatives, PS officials, and concerned citizens actively participate in training programs	80% Actively participated	Continuing	Continuing	Administrator GCC continue all works
	Progress report on UGIAP implementation and ther activities submitted on time to project management office	Yes	Yes	Yes	Yes
	Standing Committees established and/or activated	11 Standing Committee formed	Yes	Yes	Yes
	Ensuring evaluation and monitoring by regional LGED on progress and quality of physical works	Yes	Yes	Yes	Yes
	Activities for e-governance initiated	Partially initiated	No	Yes	Yes
Financial Accountability and Sustainability	Computerized accounting system introduced and computer-generated accounting reports produced	Yes	Yes	Yes	Yes
	Computerized tax record system introduced and computer-generated bills produced	Yes	Yes	Yes	Yes
	Financial statements prepared and account and audit standing committee carry out audit within 3 months after the closure of fiscal year	Yes	Yes	Yes	Yes
	Interim tax assessment carried out annually and collection increased	Yes Tax collection increased up to 82% (Only Narayangaj Municipality)	Collection Efficiency FY2009-10 26.81% FY2010-11 45.2% FY2011-12 82.07%	Collection Efficiency FY2009-10 43.7% FY2010-11 51.87% FY2011-12 82.13%	Collection Efficiency FY2009-10 93.01% FY2010-11 93.09% FY2011-12 89.78%
	Non-tax own revenue source increased at least by inflation rate	Increased 2010-12= 20%	Increased % FY2010-12 11.14%	Increased % FY2010-12 20.77%	Yes
	All debts due to GoB and other entities fully repaid according the schedule, and the ratio of debt servicing to annual revenue receipts remains less than 25%	No Dues	No debt	Yes	Yes
	All outstanding bills older than 3 months,	Fully paid	Fully paid	Due	Full paid

Areas of Activity	Activities	NCC (Narayanganj PS)	CCC (Comilla PS)	RCC (Rangpur PS)	GCC (Gazipur PS)
	including electricity and telephone, paid in full				
Urban Planning	Base map verified and updated land-use plan prepared	Yes	Yes	Yes	Yes
	Annual operation and maintenance (O&M) plan, including budget requirement, prepared and approved as part of Pourashava Development Plan (PDP)	Yes	Budget increased FY2011-12 327.48% FY2012-13 9.35%	Budget increased FY2011-12 82.61% FY2012-13 195.03%	Budget increased FY2011-12 100% FY2012-13 200%
	Full-time pourashava urban planner recruited	Recruited	Recruited	Recruited	Yes
Citizen's Awareness and Participation	Citizen Charter approved by town-level coordination committee (TLCC) and display at the PS officer	Yes	Approved 30/3/2011 Displayed 2/5/2011	Approved 18/5/2011 Displayed 18/5/2011	2013/4/19
	Citizen report cards prepared, approved and implemented by TLCC	27-09-2004	Approved 2/5/2011	Approved 15/3/2011	2013/4/17
	Grievance-redress cell established with clear terms of reference and functional	Approved 21/4/2011 Registered 212 Action taken 180	Approved 21/4/2011 Registered 212 Action taken 180	Approved 21/12/2010 Registered 107 Action taken 16	
	TLCC and WLCC meetings held on a regular basis	1 meeting in 2004 4 meetings in 2005 4 meetings in 2006 4 meetings in 2007 3 meetings in 2008 3 meetings in 2009 1 meeting in 2010 2 meetings in 2011	1st Qtr 13/12/2010 2nd Qtr None 3rd Qtr 24/5/2011 4th Qtr None 5th Qtr 27/12/2011 6th Qtr 28/3/2012 7th Qtr 27/6/2012	2nd Qtr 21/12/2010 2nd Qtr 27/3/2011 3rd Qtr 6/6//2011 4th Qtr 19/9/2011 5th Qtr 27/12/2011 6th Qtr 27/3/2012 7th Qtr 17/6/2012	2013/4/19
	Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the PS office, and discussed at TLCC	Displayed 15/5/2012	Displayed 30/5/2012	Displayed 31/5/2012	Displayed 23/04/2013
	Mass-communication cell established and campaign plan developed and implemented as planned		Established 8/12/2010 4 meeting conducted 7 awareness program	Established 30/12/2010 7 meeting conducted 7 awareness program	2013/4/19
Women's Participation	Gender action plan (GAP) prepared and included in the PDP	Yes 90 female members included in 27 committee	Yes	Yes	Yes
	Budget to implement GAP identified and approved	FY2011-12 allocated FY2012-13 allocated	Allocated % FY2011-12 4.72%	Allocated % FY2011-12 0.79%	Allocated % FY2011-12 5%

Areas of Activity	Activities	NCC (Narayanganj PS)	CCC (Comilla PS)	RCC (Rangpur PS)	GCC (Gazipur PS)
			FY2012-13 9.79%	FY2012-13 0.97%	FY2012-13 5%
Integration of urban poor	Slum improvement committee (SICs) established in targeted slams	Yes under UPPR & UGIIP	UPPRP & Excluded	UPPRP & Excluded	9
	Poverty Reduction Actin Plan (PRAP) prepared and included in PDP	On-going	On-going	On-going	Yes
	Budget allocation for PRAP	Allocated % FY2011-12 3.40% FY2012-13 1.94%	Allocated % FY2011-12 24.24% FY2012-13 38.64%	Allocated % FY2011-12 1.32% FY2012-13 3.83%	Allocated % FY2011-12 3% FY2012-13 5%

Source: Evaluation report provided by CC and UGIIP II M&E team

Annex C-4: Lessons Learned of UGIAP

TAPP	Areas of Activity	Activities in UGIIP	Lessons Learnt	Proposed Activities in ICGIAP
Transparency	Administrative Transparency	Development adequate staff structure with detailed job descriptions to enable the PS to effectively undertake its current and future obligations	Job descriptions were prepared, but CCs have already proposed new organogram. Thus, they need to revise job description.	Job description prepared Vision and mission set in each dept.
		Elected representatives, PS officials, and concerned citizens actively participate in training programs	Trainings were basically project based, thus the trainings were not continuous. CC should provide continuous training to upgrade capacity of CC officials and councilors.	Capacity Development Unit established
		Progress report on UGIAP implementation and their activities submitted on time to project management office	Project assists to produce progress report regularly	-
		Standing Committees established and/or activated	Most of Standing Committees are not active	Standing Committee activated
		Ensuring evaluation and monitoring by regional LGED on progress and quality of physical works	Regional LGED should continue the monitoring and evaluation of physical works.	N/A
		Activities for e-governance initiated	There are many other works to be computerized such as applications through website, registration of birth, license registration, contractors, holding no. national certificate, building permission etc., management of tenant or customers.	Same as UGIAP
Accountability	Financial Accountability and Sustainability	Computerized accounting system introduced and computer-generated accounting reports produced	Operated	N/A
		Computerized tax record system introduced and computer-generated bills produced	Operated	N/A
		Financial statements prepared and account and audit standing committee carry out audit within 3 months after the closure of fiscal year	This activity is sustainably implemented, but need to be followed up.	Same as UGIAP
		Interim tax assessment carried out annually and collection increased	This activity is sustainably implemented, but need to be followed up.	Same as UGIAP
		Non-tax own revenue source increased at least by inflation rate	This activity is sustainably implemented, but need to be followed up.	Same as UGIAP

TAPP	Areas of Activity	Activities in UGIIP	Lessons Learnt	Proposed Activities in ICGIAP
		All debts due to GoB and other entities fully repaid according the schedule, and the ratio of debt servicing to annual revenue receipts remains less than 25%	This activity is sustainably implemented, but need to be followed up.	Same as UGIAP
		All outstanding bills older than 3 months, including electricity and telephone, paid in full	This activity is sustainably implemented, but need to be followed up.	Same as UGIAP
Predictability	Urban Planning	Base map verified and updated land-use plan prepared	Base map is prepared by Auto CAD, so no geo-reference No. installation of GIS, Thematic map is necessary. Since there is no master plan, no land-use map	Achieved through UGIIP, but no further update by CC
		Annual operation and maintenance (O&M) plan, including budget requirement prepared and approved as part of Pourashava Development Plan (PDP)	O&M plan have not been revised. The responsibility should be given to specific section and official to follow and revise it regularly	Practical use of City Corporation Infrastructure Development Plan (CCIDP)
		Full-time pourashava urban planner recruited	There is no supporting staff to implement their function. no planning framework, logistic support.	Recruited
Participation	Citizen's Awareness and Participation	Citizen Charter approved by town-level coordination committee (TLCC) and display at the PS officer	Citizen charter has not been revised after being CC	Revision of Citizen Charter
		Citizen report cards prepared, approved and implemented by TLCC	Activity is not well organized, and results were not disclosed to people effectively.	Citizen Report Cards prepared, approved and implemented by CSCC
		Grievance-redress cell established with clear terms of reference and functional	Not functioning, no much use. they can make complain through mobile phone committee prepare report to city mayor.	Grievance-redress Cell (GRC) established with revised terms of reference and functional
		TLCC and WLCC meetings held on a regular basis	WLCC make plan and submit to TLCC	Establishment of TLCC and WLCC, and make them functional
		Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the PS office, and discussed at TLCC	This activity is sustainably implemented, but need to be followed up.	Same as UGIAP
		Mass-communication cell established and campaign plan developed and implemented as planned	It is not as active as when CC was supported by UGIIP. MCC's activity needs to introduce information technology to involve more citizens	Same as UGIAP

TAPP	Areas of Activity	Activities in UGIIP	Lessons Learnt	Proposed Activities in ICGIAP
	Women's Participation	Gender action plan (GAP) prepared and included in the PDP	GAP is not prepared after UGIIP. Budget for gender issue is allocated in CoCC	Gender Action Plan (GAP) prepared
		Budget to implement GAP identified and approved	Implemented by incoming project	Included in GAP activity
	Integration of urban poor	Slum improvement committee (SICs) established in targeted slams	SICs have not last after UGIIP. Activities in slums are implemented through UPPRP. There are needs of low cost housing for poor people. Discrimination of poor is another social problem.	Activity of Slum Improvement Committee integrated in Poverty Reduction Action Plan (PRAP)
		Poverty Reduction Actin Plan (PRAP) prepared and included in PDP	PRAP has not been developed after UGIIP, but it is necessary for balanced urban development.	Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slam
		Budget allocation for PRAP	There is no budget allocation because there is no specific activity.	Budget allocation is mentioned in the activity of PRAP

Source: ICGP team

Annex C-5: Trainings Implemented by UGIIP**Trainings in NCC**

No.	Training Subject	Detail Items of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
1	Accounts	Financial Management and operating of accounting Software	1 Account Officer 1 Accountant	2	LGED	3 Days, 2005-2006
2	Administration	Poverty Alleviation and Micro Credit Management	Secretary	1	LGED	2 Days, 2005-2006
3	Tax collection	Tax bill preparation and Operating of tax bill Printing Software	2 Tax Collectors 1 Office Assistant	3	LGED	5 Days, 2005-2006
4	Trade License	Operation of trade license Software	2 License inspector	2	LGED	5Days, 2006-2007
5	Health	Management Maternity & Child health care,	Medical Officer	1	LGED	2 Days, 2006-2007
6	Engineering	PPR, Quality Control & Material Testing	1 Executive Engineer 2 Assistant Engineer 3 Sub- Assistant Engineer 3 works Assistant	9	LGED	5 Days, 2005-2006 2006-2007
7	Slum development	Slum Development Officer	Poverty Alleviation & Micro Credit Management	1	MaymonSi nha Agriculture University	5 Days, 2006-2007
8	Coucillor	Women empowerment,	3 Women Councillor,	3	LGED	3 Days, 2006-2007
9	Slum dwellers	Training Micro Credit Accounts Management,TOT	24 Slum dwellers	24	Narayanga nj Municipal ity	3 Days, 2006-2007
10	Slum dwellers	Skill Development	160 Slum dwellers	160	Suravi,Jag roni ,Prott ay,Sharee (NGO)	15 Days 2006-2007
11	Assessment	Property Valuation , tax assessment & Operation of Tax assessment Software	1 Assessor	1	LGED	4 Days, 2005-2006

Trainings in CoCC

No.	Training Subject	Detail Items of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
1	Preparing Development Plan for Municipalities	How to Prepare different Development works plan	Executive Engineer. in Paurashava	1	LGED, Dhaka	01 days in 01 June 2010
2	Data Collection Inventorisation & Mapping	How to Collect different road, Street Lighting, Water Supply etc data & making Inventory and put it to the map.	Sub-Assist. Eng. & Surveyor in Paurashava	1	LGED, Comilla	03 days in 04/01/2010-06/01/2010

No.	Training Subject	Detail Items of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
3	Water Billing Software Operation	How to Prepare bills & software operation/solving problems.	Sub-Assist. Eng. & Bill Clerk in Paurashava	2	LGED, Comilla	04 days in 01/02/2010 - 04/02/2010
4	Base Map Preparation by using Auto CAD	Lean Auto CAD & how to make base map by using auto CAD.	Sub-Assist. Eng. in Paurashava	2	LGED, Comilla	28 days in 03/03/2009-01/04/2009
5	Accounting Software Operation	How to Prepare bills & software operation/solving problems.	Accounts officer in Paurashava	1	LGED, Comilla	04 days in 07/12/2009-10/12/2009
6	Infrastructure & Maintenance Course	How to maintain the roads, culverts, drains & other related works.	Work Asst. in Paurashava	1	LGED, Comilla	05 days in 25/04/2010-29/04/2010
7	Conception of UGIIP Project	Detailed Conception on overall UGIIP Project.	Sanitary Ins. in Paurashava	1	LGED, Comilla	01 days in 05/11/2009
8	Traning on Tax Software	How to Prepare bills & software operation/solving problems.	Tax Collector & Asst. Tax Collector in Paurashava	2	LGED, Comilla	04 days in 26/10/2009-29/10/2009
9	Urban Sanitation & Its Challenges	Concept of useful sanitation & focus on differnet lakes and remedy with challenges	Executive Engineer in Paurashava	1	LGED, Dhaka	03 days in 27/10/2009-29/10/2009
10	Trade Licience & Rickshaw Van Licience	How to Prepare bills & software operation/solving problems.	Liecience Ins. in Paurashava	2	LGED, Comilla	02 days
11	PPR Act 2008 & Contract Management	Detailed Conception on overall PPR Act 2008 and its Application	Assist. Eng. in Paurashava	1	LGED, Dhaka	05 days
12	Traning on Qualily Control of Constructio n works	How to ensure quality of different type of construction works.	Sub-Assist. Eng. in Paurashava	1	LGED, Comilla	05 days in 11/05/2008-15/05/2008
13	Basic Computer Training	Basic Computer operation & basic software training.	Office Asst., Tax Collector, Assesor, Bill Clerk	8	LGED, Comilla	10 days in 05/12/2004-14/12/2004

Trainings in RpCC

No.	Training Subject	Detail Itmes of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
1	TOT Program	Skill development of PS officials	Executive Eng.	1	NGO Forun Rangpur	5days
2	TOT Program	Skill development on infrastructure improvement	Town Planner	1	NGO Forun Bogra	5 days Sep 11 to 15, 2011

No.	Training Subject	Detail Itmes of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
3	Accounting and management	Contractor bill preparation and payment system	Assistant Accounting Officer	1	LGED	2 Days
4	Management	Work Management	Executive Engineer	1	LGED	2 days

Trainings in GCC

No.	Training Subject	Detail Items of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
1	UGIIP and Gender	Training on UGIIP & GAP, Review on Program	Secretary, Medical Officer, Slam Development Officer	N/A	LGED	1 day, 21/04/2008
2	Town Planning	MIDP with Updated Land Use Plan	Sub Assistant Engineer, UGIIP	N/A	BIP, LGED	5 day, 16/03/2008-18/03/2008 19/03/2008-20/03/2008
3	M&E	Benefit Monitoring and Evaluation	Slum Development Officer	N/A	LGED	1 day, 10/12/2007
4	Auditing	UGIIP Phase-(II), Expenses purpose December 2007 and about Audit.	Accounts Officer	N/A	LGED	1 day, 22/11/2007
5	Project management	Orientation Course	Executive Engineer/Assistant Engineer, Medical Officer, Town Planer, Slam Development Officer	N/A	LGED	2 day, 18/12/2006-19/12/2006
6	Project management	Orientation Course	Chairman, CEO, Secretary, Accounce Officer	N/A	LGED	2 day, 11/12/2006-12/12/2006
7	Project management	Orientation Course	Chairman, CEO, Secretary, Accounce Officer	N/A	LGED	2 day, 22/12/2006-23/12/2006
8	Gender	Orientation GAD for female Word Commissioner	All female Word Commissioner	N/A	RDC	1 day, 10/04/2006
9	Poverty Reduction	Community Poverty Alleviation and Micro Credit Activity	Medical Officer	N/A	LGED	2 day, 16/04/2006-17/04/2006
10	Poverty Reduction	GAD/GAP/UGIAP/P RAP operation/Micro Credit/Monitoring & Reporting PRAP action.	Secretary	N/A	BARD	5 day, 03/12/2005-07/12/2005
11	Gender	Community related activities and gender issues.	Chairman	N/A	LGED	3 day, 27/11/2005-19/11/2005
12	Gender	Community related activities and gender issues.	Executive Engineer	N/A	LGED	3 day, 27/11/2005-19/11/2005

No.	Training Subject	Detail Items of Training	Target Officers (Position)	Number of Participants	Training Venue	Training Duration
13	Gender	Orientation GAD for female Word Commissioner	All female Word Commissioner	N/A	LGED	1 day, 20/11/2005
14	Gender	Orientation GAD for Chairman/Commissioner on UGIIP & UGIAP	Chairman/Commissioner	N/A	LGED	2 day 21/11/2005-22/11/2005
15	Gender and Sanitation	PRAP/GAP/GAD/UGIAP	Sanitary Inspector		GIT	05 day, 13/11/2005-17/11/2005
16	Sanitation	PRAP/GAP/GAD/UGIAP	Secretary, Medical Officer, Slam Development Officer	N/A	GIT	05 day, 13/11/2005-17/11/2005
17	M&E	Improvement monitoring	Executive Engineer/Assistant Engineer, Account Officer/Accountant	N/A	LGED	1 day, 27/08/2005
18	M&E	Entry Criteria Execution & Monitoring & Municipality National Database making.	Chairman, Secretary, Executive Engineer	N/A	LGED	1 day, 17,08,2005
19	Finance management	Training on memorandum of payment & disbursement for civil work under UGIIP	Account Officer/Accountant	N/A	LGED	1 day, 21/07/2005
20	UGIIP	Training on works	Chairman / Commissioner	N/A	LGED	2 day, 05/06/2005-06/06/2005
21	Financial management	Pourashava Financial Statement under UGIIP	Chief Tax Collector, Accounts Officer, Chief Assessor, Water Super, Assistant Accountant.	N/A	LGED	2 day 14/06/2005-15/06/2005
22	Project management	Workshop	All Commissioner	N/A	LGED	2 day, 05/06/2005-06/06/2005
23	Project management	Orientation	Chairman	N/A	LGED	2 day, 18/04/2005-19/04/2005

Source: ICGP team

Annex D-1: National Agencies Functions to be Coordinated and Decentralized

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

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

Sl. No	Name of National Agencies	Functions in Act Relevant to CC	Functions to be Co-ordinated with City Corporation	Decentralization		Modality of decentralization		
				From	To	De-Concentration	Delegation	Devolution
		<p>(viii) Neglect to protect dangerous places. Any person who neglects to fence in or duly to protect any well, tank or other dangerous place or structure.</p> <p>10. Prohibition to sell tickets, etc. No person shall sell or offer for sale any ticket once issued for admission as spectator to any place of entertainment at a price higher than the price at which such ticket was originally issued. (Police Act, 1861, sec: 34A).</p> <p>11. To take actions under miscellaneous Acts and Rules conferring powers on the police. [Sec168, Police Regulation of Bengal,1943. list of Miscellaneous Acts & Rules (Appendix-viii) of PRB,1943-vol .ii]</p>		SP	CC	Deputation		
				SP	CC	Deputation		
				SP	CC	Deputation		
3	Rapid Action Battalion forces. •Special force under M/o Home Affairs • Emerged on 26 March 2004. •Started functioning on 14 April,2004	<p>1. To make law and order situation normal in order to make socio-economic development.</p> <p>2. To arrest terrorist and criminals. Anti-drug campaign, anti-adulteration campaign, anti-social activities campaign, anti-obscenity campaign, anti-eve teasing campaign, recovery of illegal arms and ammunitions etc.</p>	Co-ordination					
4	Dept. Of the Ansar and VDP (Ansar Battalion Act, 1995) Two types of Ansar: (i) General Ansar who work as volunteers. (ii) Embodied Ansar who are engaged to maintain law and order and security	<p>1. To maintain public safety for the Govt. or any offices under the Govt.</p> <p>2. To participate in any other function to maintain security by the order of the authority.</p> <p>3. To participate in any welfare activities of the people for socio-economic development by the order of the Govt.</p> <p>4. Ensure security of KPI.</p> <p>5. Maintain security of the agencies of the CC</p>		Ansar & VDP	CC	Deputation		
				Ansar & VDP	CC	Deputation		
				Ansar & VDP	CC	Deputation		
				Ansar & VDP	CC	Deputation		
5	Department of Public Health Engineering (DPHE)	<p>1. Except in Dhaka, Chittagong, khulna, Rajshahi and Narayanganj City areas DPHE is responsible for water supply and sanitation of the whole country, both in rural and urban areas (City Corporation, Pourashava Upazila H.Q, and growth centers).</p> <p>2. In urban areas DPHE is solely or jointly with city corporation and pourashava is responsible for water supply and sanitation, DPHE is responsible for assisting the city corporations and pourashava through infrastructure development and technical assistance.</p> <p>3. DPHE is assisting CC in the operation and maintenance of water supply and sanitations.</p> <p>4. DPHE is to ensure supply of adequate member of trained and skilled manpower in the water supply and</p>	Co-ordination (Primarily)					
				DPHE	CC	Deputation		
			Co-ordination					
				DPHE	CC	Deputation		

Sl. No	Name of National Agencies	Functions in Act Relevant to CC	Functions to be Co-ordinated with City Corporation	Decentralization		Modality of decentralization		
				From	To	De-Concentration	Delegation	Devolution
		sanitation sector for proper and sustainable management of infrastructure and services.						
		5. DPHE is to establish laboratories at different levels in order to institutionalize water quality monitoring and surveillance program.	Co-ordination					
		6. Carry out hydro-geological investigations in search of safe source (both surface and ground) of water supply.	Co-ordination					
		7. Social mobilization for awareness raising towards proper management of water supply and sanitation infrastructure and promotion of personal hygiene practices.		DPHE	CC			Devolution
		8. Develop safe water supply technologies in the Arsenic affected and other hydro-geologically difficult areas.		DPHE	CC	Deputation		
		9. Research and development activities in search of appropriate and affordable options including the indigenous ones of water supply and sanitation.	Co-ordination					
		10. Ensure water supply and sanitation facilities during and after natural disasters.		DPHE	CC		Delegation	
		11. Establish water supply and sanitation information center.		DPHE	CC			Devolution
		12. Capacity building of the community, LG, private entrepreneurs and NGOs with technical know-how, information, training etc. in terms of water supply and sanitation.		DPHE	CC	Deputation		
		13. Monitoring and Co-ordination activities of the stakeholders including NGOs and private operators working in the water supply and sanitation sector.		DPHE	CC	Deputation		
		14. Provide community latrines in road side in CC.		DPHE	CC			Devolution
		15. Develop, Construct and build up all water supply system including source development, such as ground water and surface water.		DPHE	CC			Devolution
		16. Hand over to City Corporation for operation and maintenance. City corp. provides water connection to all private dweller and all other public offices and installations and collects water tariff form there.		DPHE	CC			Devolution
		17. City Corporations should strengthen Collection of water tariff system for better management of operation and maintenance of water supply system.		DPHE	CC			Devolution
		18. Co-operation with CC and technical support form DPHE is a continuous phenomenon.		DPHE	CC			Devolution
		19. Overall management of the water supply and sanitation sector development program.		DPHE	CC			Devolution
6	Department of Fire Service and Civil Defense	1. Organize training, demonstration and consultancy to prevent fire.	Co-ordination					

Sl. No	Name of National Agencies	Functions in Act Relevant to CC	Functions to be Co-ordinated with City Corporation	Decentralization		Modality of decentralization		
				From	To	De-Concentration	Delegation	Devolution
	Fire Prevention and Extinguishing Act,2003 and Civil Defence Act,1952.	2. Measures for preventing the outbreak of fire	Co-ordination					
		3. To rescue the affected persons from fire.	Co-ordination					
		4. To reduce the mortality rate during fire or any disaster.	Co-ordination					
		5. Ensure first-aid to victim affected by fire.		FS & CD	CC		Delegation	
		6. provide ambulance service to the patient	Co-ordination					
		7. Salvage the damaged buildings and property and disposal of the dead.		FS & CD	CC		Delegation	
		8. Evacuation of areas and the removal of property therefrom.		FS & CD	CC		Delegation	
		9. Billeting of evacuated persons.		FS & CD	CC			Devolution
		10. Prevention of fire and extinguishing of fire in CC Area.		FS & CD	CC	Deputation initially		Devolution finally.
		7	Power Development Board. Bangladesh power Development Boards order 1972. (P.O NO.59 of 1972)	1. Prepare Comprehensive plan for the development and utilization of Power resources in Bangladesh.	Co-ordination			
2. Frame schemes for generation, transmission and distribution of power.	Co-ordination							
3. Frame schemes for construction, maintenance and operation of Power Houses and grids.	Co-ordination							
4. Place wires, poles, wall brackets, stays, apparatus and appliances for transmission of electricity or telephonic communications necessary for proper execution of scheme.	Co-ordination							
5. May purchase power from any person or entity authorized to generate electricity by the appropriate authority at such rate as may be determined by the Govt.	Co-ordination							
6. Seek advice and obtain assistance in the preparation or execution of a scheme form any local authority or agency of the Govt. and such local authority or agency shall give the advice and assistance sought by the Board to the best of its ability, knowledge and judgment.	Co-ordination							
7. May arrange by a written agreement with a local authority or other agency within whose jurisdiction any particular area covered by the scheme lies to take over and maintain any of the works and services in that area.	Co-ordination							
8. Sell power to provide for meeting the operating cost, interest charges and depreciation of assets, the payment of any tax and a reasonable return or investment.	Co-ordination							
8	Bangladesh Telecommunications Company Ltd. (Bangladesh telecommunication Act, 2001)	1. Establish and maintenance of telecommunication system through telecommunication network.	Co-ordination					
		2. Provide telecommunication service to the subscriber in an uninterrupted manner.	Co-ordination					
		3. Attain proper response to the subscriber Considering their socio-economic position.	Co-ordination					

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				From	To	De-Concentration	Delegation	Devolution
		4. Ensure high technical standard of the service to the subscriber	Co-ordination					
		5. Ensure proper supervision of the services being rendered.	Co-ordination					
		6. Planning for telephone within the city area is being chalked out. It is not being workable often as high rise building in the city area is growing very rapidly. As a result demand for telephone connection increased enormously but telephone connection could not be given for want of necessary fund and logistics.	Co-ordination					
		7. Telephone poles are shifted with the expansion of road.	Co-ordination					
		8. Telephone cable needs to be set sometimes after the completion of the road. Obstruction is being faced from the public	Co-ordination					
9	Public Works Dept. (PWD) Established in the year 1854. PWD does not work for any local Govt. organizations	1. Design and construction of Public Buildings except those of RHD, T&T and Postal Department.	Co-ordination where necessary					
		2. Repair and maintenance of Public Buildings.	Co-ordination where necessary					
		3. Construction of buildings for other agencies on a deposit work basis.	Co-ordination where necessary					
		4. Preparation of Book of schedule of Rates and analysis of Rates for Construction and maintenance of public buildings.	Co-ordination where necessary					
		5. Preparation of book of specifications and code of practice	Co-ordination where necessary					
		6. Procurement of materials and equipment required for construction work	Co-ordination where necessary					
		7. Construction of national monuments	Co-ordination where necessary					
		8. Maintenance of Public Parks	Co-ordination where necessary					
		9. Acquisition of land for Construction work	Co-ordination					
		10. Valuation of land and property and fixing of standard rent.	Co-ordination					
		11. Drinking water supply, sewerage and cleaning of waste materials.	Co-ordination					
		12. To integrate environmental considerations into housing and urban planning activates.	Co-ordination					
		13. To work in phases in gradually extending environmentally sound amenities to all existing urban and rural housing areas.	Co-ordination					
		14. To monitor and control housing and urban development schemes that may have an adverse impact on the local and overall natural environment.	Co-ordination					
		15. To accord greater importance to water bodies for their	Co-ordination					

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				From	To	De-Concentration	Delegation	Devolution
		part in maintaining ecological balance and beautifying urban areas.						
10	Roads and Highways Dept. (RHD) • Created in 1962 • The Highways Act 1925 (Act III of 1925)	1. Construction and maintenance of major road network of Bangladesh	Co-ordination					
		2. Provide a safe, cost effective and well maintained road network.	Co-ordination					
		3. Construction of bridges, culverts or causeways across the Government road.	Co-ordination					
		4. Construction of National Highways and Regional Highways including culverts and bridges passes through CC area.	Co-ordination					
		5. Prevention of obstruction and encroachments and of nuisances on or near such roads.	Co-ordination					
		6. Make regulation keeping provisions to provide marks alongside the highways for safety of traffic in the highways and implement the same.	Co-ordination					
		7. Temporary closing of roads for repair work keeping alternative arrangement for movement of traffic.	Co-ordination					
		8. Maintain slope, borrow-pits and side drains in roads and highways.	Co-ordination					
		9. Procure equipment for constructions of such roads	Co-ordination where necessary					
		10. Acquisition of Land for Construction of such roads.	Co-ordination					
		11. Allow fixing of electric and telephone poles in the roadside in such a manner so that it does not cause any obstruction during the widening of the carpeting of the road.	Co-ordination					
11	• Bangladesh Road Transport Authority (BRTA) (Established in 1988 vide SRO No-303/Law/87/MVRT/IE-7/84 (Part) dated 20.12.1987) • BRTA is a regulatory body to control, manage and ensure discipline in the road transport areas of Bangladesh.	1. Control and regulate road transport by executing motor vehicle Acts issuing route permits and fixing rates and fares buses and trucks.	Co-ordination					
		2. Conduct regular activities like issuing of driving license, fitness certificates, registration certificates and Driving Instructors license.	Co-ordination					
		3. Register schools for motoring.	Co-ordination					
		4. Organize and conduct workshop, seminars for delivering information regarding safe driving and traffic regulations.	Co-ordination					
		5. Make research and development for developing ideas and methodologies for safe road transport and traffic system.	Co-ordination					
12	• Local Govt. Engineering Department (LGED) • LGED originated in early sixties through works	1. LGED works in a wide range of diversified programs like construction of roads, bridges/ culverts and markets to social mobilization, empowerment and environmental protection.	Co-ordination					
		2. Performing the inter-related and complimentary	Co-ordination					

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				From	To	De-Concentration	Delegation	Devolution	
	<p>program.</p> <ul style="list-style-type: none"> • It was reformed as Local Govt. Engineering Bureau (LGEB) in 1982. • LGEB was upgraded as Local Govt. Engineering Department (LGED) in 1992. 	<p>functions by :</p> <p>(i) Developing, maintaining and managing transport, trading and small scale water resources infrastructure at the local level ensuring LGI and community participation and taking care of environmental and social issues.</p> <p>(ii) Providing technical and institutional support to strengthen the local Govt. institutions and serving local communities and other stakeholders.</p>							
		3. Prepare and implement infrastructure development schemes within CC.	Co-ordination						
		4. Sponsor and promote community Development projects.	Co-ordination						
		5. Suggest Govt. to improve governance system of the CC and Pourashava .	Co-ordination						
		6. Arrange training to improve Capacity Development to the officials and various stakeholders.	Co-ordination						
		7. Construction of growth center, drains, primary schools, PTI, housing, arrange sources of drinking water, garbage pit internal road and drainage for slum inhabitants.	Co-ordination						
		8. Preparation of master plans for pourashavas and CC.	Co-ordination						
		9. Construction of Health care center .	Co-ordination						
13		<p>Education Engineering Department (EED)</p> <p>An engineering cell was established in early 1960s which has now been expanded as Education Engineering Department.</p>	1. Planning, designing, monitoring and reporting of development works in urban and rural areas.	Co-ordination					
		2. Construction/ Reconstruction of class rooms, laboratories, libraries & hostels.	Co-ordination						
		3. Repair and renovation of Govt. and non- Govt. Secondary schools, Colleges, teacher's training Colleges, Vocational Training Institutes, Polytechnic Institutes, College of Leather technology, College of Textile Technology, Engineering universities, National University, Text Book Board, Education Board, etc. including supply of furniture.	Co-ordination						
		4. EED also implement special projects on turnkey basis Example: (a) National university at Gazipur (b) Kabi Nazrul University at Trisal, Mymensingh (c) Comilla University	Co-ordination						
14	<p>Directorate of primary Education (DPE)</p> <ul style="list-style-type: none"> • Department of Public Instruction was created in 1855-56. • Lord Curzon took steps for expanding Primary education. 	1. To develop and nature of child's morals , mental and social personality	Co-ordination						
		2. To bring up the child as a patriotic, responsible, inquiring and law abiding citizen.	Co-ordination						
		3. Develop in him/ her love for justice, dignity, labor, proper conduct and uprightiness.	Co-ordination						
		4. Make the Child able to acquire the fundamental knowledge and skills needed for a future citizen.	Co-ordination						

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				From	To	De-Concentration	Delegation	Devolution		
	<ul style="list-style-type: none"> • In 1910 Gopal Krishna Gokhale placed a bill in the Law Council to make Primary education Compulsory. • Primary education made compulsory in Municipal areas. • The Bengal Primary Education Act, 1919 for extension of primary education in Municipality areas in Bengal. • Bengal (Rural) Primary Education Act was enacted in 1930. • In 1957 The management Control and administration of Primary Education was handed over to the District Primary Education office. • Primary Education (Compulsory) Act, 1990 was enacted. 	5. Ensure that the child regularly be present at the primary education institute.	Co-ordination							
		6. Obligatory Primary School Committee should perform their responsibilities.	Co-ordination							
		7. Satellite schools were established nearer to the door steps of the children who cannot travel to the main school.	Co-ordination							
		8. Children less than 6 years of age are going to the primary schools. Govt. decided to introduce pre-primary classes to motivate and orient the younger children.	Co-ordination							
		9. School attractiveness Program was started for motivating students to go to school regularly and making the school students friendly.	Co-ordination							
		10. Govt. financed Food and Education Program was introduced in 1993 to compensate opportunity cost of poor parents for sending their children to school.	Co-ordination							
		11. Non-formal education centers for children were established by giving financial aid to the NGOs, to bring out of school and drop out students back to school.	Co-ordination							
		12. Mass media like radio, Television, newspapers are being utilized to involve the community in the management of schools and make the guardians aware about the importance of primary education.	Co-ordination							
		13. Teachers, trainers and supervisory officials are being trained regularly on the professional knowledge.	Co-ordination							
		14. A good number of projects have been undertaken to enhance the quality of primary education.	Co-ordination							
		15. Prepare the students properly for next stage of higher education.	Co-ordination							
		15	Directorate of Secondary and Higher Education (DSHE) <ul style="list-style-type: none"> • Directorate of Public Instruction (DPI) was established on the proposal of the woods Education dispatch in 1854. • DPI was upgraded as Directorate of secondary and Higher Education (DSHE) in 1981. 	1 The secondary and higher education system is being managed and administered by DSHE.	Co-ordination					
				2. District Education office administers district level activities related to secondary education headed by District Education officer(DEO)	Co-ordination					
				3. DEO supervise overall academic activities of secondary education of the district including those within CC area.	Co-ordination					
				4. Secondary and higher Secondary level institutions are the basic functional organization of the secondary education system in the country.	Co-ordination					
5. Each of the Secondary school or college in the private sector is managed by a school management committee (SMC)/ Governing Body Comprising of local dignitaries, teachers, representatives guardians and local officers of DSHE.	Co-ordination									
6. Implement School Based Assessment (SBA) System for students of secondary school.	Co-ordination									

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				From	To	De-Concentration	Delegation	Devolution
		7. Promote and maintain quantitative and qualitative standard of education.	Co-ordination					
		8. Implement the education policy of the Govt. in respect of secondary (Class-6 to 10), higher secondary (Class 11 to 12) education.	Co-ordination					
		9. To help evaluate and assess the need for changes in curriculum at different levels of education.	Co-ordination					
		10. DEO is responsible for overall academic supervision of secondary education.	Co-ordination					
		11. DEO inspect the schools and supervise the activities performed by the Upazilla Education officers and the officer subordinate to him within the CC area.	Co-ordination					
		12. Training for the teachers of Govt. and non-govt. schools and colleges is organized by the training division of the DSHE.	Co-ordination					
		13. Develop educational environment in secondary education by : (i) Establishment of Girl's hostel; (ii) Improvement of water and sanitation condition specially for girl students; (iii) Infrastructure development of educational institutions.	Co-ordination					
16	Directorate of Environment [Environment Preservation Act ,1995 (Act, 1of 1995)]	1. Take preventive measures against possible accident by which environmental pollution may take place.	Co-ordination					
		2. Advise concerned person who carry, store, use, export and import dangerous goods for handling the same so that the environment is not depreciated.	Co-ordination					
		3. Collect information about pollution of environment and help to any other agency or organization for research work to stop such pollution.	Co-ordination					
		4. Co-ordinate with other agencies related with the intention under Environment preservation Act,1995.	Co-ordination					
		5. observe the quality of drinking water and advise the people to take safe drinking water.	Co-ordination					
		6. Collect information about pollution of environment and give wide publicity to build up awareness of the people.	Co-ordination					
		7. Take appropriate action against the owner or possessor of factory or industry by their waste through which environment is polluted.	Co-ordination					
		8. Transport form which injurious smokes are being expelled during its movement on road and causes hazard to health and environment can not be allowed to ply on road without stopping the same on examination.	Co-ordination					
		9. No water area which has been earmarked as water reservoir can not be filled up or the classification cannot be changed without the clearance from the Directorate of	Co-ordination					

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				From	To	De-Concentration	Delegation	Devolution
		Environment on national interest.						
		10. No industrial unit can be established without taking clearance from the Directorate of Environment.	Co-ordination					
17	Directorate of Disaster Management [Disaster Management Act, 2012(Act No -34 of 2012)]	1. Collection of advance information about the danger signal regarding disaster.	Co-ordination					
		2. Open control room round the clock for dissemination of information to various agencies of the Govt. and the public.		DDM	CC		Delegation	
		3. To determine the possible vulnerability, extent and time of disaster	Co-ordination					
		4. Make the people alert by giving publicity through radio, television and locally by miking system asking them to take shelter in a safe place .		DDM	CC		Delegation	
		5. Take program to minimize the risk of damage of life and property during disaster.					Delegation	
		6. Help the affected people caused by disaster, rescue them and rehabilitate them.	Co-ordination				Delegation	
		7. Form: (i) City Corporation Disaster Management Committee.					Delegation	
		(ii) District Disaster Management Committee.		DDM	CC		Delegation	
		(iii) Upazila Disaster Management Committee		DDM	CC		Delegation	
		(IV) Pourashava Disaster Management Committee		DDM	CC		Delegation	
		(V) Union Disaster Management Committee		DDM	CC		Delegation	
		(Vi) District or upazila Health Disaster Management Committee, if required. In the local level		DDM	CC		Delegation	
		8. Form: (i) City corporation Disaster Response Co-ordination group.		DDM	CC		Delegation	
		(ii) District Disaster Response Co-ordination group.		DDM	CC		Delegation	
		(iii) Upazila Disaster Response Co-ordination group.		DDM	CC		Delegation	
		(iv) pourashava Disaster Response Co-ordination group.		DDM	CC		Delegation	
		9. Form District Disaster Management Fund at the local level. Account should be opened in the nationalized bank approved by the Govt. for Operation of the fund. The fund will be operated jointly by the Deputy Commissioner and District Relief and Rehabilitation officer.	Co-ordination					
		10. Steps to be taken for safety of life and property for Disaster Management :						
		(i) Keep all kinds of fire fighting equipments and First- aid arrangements in order in all hospital, clinic, community center Shopping Mall, Cinema Hall, Factories and warehouses.		DDM	CC		Delegation	
		(ii) Keep a reasonable good number of outlet giving floor marks in all hospital, clinic, community center, shopping		DDM	CC		Delegation	

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		mall, cinema hall, restaurants & factories.						
		(iii) No obstruction should be made to the rescue vehicle during disaster by fire accident, earth quake, collapse of building, or otherwise .	Co-ordination					
		(iv) Ask the owner of the navigated vessel and troller to keep adequate lifebuoy, one transistor, whistle, torch-light and other safety materials.		DDM	CC		Delegation	
		(V) Navigated vessels, trollers, boats should anchor at a safe place on getting information of signals from Metrology Department.		DDM	CC		Delegation	
		(Vi) No obstruction is made across the flow of water in both ways to save water logging.		DDM	CC		Delegation	
		(Vii) Give danger mark to electric poles and other establishment which may cause danger.		DDM	CC		Delegation	
		(Viii) No explosives or dangerous chemicals are kept without adequate protection to any residential building, shopping mall or in any market.		DDM	CC		Delegation	
		(ix) No sand be removed or trees be felled in the coastal areas of sea.	Co-ordination					
		(X) Any unusual circumstance if comes to one's notice which may cause any disaster should immediately be reported to any member or president of the Disaster Management Committee or to the nearest police station.	Co-ordination					
		(Xi) No obstruction be made during disaster period or immediately thereafter to shift the inhabitants of the houses on hill sides.	Co-ordination					
18	Directorate of Social Services (DSS) [Voluntary Social welfare Agencies (Registration & Control ordinance) 1961] Societies Registration Act.1860 (Act No- xxi of 1860)	1. Organization, association or undertaking established by persons of their own free-will for the purpose of rendering welfare services depending on its resources on public subscriptions, donations or Govt. aid.		DSS	CC	Deputation		
		2. Registration of voluntary social organizations and NGOs and controlling their activities.	Co-ordination					
		3. Charitable societies, societies established for promotion of science, literature or the fine arts, for instruction, the diffusion of useful knowledge, the diffusion of political education, the foundation or maintenance of libraries or reading rooms for general use among the members or open to the public, or public museums and galleries of painting and other works or art, collection of natural history, mechanical and philosophical inventions, instruments and designs.	Co-ordination					
		4. Allowances given by the Govt for: (i) Disabled (ii) Old aged (iii) Freedom Fighters (iv) Divorcee (v) Stipend to disabled students of primary, secondary and		DSS	CC	Deputation		

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				From	To	De-Concentration	Delegation	Devolution
		higher secondary level.						
		5. Manage the orphanages.	Co-ordination					
		6. Social services to the patient in the hospital.	Co-ordination					
		7. Rehabilitation blind, deaf and dumb persons.	Co-ordination					
		8. Rehabilitation of adolescent.	Co-ordination					
		9. Rehabilitation of destitute people.	Co-ordination					
		10. Rehabilitation of aged people.	Co-ordination					
		11. Grant to volunteer Association.	Co-ordination					
19	Directorate of Co-operatives [Co-operative societies Act, 2001. (Act No. 47 of 2001, Amended up to 2013)] 3 types of co-operative societies: (i) Primary co-operative society (ii) Central Co-operative society (iii) National co-operative society.	1. To develop the Socio-economic conditions of the members of co-operative societies.	Co-ordination					
		2. Every registered co-operative society shall have its own lawful proprietary right and be a body corporate.	Co-ordination					
		3. Every co-operative society may perform two kinds of meeting (i) Annual general meeting. (ii) special general meeting.	Co-ordination					
		4. Every Co-operative society shall maintain the following register and keep the same up to-date: (1) Membership Register. (2) Share Register. (3) Deposit Register. (4) Loan Register. (5) Register for MC and general meeting. (6) Cash Book/ Register. (7) Any other register specified by the rules or ordered by the Registrar.	Co-ordination					
		5. Every co-operative society should make their surplus audited every year by the auditor.	Co-ordination					
		6. Every co-operative society should function through Bangladesh co-operative Bank in respect of deposit or providing loan.	Co-ordination					
		7. Every co-operative society will preserve their fund minimum 15% yearly. Balance amount will be utilized as mentioned in sec, 34 of the Act.	Co-ordination					
		8. The accounts of every co-operative society should be audited every year.	Co-ordination					
		9. Registrar may order for liquidation of any co-operative society on default as laid down in sec.53 of the Act.	Co-ordination					
		10. Provide legal support, Protection of the savings of the clients and inspection of the resolutions of the resolutions of the co-operative societies.	Co-ordination					
20	Titas Gas limited/ Bakhraabad Gas Ltd. [Energy Regulatory commission Act. 2003 (Act -13 of 2003)]	1. Conduction, storage, distribution and marketing of natural gas to its consumers	Co-ordination					
		2. Setting of pipeline for distribution and marketing of natural Gas.	Co-ordination					
		3. Assess the demand of the Gas by the consumers	Co-ordination					

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	[Bangladesh Gas Act, 2010 (Act -40 of 2010)]	4. Implementation of the setting of pipelines.	Co-ordination							
		5. Connect the pipelines to the consumer's establishment	Co-ordination							
		6. Land acquisition and payment of compensation to the affected persons for setting-up the gas company establishment and setting the pipes.	Co-ordination							
		7. Fix -up rates of different classification for gas distribution to the consumers.	Co-ordination							
		8. Consider the Environmental aspects.	Co-ordination							
		9. Collect revenue from the consumers.	Co-ordination							
		10. Take steps to disconnect illegal connection.	Co-ordination							
		11. Perform maintenance work regularly.	Co-ordination							
		12. Attain complain of the consumers quickly for safety of the people.	Co-ordination							
		21	Bangladesh Railway [The Railway Act, 1890 (Act No-ix of 1890)] and website of Bangladesh Railway	1. Develop and maintain railway tracks and station infrastructures.	Co-ordination					
				2. Maintain and upgrade locomotives, coaches and other rolling stocks.	Co-ordination					
				3. Maintain and modernize signaling and interlocking system and telecom system.	Co-ordination					
4. Manage land asset of Bangladesh Railway	Co-ordination									
5. Erect suitable gates, chains, bars and stiles where railway crosses a public road on the level.	Co-ordination									
6. Where a tree obstructs the view of any fixed signal, the railway authority may fell the tree to avert the danger or remove the obstruction.	Co-ordination									
7. Provide accommodation and convenience of the passengers along with their luggage.	Co-ordination									
8. Regulate the terms and conditions on which the railway authority will retain goods at any stations on behalf of the consignee.	Co-ordination									
9. Every person's desirous of travelling on the railway shall, upon payment of his fare, be supplied with a ticket, specifying the class of carriage for which and the place from and the place to which, the fare has been paid and the amount of the fare.	Co-ordination									
10. Every passenger travelling by the railway, shall on the requisition of any railway servant appointed for that purpose present his pass or ticket to the railway servant for examination.	Co-ordination									
11. Provide in each station: (i) Booking and reservation arrangement. (ii) Waiting room for passengers. (iii) Platform and platform shed. (iv) Sitting arrangement.	Co-ordination									

Sl. No	Name of National Agencies	Functions in Act Relevant to CC	Functions to be Co-ordinated with City Corporation	Decentralization		Modality of decentralization		
				From	To	De-Concentration	Delegation	Devolution
		(V) Toilet (vi) Drinking water. (Vii) Lighting arrangement at night. (Viii) Information center. (ix) Security arrangement by Railway Police.						
		12. Disposal of waste water from each railway Station to CC main drain.		BR	CC		Delegation	
		13. Keep the railway station neat and clean.	Co-ordination					
		14. Dispose of the solid waste from the railway station to the nearest dustbins of CC		BR	CC		Delegation	
22	Inland water Transport Authority (IWTA) [The Inland Water Transport Authority (Ordinance 1958 ord. No, LXXV of 1958)] As modified up to March 1997.	1. Carry out river conservancy works including river training works for navigational purpose and for provision of aids to navigation.	Co-ordination					
		2. Disseminate navigational and metrological information including publishing river charts.	Co-ordination					
		3. Maintain pilotage and hydrographic survey services.	Co-ordination					
		4. Draw up programs of dredging requirements.	Co-ordination					
		5. Develop, maintain and operate inland river ports, landing Ghats and terminal facilities.	Co-ordination					
		6. Carry out removal of wrecks and obstructions in inland navigable waterway	Co-ordination					
		7. Conduct traffic surveys to establish passenger and cargo requirements on the main rivers, feeders and creek routes.	Co-ordination					
		8. Develop the most economical facilities for passenger traffic to ensure comfort, safety and speed on mechanized craft.	Co-ordination					
		9. Fix maximum and minimum fares and freight rates for IWT.	Co-ordination					
		10. Approve time tables for passenger services.	Co-ordination					
		11. Prepare plans or development schemes for carrying out any of the above mentioned functions.	Co-ordination					
23	Dhaka water supply and sewerage Authority (DWASA) [WASA Act 1996 (Act No. 6 of 1996)] Service area of DWASA extended up to: •Mirpur and Uttara in the north. •Narayanganj in the South.	1. Construction, operation, improvement and maintenance of necessary infrastructures for collecting, treating, preserving and supply of safe water to the public, industries and commercial concerns.		DWASA	CC			Devolution
		2. Construction, operation, improvement and maintenance of necessary infrastructures for collecting, treating and industrial waste.		DWASA	CC			Devolution
		3. Construction, operation, improvement and maintenance of the necessary infrastructures for drainage facilities of the city.		DWASA	CC			Devolution
24	Rajdhani Unnayan	1. Develop Dhaka city by drawing detailed area plan.	Co-ordination					

Sl. No	Name of National Agencies	Functions in Act Relevant to CC	Functions to be Co-ordinated with City Corporation	Decentralization		Modality of decentralization		
				From	To	De-Concentration	Delegation	Devolution
	Katripakha (RAJUK) Acts & Rules under which it works: (i) Building Construction Act.1952 (Act no. II of 1953) (ii) Town Improvement Act, 1953 (Act No. III of 1953) (iii) Dhaka City Building (construction, development, preservation and removal) Rules,2008	2. Issue clearance of land to private land owners.	Co-ordination					
		3. Approve plan for construction of Building fit for human habitation.	Co-ordination					
		4. Approve plan of the building for commercial and industrial purpose.	Co-ordination					
		5. Approve special Housing Project	Co-ordination					
		6. Form Committees as follows: (i) Building construction committee (ii) Large or special project approval committee (iii) City Development committee (iV) Any other committee when required.	Co-ordination					
		7. Mutate the names of the successors of the owners of the land/building constructed in the RAJUK plot.	Co-ordination					

Source: ICGP team

Annex D-2: Responsibilities of City Corporation Councillor Bangladesh Gadget

Peoples Republic of Bangladesh
Local Government, Rural Development and Cooperatives
Local Government Division
City Corporation Division – 1

Notification

Date, 20 Vadro 1419 Bengali Year/ 4 September 2012

S.R.O No. 311/Law/2012. – Local Government (city corporation) law, 20 (60th law of 2009) with the power of sub clause 120, 6th schedule No. 1 government rules complies are as bellows -

1. **Name of Rules** – This rules will be called as (Councilor and Reserve Councilors’ responsibilities, activities and facilities) Rules, 2012.
2. **Definition** – (1) If there is nothing about adverse factors and context then this rules –
 - a. The word “law” means Local Government (city corporation) Law, 2009 (Law of 2009 no.)
 - b. Clause 2(18) define the word Councilor
 - c. Claus means Claus of Law.
 - d. Clause 2(47) defines the Word Mayor.
 - e. Clause 2(14) defines the word City Corporation or Corporation.

(2) The undefined word from these rules, those words will be used according to Law.

3. **Responsibilities of councilors** - By obey the rules and regulations of the Law, they will responsibilities will be as follows,
 1. They will do their task in related field as a Chairperson and member in Standing Committee and take enough motivation for implementation of various development plan
 2. According to clause 21 they Mayor will do their work.
 3. They will issue national and character certificate and inheritance certificate.
 4. According to the 3rd schedule of Law, in their related fields they will recommended and propose some task. They are as follows-
 - a. For extension of primary education they will inspire people and will help and assist in education related program.
 - b. For improved education system they will help Secondary Education and Madrassa Education and also supervision and assist their activities.

- c. They will increase public awareness for terrorist, gambler, terror, robbery, theft, smuggling etc. and for public safety they will take enough steps for public security.
- d. For they save the environment and development of the environment they will take action for tree plantation and other plan.
- e. For vast extension of youth, sports, cultural and social welfare activities they will take enough plans and also implement this plan.
- f. They will help for census of population in ward and others.
- g. They will work for development of sports and establishment of public library. They will also inspire people and assist for celebration of national festival.
- h. For better environmental management, they will look after waste management, pond cleaning and development of drainage system and also help the city corporation.
- i. For better income of corporation, they will inspire the people for regular payment of Rate, Tax and fees.
- j. Flood, earthquake, storm, tornado, tsunami and other natural calamity they will take quick action with local youth and people. If needed they will make a ward disaster management committee and they will act as chair person at that committee.
- k. They will do their entire related field task according to Government and Mayor.

4. Responsibilities of reserved seat councillors - By obey the rules and regulations of the Law, they will responsibilities will be as follows,

1. They will do their task in related field as a Chairperson and member in Standing Committee and take enough motivation for implementation of various development plan
2. According to clause 21 they Mayor will do their work.
3. According to the 3rd schedule of Law, in their related fields they will recommended and propose some task. They are as follows-
 - a. For extension of primary education they will inspire people and will help and assist in education related program.
 - b. For improved education system they will help Secondary Education and Madrassa Education and also supervision and assist their activities.
 - c. They will inspire people for public health, family planning, maternal wellbeing, EPI, primary health care services and they will make sure that public will get these facilities and take related activities if needed.
 - d. Development of public toilet and solid wastage system, build public toilet and inspire people for using these.
 - e. Various income increasing work such as handmade cottage industry, poultry and broiler farm, livestock, fish farming, tree plantation they will inspire peoples for these type of work propose various project.

- f. For prevention of Woman and children persecution, dowry, early marriage, acid throwing they will take various steps for prevents this type of violation and inspires the people for marriage registration.
- g. For self-employment and poverty reduction by people themselves, they will help government for taking enough actions and various planning and implementation of them.
- h. They will look after various cooperatives institutions and non-government volunteer organization.
- i. They will participate various social welfare programs and help to implement various programs.
- j. For better income of corporation, they will inspire the people for regular payment of Rate, Tax and fees.
- k. Flood, earthquake, storm, tornado, tsunami and other natural calamity they will take quick action with local youth and people. If needed they will make a ward disaster management committee and they will act as advisor of that committee.
- l. They will do their entire related field task according to Government and Mayor.

5. Economic benefit of Councillors’ – The economic benefit of councillors will be as follows –

(1) Allowance :

- a. The monthly allowance of councilor will be as follows :

No.	Name of Corporation	Allowance (in Taka)
1	Dhaka City Corporation (North)	17,500
2	Dhaka City Corporation (South)	17,500
3	Chittagong City Corporation	15,000
4	Khulna City Corporation	15,000
5	Rajshahi City Corporation	15,000
6	Barishal City Corporation	15,000
7	Sylhet City Corporation	15,000
8	Narayanganj City Corporation	15,000
9	Comilla City Corporation	15,000
10	Rangpur City Corporation	15,000

- b. Councilor will get 500 taka allowance for each meeting attendance and this allowance will not exceed maximum 2,000 taka in one month.
- c. In Dhaka City Corporation (North and South) councilor will get monthly 8,000 taka for their office rent. Chittagong, Khulna, Rajshahi, Barishal, Sylhet, Comilla and Rangpur they will get monthly 5,000 taka for office rent.

But there is a condition, if the councillor's office established in to city corporation property then they will not get any rent fees from City Corporation. Councillor cannot establish their office at his home.

- d. Dhaka City Corporation (North) and Dhaka City Corporation (South) councilor's will get 4,000 taka for office management fees and councilor's of Chittagong, Rajshahi, Khulna, Barishal, Sylhet, Narayanganj, Comilla and Rangpur City Corporation will get 2,000 taka for office management.
- e. If councilor is accused for criminal offense, then he/she cannot take allowance from corporation by the provision of law.

But there is condition, if councillor can prove him/her innocent and can get acquittal, he can withdraw all the money as due.

(2) Travel Allowance:

Councillor will get travel allowance according government rules and regulations according to government 1st Class officer. But this allowance equality will not grant them same honour as 1st class government officer.

(3) Responsibility Allowance:

In the absent of Mayor, the panel Mayor will get 1,000 taka per month for 1st 6 months and 500 taka per month after 6 month responsibility allowance.

There is a condition, if his responsibility period duration does not exceed 1 month then he/she will not get any allowance.

6. The expenses of councillor's facilities – The financial facilities and councillor's which is in the Rule 5 will be carrying out by the personal fund of City Corporation.

7. Abolish and Custody: 1. When this rule is introduced, all the past rules and regulation, office order, instructions and circular will be considered as abolish.

2. By this abolishment, if councilors will follow the previous rules and regulation, circular or office order and submit their work or do some task. Those work and task will consider as finished according to this rules and regulation.

On behalf of President's Order
Abu Alam Md. Shahid Khan
Secretary

Source: LGRD

Inclusive City Governance Improvement Action Program

TA PP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
Transparency	1. Improvement of Openness and Information Dissemination					
	1.1 Activities for e-governance initiated	e-governance system introduced in at least one area	Long time plan to expand e-governance set, and activities implemented accordingly	<p>E-governance is to improve transparency of administrative procedure. By digitizing data, the process to produce documents such certificates and licenses will be systematic. There is no chance to manipulate the process or contents of documents, and it makes the work efficient.</p> <p>Task 1: Responsibility of e-governance initiative is given to MCC</p> <p>Task 2: Build awareness about e-governance among the CC officer and staffs through orientation</p> <p>Task 3: Arrange IT base training program for the potential officer/staff to be engaged in e-governance activities</p> <p>Task 4: Visit some of the other city corporations that have introduced e-governance in some of their service delivery mechanism as a part of training</p> <p>Task 5: To develop city corporation web base MIS software with dynamic website and establish any kind of e-services with SMS system</p> <p>Task 6: Set up long term plan to gradually extend the area of e-governance in the CCs for the benefit of its citizens and communities</p> <p>Task 7: To identify potential area such as electronic birth & death registration system, citizen charter, trade license and renewal system, different kind of application through web portal</p> <p>Task 8: Continue practice of e-governance in trial and error process with efforts for continuous implementation / updating</p>	Mayor, Secretary, Public Relation Officer	Task 1-3: by end of 1 st year Task 4: by 2 nd year Task 5: by 3 rd year Task 6-8: by 4 th year
	1.2 Mass Communication Cell (MCC) established	At least 5,000 citizens registered SMS information dissemination system, information	At least 5,000 additional citizens (Total 10,000) registered SMS information dissemination system	Mass Communication Cell (MCC) will be responsible for activities to improve transparency of CC services. Apart from the activities mentioned here, MCC facilitate other activities in transparency area.	Secretary / Public Relation Officer	Task 1: By mid of 1 st year * Guideline prepared by

TA PP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
		disseminated		<p>Task 1: Establish a Mass Communication Cell (MCC) with specific TOR for making publicity about the project activities and other City Corporation services for mass publicity to establish common understanding in city dwellers and integrate them in development activity.</p> <p>Task 2: MCC is composed of the member mentioned below with chairperson of standing committee of communication as adviser.</p> <p>A. Composition of MCC</p> <p>a) Secretary - Chairperson</p> <p>b) Public relation officer - Member Secretary</p> <p>c) Head of IT section - Member (in absence of Head of IT, Mayor nominate one officer)</p> <p>d) Officer of each department - Member (selected by department head)</p> <p>B. TOR</p> <p>a) MCC prepares annual plan for information dissemination activity with budget, and examined by Standing Committee of Communication</p> <p>b) The annual plan and budget submitted to CSCC and City Corporation meeting for approval.</p> <p>c) MCC prepares message and materials and develop campaign and dissemination plan for implementation according to plan</p> <p>d) Message and contents of materials and campaign approved by Mayor</p> <p>e) MCC disseminates message/materials/updated information to the public through SMS, local newspapers, publicity boards, leaflets, posters, stickers, miking, cable TV, website and campaign activities such as rally etc, at least twice a year</p> <p>f) Hold meeting on MCC at least one in each quarter or when required</p> <p>g) MCC prepare SMS record keeping system</p> <p>h) MCC prepare City Corporation Annual Report and conduct impact survey on SMS information dissemination</p> <p>i) Standing committee of communication reviews the work of the MCC twice a year</p>		SAPI team

TA PP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				j) MCC provides support to meet with mass public of City Corporation		
	1.3 City Information Service Center (CISC) established	CISC established, and staff in charge trained	Increase area of service in CISC	<p>City Information Center (CISC) is to provide basic services for citizen such as issue certificates and licenses. CISC is connected with concerned officials and Mayor for digital signing through internet, and integrates all process of the documents delivery in information management system. Citizen can acquire the necessary documents at the CISC in a specific schedule. It is established in CC building as per PMO guideline with necessary equipment, assigned officer/staff and specific TOR to provide IT service to city dwellers.</p> <p>Task 1: MCC initiates establishment of CISC Task 2: CISC is set at appropriate location in CC building. Centers or information booth is set in ward level if budget is allocated. Task 3: Install necessary equipment Task 4: Assign officer / staff in charge Task 5: Conduct training for information service Task 6: Operate CISC, and produce annual report Task 7: Review operation of CISC Task 8: Operation plan with specific budget plan produced, and CISC operated according to the operation plan Task 9: Produce report annually</p>	Mayor, Secretary, Public Relation officer	Task 1-4: within 1 st year Task 5: 1 st and 2 nd year Task 6: end of 3 rd year Task 7, 8: from 3 rd year *Guideline prepared by SAPI team
	1.4 Meet with Mass Public of City Corporation	Mass public meeting held at least twice a year	Report on Mass Public meeting produced, and displayed	<p>Mass public meeting is to discuss with, and collect opinion from mass people concerning some issues in CC. Through the meeting, CC get feedback from public to improve the service delivery of CC following the steps below;</p> <p>Task 1: MCC selects issues to be discussed in mass public meeting Task 2: The issues are examined by standing committee of communication, and approved by CSCC, and City Parisad Task 3: Inform to Citizens one month before Task 4: Organize logistics Task 5: Hold public mass meeting (discuss the issues and propose resolutions) Task 6: Collect questionnaire on public mass meeting Task 7: Produce report on discussion, resolution and result of questionnaire, and display through e-governance system</p>	Mayor / Secretary / Public Relation Officer	Task 1-7: by mid and end of every year Task 8: By end of every fiscal year

TA PP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				Task 8: MCC makes plan of public mass meeting with specific budget for next year		

Source: ICGP team

Annex D-4: Administrative Reform Policies

Regime Governments	Policies related to Governance	Output
Mujib Regime (1971-1975)	• Presidential order for local government reform in 1972	• Union Panchayet, Thana Development Committee (TDC) and Zila Board was formed in 1973
	• Administrative and Services Reorganization Committee (ASRC) in 15 March, 1972	• Recommendation of devolution of power from central government to local government
	• District Governor Scheme was formed in 1975	• Decentralize administration, coordination and implementation of development to District Governor
	• District Administration Act was formed 1975	• Reorganizing Thana administration and constitution of administrative council for each Thana
Zia Regime (1975-1980)	• Thana Development Committee (TDC)	• TDC consisted of Chairpersons of Union Councils is to design development schemes and disburse government allocated funds for Thana level work.
	• District Development Coordinators (DDC)	• DDC is to coordinate and assist in implementation of different development scheme
	• Gram Sarkar was formed in 1980	• It is organized by village leaders (called mini-government), and conduct planning and promotional program
Ershad Regime (1981-1990)	• Committee for Administrative Reorganization and Reform (CARR)	• CARR recommended three-tier local government, namely District Council, Sub-district Council and Union Council, and abolish Division and Sub-division as administrative unit
Khaleda Regime (1991-1996)	• National Committee on Local Government Structure was formed in 1991	• Introduced a participatory local government
	• Thana Development Coordination Committee (TDCC, or Huda Commission)	• TDCC consists of Union Council chairpersons, women member and government officials from line ministries. It assesses needs of Unions and Thana
Hasina Regime (1996-2001)	• Reform Commission (Rahamat Ali Commission) was formed in 1997	• Commission recommended four-tier local government, namely Village Council, Union Council, Upazila Council and Zila Council
Khaleda Regime (2001-2006)	• Gram Sarkar Act has been passed in 2003	• Act is to establish Gram Sarker consisted of two representatives from each ward. Union Council members are Chairperson of Gram Sarker.

Source: ICGP team

Annex D-5: Comparison between TLCC and CSCC

	TLCC	CSCC
Number of Meeting	4 times / year	4 times / year
Number of Member	Not more than 50	Not more than 100
Composition	<ul style="list-style-type: none"> a) Mayor - Chairperson b) CEO/Secretary - Member Secretary c) All Councilors - Member d) Representatives from Line Organizations (District Administration, LGED, DPHE, RHD, PDB, PWD, T&T, etc.) - Member d) Representatives from Professional Group - Member e) Representatives from Civil Society/NGO - Member f) Women Representatives - Member g) Representatives from Urban Poor - Member h) Chief Executive Officer (CEO)/Secretary - Member-secretary 	<ul style="list-style-type: none"> a) Mayor - Chairperson b) CEO - Member-secretary c) Chair of standing committee - Member d) Representatives from Professional Group - Member e) Representatives from Civil Society/NGOs - Member f) Representatives from private sector (association of commercial, industry, service societies) - Member g) Women Representatives form women societies - Member h) Representatives of urban poor association - Member
TOR	<ul style="list-style-type: none"> a) Aiming to Inclusion of citizens in various Planning processes to enhance awareness and initiate to discuss on overall Development Planning of Pourasava; b) To overview the progress, Cooperation, Supervise and Monitoring Overall Development Planning implication. c) Committee's meeting supposed to discuss about Tax assessment and collection status fixed up by the Pourasava. d) Services delivered to the citizens by the Pourasava to be discussed. e) After Formation of Committee 1st Meeting of TLCC to be conducted within next fifteen days. f) At least one meeting to be organized in each quarter and resolution writing updated. g) Discussant on progress, Quality and problems of development activities implemented by pourasava, h) Discussant on Management of pourasava's Development initiatives. i) Discussant on involving citizens in various pourasava's development activities j) Discussant on progresses of Pourasava's Standing Committees. k) All discussions and decisions executed at TLCC meeting to be written in resolution and progresses to be disseminated in next meeting. 	<ul style="list-style-type: none"> a) Function as a forum to discuss various issues of the CC and ensure citizens participation in decision making b) Identification of CC related problems and suggestions for solving the problems c) Discussion on problems & suggestions identified in the Ward Level Coordination Committee (WLCC) and find out the ways and means to mitigate the problems d) Identification of role of citizens in solving the problem / issue (women citizen's specific role) e) Find out ways and means to enlist co-operation and assistance from organizations dealing with CC based development activities. f) Hold discussion on tax collection position and position of other own source collection and take appropriate & effective decisions for increasing revenue income g) Prepare proposals for advocacy with the government having implications for urban policy reform h) Holding discussion on draft citizen charter and citizen report cards prepared by CC and approved those in CSCC meeting i) Discuss budget proposal, compared with budget and outlays in the previous year in CSCC and give suggestion and recommendation for

	TLCC	CSCC
Number of Meeting	4 times / year	4 times / year
Number of Member	Not more than 50	Not more than 100
		consideration in the approval process in City Council meeting j) Set up Task Force(s) to deal with specific area (if necessary) of concern with a time bound TOR k) Hold discussion on GAP and PRAP implementation and suggest action to be taken by CC l) Hold discussion on progress and problems of CBO activities and suggest action to be taken by CC and concerned CBO m) Record discussion and decision in the form of minutes and follow-up action/status of implementation in the subsequent meetings and so on

Annex D-6: Summary of Capacity Development Activity

Area	Sub-area	Theme & Topic	Target	Relevant organization	Relevant Project (Expert)	Timing (year)
1-1 ICGIAP Training	Good governance	Concept of good governance and its application	Mayors, CEOs and Secretary		SAPI (Gov)	1
	Improvement of openness and information dissemination	Training on basic ideas on e-governance and its operation and maintenance	Officials of Public Relation Section and IT section	PIU	SAPI (Gov)	1
		Capacity development of IT section on web management and e-governance	Officials of IT section	PIU LGED		2-
	Administrative Reform	Workshop for operation of City Development Coordination Committee	Member of CDCC	PIU	SAPI (Gov)	1, 2-
		Workshop on administrative reform plan	Member of ARC	PIU	SAPI (Gov)	1, 2-
		Workshop on Administrative Reform Plan and Decentralization	LGED and LGED relevant officials		SAPI (Gov)	1, 2-
		Workshop for formulation and operation of capacity development program	Member of CDU	PIU	SAPI (Gov)	1, 2-
		Concept and implementation of Kaizen	Selected officers from each department	PIU	SAPI (Gov)	1, 2-
		Workshop on formation and operation of Comprehensive Planning Unit	CEO, Heads of Dept.	PIU LGED	SAPI (Gov)	1, 2-
		Workshop on basic functions and responsibilities of standing committee	Members of standing committees		SAPI (Gov)	1
		Training for standing committees (issue base)	Members of standing committees	LGED		2-
	Tax Reform	Assessment/collection/recording of holding tax, and other tax	Tax Assessor, Tax Collector, Account Officer / Accountant	LGED	SAPI (Gov)	1, 2-
	Financial Reform	CC financial management, such as accounting and book keeping	Account Officer, Accountant, concerned officials	LGED	SAPI (Gov)	1, 2-
		Computerized financial accounting system	Account Officer, Accountant, Bill clerk, concerned officials	LGED	SAPI (Gov)	1, 2-
		CC budget preparation, budget control	Account Officer / Accountant, concerned officials	LGED	SAPI (Gov)	1, 2-
		Internal auditing	Officers of internal audit department, Account Officer / Accountant	LGED	SAPI (Gov)	1, 2-
	Citizen's Awareness and Participation	Workshop on formation and operation of CSCC	Member of CSCC	PIU LGED	SAPI (Gov)	1, 2-
		Workshop on formation and operation of WLCCs	Member of WLCC, Concern officials	PIU LGED	SAPI (Gov)	1, 2-

Area	Sub-area	Theme & Topic	Target	Relevant organization	Relevant Project (Expert)	Timing (year)
		Concept and tools for participation and facilitation skills	Secretary, concerned CC officials and staff	PIU LGED	SAPI (Gov)	1
		Training on guideline for Poverty Reduction Action Plan and formation of Slum Improvement Committee	Member of standing committee for poverty reduction, officers of Slum Development section	PIU LGED	SAPI (Gov)	2-
		Workshop for Poverty Reduction Action Plan (PRAP)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	PIU LGED	SAPI (Gov)	2
		Workshop for Gender Action Plan (GAP)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	PIU LGED	SAPI (Gov)	2
		Workshop on Revision of Citizen Charter	Heads of department in CC	PIU LGED	SAPI (Gov)	1
		Workshop on Citizen Report Card and Grievance-Redress Cell	Officials of Secretary Office	PIU LGED		2
	Urban planning and environmental improvement	Workshop on CCIDP and its use and management	CEO, Officials of Engineering, Town Planner	PIU	SAPI (Infra)	1
		Review of CCIDP implementation	Officials of Engineering, town planning, and Secretary Office	PIU LGED		2
		Building permission training	Officials of town planning (junior/senior)	RAJUK		2
		Preparation/revision of master plan	Officials of Engineering, town planning, and Secretary Office	LGED		2
		Preparation of base map and land-use map	Officials of town planning (junior/senior)	LGED		2
		Workshop for Environment Act and regulations (both GoB and JICA)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	LGED	SAPI (Infra)	1
	Law enforcement	Review of rules and regulations to be implemented and its procedure	Secretary, Magistrate, Law officer, Concerned officials	LGED	SAPI (Gov)	1
		Workshop on formation and operation of Law Enforcement Unit (LEU)	Secretary, Magistrate, Law officer, Concerned officials	LGED		2
1-2 (1) ICGP	Project Orientation	Special Foundation Training	LGED officials		SAPI	1 (Begin)
		Project Kick-off meeting	LGED and relevant government officials		SAPI	1 (Begin)

Area	Sub-area	Theme & Topic	Target	Relevant organization	Relevant Project (Expert)	Timing (year)
Management		Workshop on project administration, technical and financial management	LGED and relevant government officials		SAPI	1 (Begin)
		Project orientation meeting	CC Mayor, Councillor, CEO		SAPI	1 (Begin)
		Concept and contents of ICGIAP	LGED officials and CC high officials	PIU	SAPI (Gov)	1 (Begin)
	Project Implementation	Concept and contents of ARP	LGED officials and CC high officials	PIU	SAPI (Gov)	1 (Begin)
		Seminar on social and environmental issues in the project	LGED officials and CC high officials	PIU	SAPI (Infra)	1 (Middle)
		Account management of ICGP	Account Officer and concerned CC staff		SAPI	1 (Begin)
		Training on contract management, technical and financial management	Contractors	PIU	SAPI (Infra)	1 (Middle)
	Basic administration	Administration and office management	secretary, AE, concerned CC staff		SAPI	1
		Basic computer training	AE, SAE, Accountant, Tax officer, Revenue officer concerned officials		SAPI	1
	1-2 (1) Training in Japan	Governance	Administrative reform program and decentralization in Japan	Mayor, CEO, LGD	LGD	
Financial management and taxation system			Chief Revenue officer, Accountant, LGD	LGD		2
People's participation in local governance			Secretary, Concerned officer, LGD	LGD		2
Urban planning		Comprehensive urban planning	Town Planner, Engineer	LGED		2
Advanced skill training on infrastructure		Road and drainage network planning, construction and maintenance	Civil engineer	LGED		1
		Water supply planning, construction and maintenance, PPP	Water engineer	LGED		1
1-2 (3) Engineering	Costing	Cost estimate for physical infrastructure	Cost Estimator, Work Assistant	LGED	SAPI (Infra)	1
	Procurement	Public procurement rules & contract management	AE, SAE, Secretary	LGED	SAPI (Infra)	1
	Quality Control	Quality control and supervision of civil works	AE, SAE, Work Assistant	LGED	SAPI (Infra)	1
	O&M	O&M of infrastructure and facilities	AE, SAE, Work Assistant, concerned CC staff	LGED		1
1-2 (4) Solid Waste	Domestic training on solid waste and environment	Training/workshop of Water, Sanitation, and Waste management	CC residents of Model Communities	PIU LGED	ICGP FSMP	2

Area	Sub-area	Theme & Topic	Target	Relevant organization	Relevant Project (Expert)	Timing (year)
Management (3R)		Training/workshop of 3R Activity Awareness Building	CC residents of Model Communities	PIU LGED	ICGP FSMP	2
		Training/workshop of City beautification and environmental protection/preservation	CC residents of Model Communities	PIU LGED	ICGP FSMP	2
	Seminar Campaign	Solid waste management campaign in Model Communities	CC residents of Model Communities	PIU	ICGP FSMP	2
	Compost Making	Compost Making training in the Model Communities	CC residents of Model Communities	PIU	ICGP FSMP	2
	3R Practice in Japan	Japanese Practice of 3R in solid waste management	Medical officer, Conservancy inspector	LGED	ICGP FSMP	1
	1-2 (5) General Issues in City Governance	Urban seminar	Sharing experience and "good practice" in each CC	Mayor, CEO/Secretary, Town Planner/Engineer	PIU	
Exchange visit		Sharing experience and "good practice" in each CC	Mayor, CEO/Secretary, Town Planner/Engineer	5PIU +6CC		2

Annex D-7: Estimated Cost for Capacity Development Activity

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
1-1. ICGIAP Training	Good governance	Concept of good governance and its application	Mayors, CEOs and Secretary	1	1	45,000			45,000
	Improvement of openness and information dissemination	Training on basic ideas on e-governance and its operation and maintenance	Officials of Public Relation Section and IT section	5	1	45,000			225,000
		Capacity development of IT section on web management and e-governance	Officials of IT section	5	1	45,000	225,000		
	Administrative Reform	Workshop for operation of City Development Coordination Committee	Member of CDCC	5	2	45,000	225,000		225,000
		Workshop on administrative reform plan	Member of ARC	5	2	45,000	225,000		225,000
		Workshop on Administrative Reform Plan and Decentralization	LGD and LGED relevant officials	1	2	45,000	45,000		45,000
		Workshop for formulation and operation of capacity development program	Member of CDU	5	2	45,000	225,000		225,000
		Concept and implementation of Kaizen	Selected officers from each department	5	2	45,000	225,000		225,000
		Workshop on formation and operation of Comprehensive Planning Unit	CEO, Heads of Dept.	5	2	45,000	225,000		225,000
		Workshop on basic functions and responsibilities of standing committee	Members of standing committees	1	1	45,000			45,000

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
		Training for standing committees (issue base)	Members of standing committees	1	6	45,000	270,000		
	Tax Reform	Assessment/collection/recording of holding tax, and other tax	Tax Assessor, Tax Collector, Account Officer / Accountant	1	2	45,000	45,000		45,000
	Financial Reform	CC financial management, such as accounting and book keeping	Account Officer, Accountant, concerned officials	1	2	45,000	45,000		45,000
		Computerized financial accounting system	Account Officer, Accountant, Bill clerk, concerned officials	1	2	45,000	45,000		45,000
		CC budget preparation, budget control	Account Officer / Accountant, concerned officials	1	2	45,000	45,000		45,000
		Internal auditing	Officers of internal audit department, Account Officer / Accountant	1	2	45,000	45,000		45,000
	Citizen's Awareness and Participation	Workshop on formation and operation of CSCC	Member of CSCC	5	2	45,000	225,000		225,000
		Workshop on formation and operation of WLCCs	Member of WLCC, Concern officials	5	2	45,000	225,000		225,000
		Concept and tools for participation and facilitation skills	Secretary, concerned CC officials and staff	5	2	45,000	225,000		225,000

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
		Training on guideline for Poverty Reduction Action Plan and formation of Slum Improvement Committee	Member of standing committee for poverty reduction, officers of Slum Development section	5	2	45,000	225,000		225,000
		Workshop for Poverty Reduction Action Plan (PRAP)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	5	2	45,000	225,000		225,000
		Workshop for Gender Action Plan (GAP)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	5	2	45,000	225,000		225,000
		Workshop on Revision of Citizen Charter	Heads of department in CC	5	2	45,000	225,000		225,000
		Workshop on Citizen Report Card and Grievance-Redress Cell	Officials of Secretary Office	5	2	45,000	225,000		225,000
	Urban planning and environmental improvement	Workshop on CCIDP and its use and management	CEO, Officials of Engineering, Town Planner	5	1	45,000			225,000
		Review of CCIDP implementation	Officials of Engineering, town planning, and Secretary Office	5	2	45,000	450,000		
		Building permission training	Officials of town planning (junior/senior)	1	2	45,000	90,000		
		Preparation/revision of master plan	Officials of Engineering, town planning, and Secretary Office	1	2	45,000	90,000		

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
		Preparation of base map and land-use map	Officials of town planning (junior/senior)	1	2	45,000	90,000		
		Workshop for Environment Act and regulations (both GoB and JICA)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	1	2	45,000	90,000		90,000
		Training/workshop of Water, Sanitation, and Waste management	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	5	4	45,000	900,000		
		Training/workshop of 3R Activity Awareness Building	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	5	4	45,000		900,000	
		Training/workshop of City beautification and environmental protection/preservation	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office	5	2	45,000	450,000		
	Law enforcement	Review of rules and regulations to be implemented and its procedure	Secretary, Magistrate, Law officer, Concerned officials	1	2	45,000	45,000		45,000
		Workshop on formation and operation of Law Enforcement Unit (LEU)	Secretary, Magistrate, Law officer, Concerned officials	5	1	45,000	225,000		
1-2 (1). ICGP Management	Project Orientation	Special Foundation Training	LGED officials	1	1	45,000			45,000
		Project Kick-off meeting	LGED and relevant government officials	1	1	45,000			45,000

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
		Workshop on project administration, technical and financial management	LGED and relevant government officials	1	1	45,000			45,000
		Project orientation meeting	CC Mayor, Councilor, CEO	1	1	45,000			45,000
	Project Implementation	Concept and contents of ICGIAP	LGED officials and CC high officials	5	1	45,000			225,000
		Concept and contents of ARP	LGED officials and CC high officials	5	1	45,000			225,000
		Seminar on social and environmental issues in the project	LGED officials and CC high officials	5	1	45,000			225,000
		Account management of ICGP	Account Officer and concerned CC staff	1	1	45,000			45,000
		Training on contract management, technical and financial management	Contractors	5	1	45,000			225,000
	Basic administration	Administration and office management	secretary, AE, concerned CC staff	1	1	45,000			45,000
		Basic computer training	AE, SAE, Accountant, Tax officer, Revenue officer concerned officials	1	1	45,000			45,000
1-2. (2) Oversea Training	Governance training in Japan	Administrative reform program and decentralization in Japan	Mayor, CEO	1	1	8,250,000		8,250,000	
		Financial management and taxation system	Chief Revenue officer, Accountant	1	1	8,250,000		8,250,000	
		People's participation in local governance	Secretary, Concerned officer	1	1	8,250,000		8,250,000	
	Urban planning	Comprehensive urban planning		1	1	8,250,000		8,250,000	

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
	and environmental improvement	Japanese Practice of 3R in solid waste management	Medical officer, Conservancy inspector	1	1	8,250,000		8,250,000	
	Advanced skill training on infrastructure in Japan	Road and drainage network planning, construction and maintenance	Civil engineer	1	1	8,250,000		8,250,000	
		Water supply planning, construction and maintenance, PPP	Water engineer	1	1	8,250,000		8,250,000	
1-2. (3) Engineering	Costing	Cost estimate for physical infrastructure	Cost Estimator, Work Assistant	5	2	45,000		450,000	
	Procurement	Public procurement rules & contract management	AE, SAE, Secretary	5	2	45,000		450,000	
	Quality Control	Quality control and supervision of civil works	AE, SAE, Work Assistant	5	2	45,000		450,000	
	O&M	O&M of infrastructure and facilities	AE, SAE, Work Assistant, concerned CC staff	5	5	45,000		1,125,000	
1-2. (4) Solid Waste Management	Domestic training on solid waste and environment	Training/workshop of Water, Sanitation, and Waste management	CC residents of Model Communities	5	2	45,000	450,000		
		Training/workshop of 3R Activity Awareness Building	CC residents of Model Communities	5	2	45,000	450,000		
		Training/workshop of City beautification and environmental Protection / preservation	CC residents of Model Communities	5	2	45,000	450,000		
	Seminar Campaign	Solid waste management campaign in Model Communities	CC residents of Model Communities	5	2	45,000	450,000		
	Compost Making	Compost Making training in the Model Communities	CC residents of Model Communities	5	3	45,000	675,000		

Area	Sub-area	Theme	Target	Cost Estimation					
				No. of Locations	No. of Session	Unit cost	Total Cost		
						(BDT)	ICGIAP	Other	SAPI
	3R Practice in Japan	Japanese Practice of 3R in solid waste management	Medical officer, Conservancy inspector	5	2	45,000	450,000		
1-2. (5) General issue in Inclusive City	Urban semminer	Sharing experience and "good practice" in each CC	Mayor, CEO/Secretary, Town Planner/Engineer	1	5	45,000		225,000	
	Exchange visit	Sharing experience and "good practice" in each CC	Mayor, CEO/Secretary, Town Planner/Engineer	5	1	45,000		225,000	
Total							6,120,000	64,500,000	5,085,000
ICGP Total								70,620,000	

Annex G-1: Classification of industrial units or projects under the GOB Regulations

Environmental Assessment Guidelines for LGED Projects

SCHEDULE - 1

Classification of industrial units or projects based on its location and impact on environment

[See Rule 7(2)]

(A) GREEN Category

1. Assembling and manufacturing of TV, Radio, etc.
2. Assembling and manufacturing of clocks and watches.
3. Assembling of telephones.
4. Assembling and manufacturing of toys (plastic made items excluded).
5. Book-binding.
6. Rope and mats (made of cotton, jute and artificial fibers).
7. Photography (movie and x-ray excluded).
8. Production of artificial leather goods.
9. Assembling of motorcycles, bicycles and toy cycles.
10. Assembling of scientific and mathematical instruments (excluding manufacturing).
11. Musical instruments.
12. Sports goods (excluding plastic made items).
13. Tea packaging (excluding processing).
14. Re-packing of milk powder (excluding production).
15. Bamboo and cane goods.
16. Artificial flower (excluding plastic made items).
17. Pen and ball-pen.
18. Gold ornaments (excluding production) (shops only).
19. Candle.
20. Medical and surgical instrument (excluding production).
21. Factory for production of cork items (excluding metallic items).
22. Laundry (excluding washing).

Foot Notes:

(a) Units of all kinds of cottage industries other than those listed in this Schedule shall remain outside the purview of Environmental Clearance Certificate (Unit of cottage industry means all industrial units producing goods or services in which by full-time or part-time labor of family members are engaged and the capital investment of which does not exceed Taka 5 (five) hundred thousand).

(b) No industrial unit listed in this Schedule shall be located in any residential area.

(c) Industrial units shall preferably be located in areas declared as industrial zones or in areas where there is concentration of industries or in vacant areas.

(d) Industrial units likely to produce sound, smoke, odor beyond permissible limit shall not be acceptable in commercial areas.

(B) ORANGE-A Category

1. Dairy Farm, 10 (ten) cattle heads or below in urban areas and 25 cattle heads or below in rural areas.
2. Poultry (up to 250 in urban areas and up to 1000 in rural areas).
3. Grinding/husking of wheat, rice, turmeric, pepper, pulses (up to 20 Horse Power).
4. Weaving and handloom.
5. Production of shoes and leather goods (capital up to 5 hundred thousand Taka).
6. Saw mill/ wood sawing.
7. Furniture of wood/ iron, aluminum, etc.,(capital up to 5 hundred thousand Taka).
8. Printing Press.
9. Plastic & rubber goods (excluding PVC).
10. Restaurant.
11. Cartoon/box manufacturing/printing packaging.
12. Cinema Hall.
13. Dry-cleaning.
14. Production of artificial leather goods (capital up to 5 hundred thousand Taka).
15. Sports goods.
16. Production of salt (capital up to 10 hundred thousand Taka).
17. Agricultural machinery and equipment.

18. Industrial machinery and equipment.
19. Production of gold ornaments.
20. Pin, U Pin.
21. Frames of spectacles.
22. Comb.
23. Production of utensils and souvenirs of brass and bronze.
24. Factory for production of biscuit and bread (capital up to 5 hundred thousand Taka)
25. Factory for production of chocolate and lozenge. (capital up to 5 hundred thousand Taka).
26. Manufacturing of wooden water vessels.

(C) ORANGE-B Category

1. PVC items.
2. Artificial fiber (raw material).
3. Glass factory.
4. Life saving drug (applicable to formulation only).
5. Edible oil.
6. Tar.
7. Jute mill.
8. Hotel, multi-storied commercial & apartment building.
9. Casting.
10. Aluminum products.
11. Glue (excluding animal glue).
12. Bricks/tiles.
13. Lime.
14. Plastic products.

15. Processing and bottling of drinking water and carbonated drinks.
16. Galvanizing.
17. Perfumes, cosmetics.
18. Flour (large).
19. Carbon rod.
20. Stone grinding, cutting, polishing.
21. Processing fish, meat, food.
22. Printing and writing ink.
23. Animal feed.
24. Ice-cream.
25. Clinic and pathological lab.
26. Utensils made of clay and china clay/sanitary wares (ceramics).
27. Processing of prawns & shrimps.
28. Water purification plant.
29. Metal utensils/spoons etc.
30. Sodium silicate.
31. Matches.
32. Starch and glucose.
33. Animal feed.
34. Automatic rice mill.
35. Assembling of motor vehicles.
36. Manufacturing of wooden vessel.
37. Photography (activities related to production of films for movie and x-ray).
38. Tea processing.
39. Production of powder milk/condensed milk/dairy.
40. Re-rolling.
41. Wood treatment.

42. Soap.
43. Repairing of refrigerators.
44. Repairing of metal vessel.
45. Engineering works (up to 10 hundred thousand Taka capital.)
46. Spinning mill.
47. Electric cable.
48. Cold storage.
49. Tire re-treading.
50. Motor vehicles repairing works (up to 10 hundred thousand Taka capital).
51. Cattle farm: above 10 (ten) numbers in urban area, and above 25 (twenty five) numbers in rural area.
52. Poultry: Number of birds above 250 (two hundred fifty) in urban area and above 1000 (one thousand) in rural area.
53. Grinding/husking wheat, rice, turmeric, chilly, pulses - machine above 20 Horse Power.
54. Production of shoes and leather goods, above 5(five) hundred thousand Taka capital.
55. Furniture of wood/iron, aluminum, etc., above 5(five) hundred thousand Taka capital.
56. Production of artificial leather goods, above 5(five) hundred thousand Taka capital.
57. Salt production, above 10(ten) hundred thousand Taka capital.
58. Biscuit and bread factory, above 5 (five) hundred thousand Taka capital.
59. Factory for production of chocolate and lozenge, above 5(five) hundred thousand Taka capital.
60. Garments and sweater production.
61. Fabric washing.
62. Power loom.
63. Construction, re-construction and extension of road (feeder road, local road).

64. Construction, re-construction and extension of bridge (length below 100 meters).
65. Public toilet.
66. Ship-breaking.
67. G.I. Wire.
68. Assembling batteries.
69. Dairy and food.

Foot Notes:

- (a) No industrial unit included in this list shall be located in any residential area.
- (b) Industrial units shall preferably be located in area0 declared as industrial zones or in areas where there is concentration of industries or in vacant areas.
- (c) Industrial units likely to produce sound, smoke, odor beyond permissible limit shall not be acceptable in commercial areas.

(D) RED Category

1. Tannery.
2. Formaldehyde.
3. Urea fertilizer.
4. T.S.P. Fertilizer.
5. Chemical dyes, polish, varnish, enamel.
6. Power plant.
7. All mining projects (coal, limestone, hard rock, natural gas, mineral oil, etc.)
8. Cement.
9. Fuel oil refinery.
10. Artificial rubber.
11. Paper and pulp.

12. Sugar.
13. Distillery.
14. Fabric dyeing and chemical processing.
15. Caustic soda, potash.
16. Other alkalis.
17. Production of iron and steel.
18. Raw materials of medicines and basic drugs.
19. Electroplating.
20. Photo films, photo papers and photo chemicals.
21. Various products made from petroleum and coal.
22. Explosives.
23. Acids and their salts (organic or inorganic).
24. Nitrogen compounds (Cyanide, Cyanamid etc.).
25. Production of plastic raw materials (PVC, PP/ Iron, Polyesterin etc.)
26. Asbestos.
27. Fiberglass.
28. Pesticides, fungicides and herbicides.
29. Phosphorus and its compounds/derivatives.
30. Chlorine, fluorine, bromine, iodine and their compounds/ derivatives.
31. Industry (excluding nitrogen, oxygen and carbon dioxide).
32. Waste incinerator.
33. Other chemicals.
34. Ordnance.
35. Nuclear power.
36. Wine.
37. Non-metallic chemicals not listed elsewhere.
38. Non-metals not listed elsewhere.

39. Industrial estate.
40. Basic industrial chemicals.
41. Non-iron basic metals.
42. Detergent.
43. Land-filling by industrial, household and commercial wastes.
44. Sewage treatment plant.
45. Life saving drugs.
46. Animal glue.
47. Rodenticide.
48. Refractories.
49. Industrial gas (Oxygen, Nitrogen & Carbon-dioxide).
50. Battery.
51. Hospital.
52. Ship manufacturing.
53. Tobacco (processing/cigarette/Biri-making).
54. Metallic boat manufacturing.
55. Wooden boat manufacturing.
56. Refrigerator/air-conditioner/air-cooler manufacturing.
57. Tyre and tube.
58. Board mills.
59. Carpets.
60. Engineering works: capital above 10 (ten) hundred thousand Taka.
61. Repairing of motor vehicles: capital above 10 (ten) hundred thousand Taka.
62. Water treatment plant.
63. Sewerage pipe line laying/relaying/extension.
64. Water, power and gas distribution line laying/relaying/extension.
65. Exploration/ extraction/ distribution of mineral resources.

66. Construction/ reconstruction/ expansion of flood control embankment, polder, dike, etc.
67. Construction/ reconstruction/ expansion of road (regional, national & international).
68. Construction/ reconstruction/ expansion of bridge (length 100 meter and above).
69. Murate of Potash (manufacturing).

Foot Notes:

(a) No industrial unit included in this list shall be allowed to be located in any residential area.

(b) Industrial units shall preferably be located in areas declared as industrial zones or in areas where there is concentration of industries or in vacant areas.

(c) Industrial units likely to produce sound, smoke, odor beyond permissible limit shall not be acceptable in commercial areas.

(d) After obtaining location clearance on the basis of Initial Environment Examination (IEE) Report, the Environmental Impact Assessment (EIA) Report in accordance with the approved terms of reference along with design of ETP and its time schedule shall be submitted within approved time limit.

Annex G-2: Screening Format (Draft)

Name of Proposed Project:

Developing Inclusive City Government for City Corporation

Project Executing Organization, Project Proponent or Investment Company:

Local Government Engineering Division (LGED)

Name, Address, Organization, and Contact Point of a Responsible Officer:

Name:

Address: RDEC Bhaban (level-10), LGED, Agargaon,
Sher-e-Bangla Nagar, Dhaka-1207, Bangladesh

Organization: LGED

Tel:

Fax: Not available

E-Mail:

Date:

Signature:

Check Items

Please write “to be advised (TBA)” when the details of a project are yet to be determined.

Question 1: Address of project site

- 5 City Corporations, namely, Narayanganj City Corporation (NCC), Comilla City Corporation (CCC), Rangpur City Corporation (RpCC), and Gazipur City Corporation (GCC) and Chittagon (ChCC).

Question 2: Scale and contents of the project (approximate area, facilities area, production, electricity generated, etc.)

2-1. Project profile (scale and contents)

History of City Corporation is very young. And they have not established planning system for public services as inclusive city governments. Infrastructure Development Plan of CC (IDPCC) is a one system for CCs to manage or coordinate entire infrastructure development in the territory of the City Corporation.

In its conventional work style, a City corporation (Including previous Pourashava) has several project lists of infrastructure by funding resources such as JICA, ADB, WG, DPP (LGRD) and CC itself. And other agencies of National Government have their own project plan. These lists have never combined as “inclusive list”. This means no agency take care or coordinates inclusive public services in the Territory of City Corporation. IDPCC include an inclusive list. This is a first stage for City Corporation to develop inclusive city governance.

The IDPCC shall be a rolling plan, since the requirement and priority of infrastructure are always changing, completed projects should be removed from the plan.

Therefore, the development plan shall be renewed every three years and minor changes shall be made every year. The initial IDPCC includes projects in the various sector such as Transportation, Drainage, Solid Waste Management (SWM), Water Supply System (WSS), Sanitation, Municipal Facilities and others.

2-2. How was the necessity of the project confirmed?

Is the project consistent with the higher program/policy?

YES: Please describe the higher program/policy.

- 1) Outline Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 a Reality:
The development priorities of the Making Vision 2021 plan are: i) Ensuring effective governance; ii) Promoting an innovative people for digital Bangladesh; iii) Creating a caring society; iv) Addressing globalization and regional cooperation challenges; v) Ensuring broad-based growth and food security; vi) Providing energy security for development and welfare; vii) Building a sound infrastructure; viii) Mitigating the impacts of climate change. Though each item has some correspondence with ICGP, item ii) and vii) especially correspond to the ICGP goals.
- 2) Sixth Five Year Plan FY2011-FY2015, published in 2011 by the Planning Commission under the Ministry of Planning, GOB:
The Sixth Five Year Plan prepared for FY 2011-2015 edition includes the chapter of “urban transition management” and it takes the country’s rapid urbanization full of poor city management, low efficiency and massive corruption seriously. The strategies for “urban transition management” include: improving city governance, Balanced development of urban centers, urban resource mobilization, sound real

estate market, facilitating NGO improvement in housing, taking steps for better urban land management, better environmental management, sustainable urban transportation, provision of infrastructure /services, reducing urban poverty. The plan is also to integrate climate change issues within the planning framework. The chapter strategies exactly match the IGCP goals.

- 3) National Urban Sector Policy draft 2011, published in 2011 by Committee on Urban Local Governments (CULG) , GOB:

The document includes the objectives of:

- ensure regionally balanced urbanization through decentralized development and hierarchically structured urban system;
- ensure optimum utilization of land resources and meet increased demand for housing and urban services through public-private and other partnerships;
- protect, preserve and enhance the urban environment, particularly water bodies;
- devolve authority at the local urban level and strengthen local governments through appropriate powers, resources and capabilities so that these can take effective responsibility for a wide range of functions;
- develop and implement urban management strategies and governance arrangements for enhancing complementary roles of urban and rural areas in sustainable development; and ensure good governance by enhancing transparency and establishing accountability.

These all match the ICGP goals enormously well.

NO

2-3. Did the proponent consider alternatives before this request?

YES: Please describe outline of the alternatives

()

NO

2-4. Did the proponent implement meetings with the related stakeholders before this request?

Implemented

Not implemented

If implemented, please mark the following stakeholders.

Administrative body

Local residents

NGO

Others ()

Question 3:

Is the project a new one or an ongoing one? In the case of an ongoing project, have you received strong complaints or other comments from local residents?

New

Ongoing (with complaints)

Ongoing (without complaints)

Other

()

Question 4:

Is an Environmental Impact Assessment (EIA), including an Initial Environmental Examination (IEE), required for the project according to a law or guidelines of a host country? If yes, is EIA implemented or planned? If necessary, please fill in the reason why EIA is required.

Necessary (Implemented Ongoing/planning)

(Reason why EIA is required:)

Not necessary

Other (please explain)

The Project includes various types of subprojects, and EIA is mandatory for some of them. Subprojects such as the construction of bridge over 100m are required to conduct EIA according to the Environmental Environment Conservation Act 1995 of Bangladesh. A draft EIA report for sampled subprojects is being prepared by the ICGP team.

Question 5:

In the case that steps were taken for an EIA, was the EIA approved by the relevant laws of the host country? If yes, please note the date of approval and the competent authority.

<input type="checkbox"/> Approved without a supplementary condition	<input type="checkbox"/> Approved with a supplementary condition	<input type="checkbox"/> Under appraisal
---	--	--

(Date of approval: Competent authority:)

Under implementation

Appraisal process not yet started

Other ()

Question 6:

If the project requires a certificate regarding the environment and society other than an EIA, please indicate the title of said certificate. Was it approved?

Already certified

Title of the certificate: ()

Requires a certificate but not yet approved

Not required

Other

All subprojects, including those for which EIA and IEE are not mandatory, need to obtain Environmental Clearance Certificate based on the Environment Conservation Act 1995 of Bangladesh prior to the commencement of infrastructure work.

Question 7:

Are any of the following areas present either inside or surrounding the project site?

Yes No

Although none of the following areas are included in the subproject sites, detailed information on subproject sites is not available at the moment. The followings will be ascertained during subproject appraisal.

If yes, please mark the corresponding items.

National parks, protection areas designated by the government (coastline, wetlands, reserved area for ethnic or indigenous people, cultural heritage)

Primeval forests, tropical natural forests

Ecologically important habitats (coral reefs, mangrove wetlands, tidal flats, etc.)

Habitats of endangered species for which protection is required under local laws and/or international treaties

Areas that run the risk of a large scale increase in soil salinity or soil erosion

Remarkable desertification areas

Areas with special values from an archaeological, historical, and/or cultural points of view

Habitats of minorities, indigenous people, or nomadic people with a traditional lifestyle, or areas with special social value

Question 8:

Does the project include any of the following items?

- Yes No

If yes, please mark the appropriate items.

- Involuntary resettlement (scale: households persons)
- Groundwater pumping (scale: m3/year) only for the water supply subprojects were determined
- Land reclamation, land development, and/or land-clearing (scale: hectors)
- Logging (scale: hectors)

Groundwater pumping is likely to be anticipated for the water supply subprojects

Question 9:

Please mark related adverse environmental and social impacts, and describe their outlines.

- | | |
|--|---|
| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Air pollution <input checked="" type="checkbox"/> Water pollution <input checked="" type="checkbox"/> Soil pollution <input checked="" type="checkbox"/> Waste <input checked="" type="checkbox"/> Noise and vibrations <input type="checkbox"/> Ground subsidence <input type="checkbox"/> Offensive odors <input type="checkbox"/> Geographical features <input checked="" type="checkbox"/> Bottom sediment <input type="checkbox"/> Biota and ecosystems <input checked="" type="checkbox"/> Water usage <input checked="" type="checkbox"/> Accidents <input type="checkbox"/> Global warming | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Involuntary resettlement <input checked="" type="checkbox"/> Local economies, such as employment, livelihood, etc. <input checked="" type="checkbox"/> Land use and utilization of local resources <input type="checkbox"/> Social institutions such as social infrastructure and local decision-making institutions <input type="checkbox"/> Existing social infrastructures and services <input checked="" type="checkbox"/> Poor, indigenous, or ethnic people <input type="checkbox"/> Misdistribution of benefits and damages <input type="checkbox"/> Local conflicts of interest <input type="checkbox"/> Gender <input type="checkbox"/> Children’s rights <input type="checkbox"/> Cultural heritage <input checked="" type="checkbox"/> Infectious diseases such as HIV/AIDS <input type="checkbox"/> Other () |
|--|---|

Outline of related impact:

Air pollution, water pollution, waste, noise and vibration, soil pollution, accidents, impacts on bottom sediment, local economies, utilization of local resources, poor, indigenous or ethnic people, may occur during upgrading/improvement of rural/urban roads and, rehabilitation of piped water supply systems, drainage systems and waste management facilities and bus/truck terminals.

According to the CCs' information, all proposed project site do not require land acquisition and involuntary resettlement. However, it can only be determined at the detailed design phase.

Question 10:

In the case of a loan project such as a two-step loan or a sector loan, can sub-projects be specified at the present time?

Yes No

Subprojects of ICGP is yet to be identified. It will be determined participatory approach during implementation stage of the Project. Detailed design and feasibility study also shall be conducted during implementation stage of the program.

Question 11:

Regarding information disclosure and meetings with stakeholders, if JICA's environmental and social considerations are required, does the proponent agree to information disclosure and meetings with stakeholders through these guidelines?

Yes No

Annex G-3: Initial Environmental Examination (IEE) Report

DRAFT INITIAL ENVIRONMENTAL EXAMINATION (IEE) REPORT

SAGORIKA ALANKAR CROSSING OVERPASS

CHITTAGONG CITY CORPORATION

December 2013

Prepared by:

Development Design Consultants Ltd.

47, Mohakhali C/A, Dhaka-1212

Bangladesh

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Chapter 1 BACKGROUND OF THE STUDY

1.1 Introduction

The port city of Chittagong is threshold of export & import and is the second largest city in Bangladesh. It is growing fast as the commercial hub of Bangladesh. The second International airport of Bangladesh is situated in this city.

Historically, the port city has a hinterland ranging up to the whole of Eastern Indian Subcontinent. Chittagong city is surrounded by important primary and secondary road network.

The total population of the city is around 4.0 million and every year around 0.10 million is added to the total population of the city. Due to the population growth, the demand for services has grown up in all sectors including transport. Traffic congestion is aggravating day by day because of rapid urbanization and increase in commercial activities.

As assistance to the Government of Bangladesh, JICA sent PADECO team to Chittagong for Infrastructure development study under the purview of Chittagong City Corporation (ChCC). As a part of the study, PADECO with discussion with ChCC officials selected six major roads to build overpasses on it. Among them Sagorika- Alankar Crossing Overpass has been earmarked to be given major priority.

The project aims to relieve traffic congestion at Sagorika- Alankar crossing and consequently reduce transport cost for business and commoners, social and economic well-being of the city dwellers and the nation as a whole, also to improve the environment and quality of life in the city.

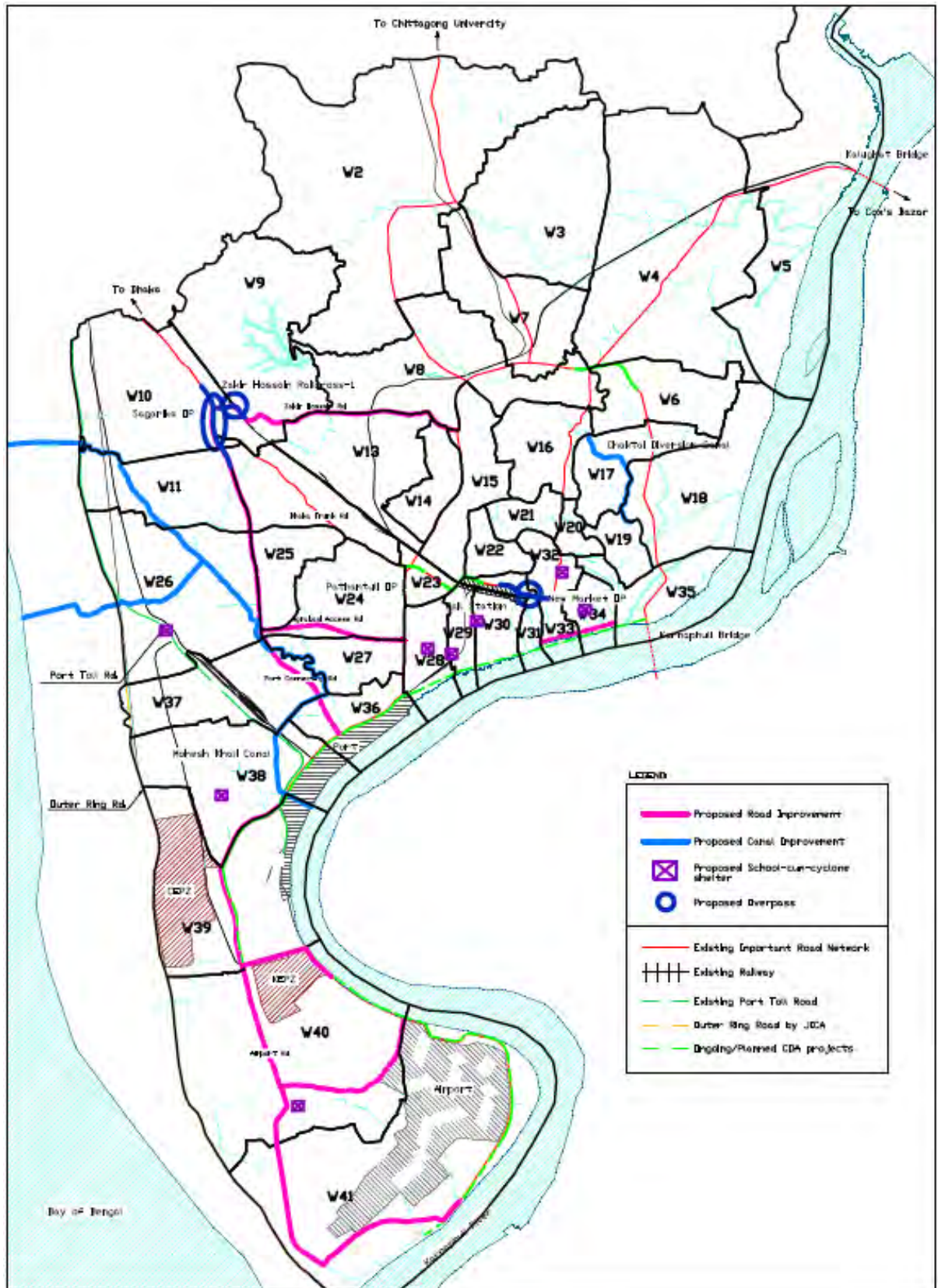
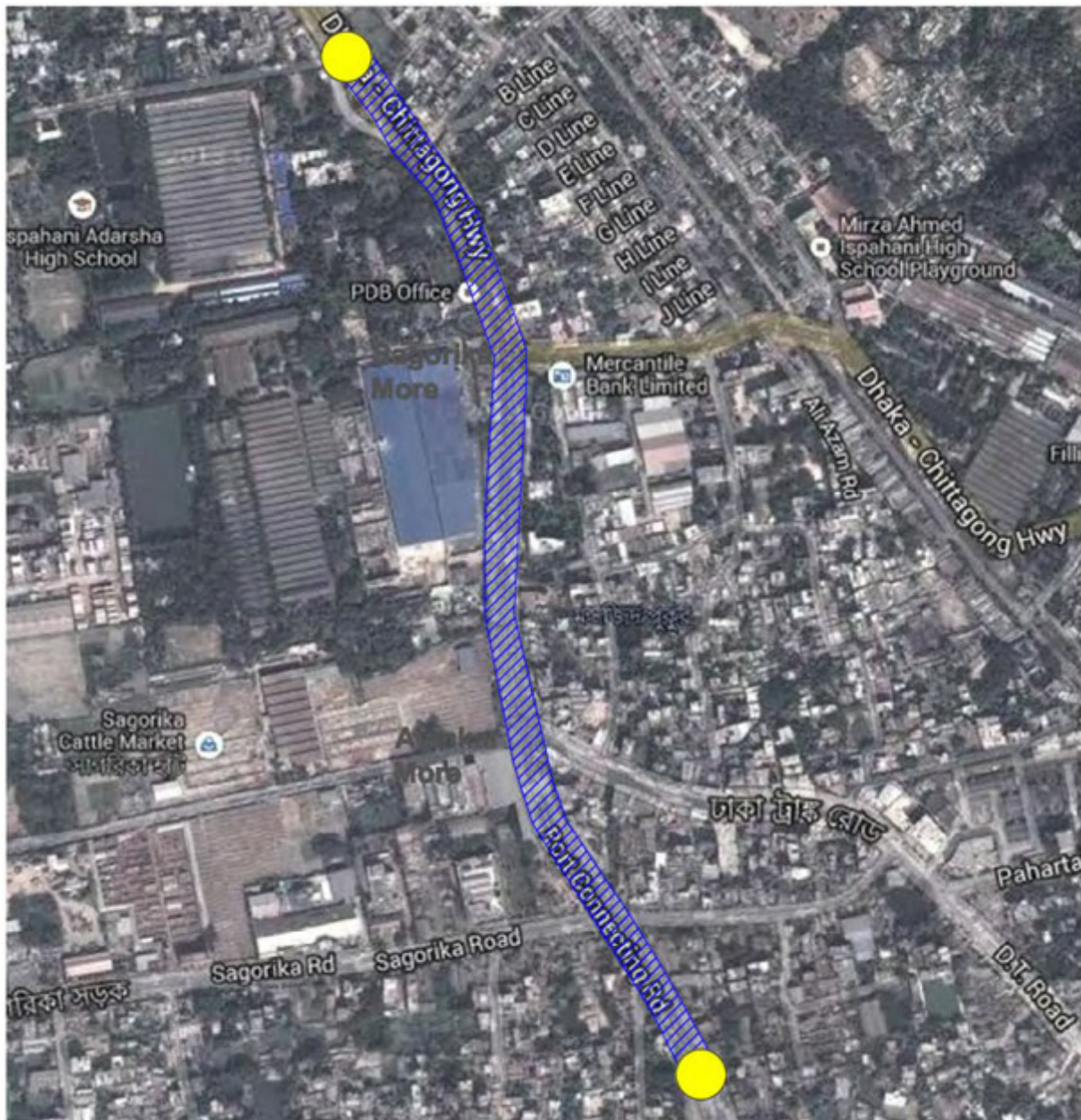


Figure 1 Chittagong City Map

Existing Transport Network Map of Chittagong City showing proposed Overpass Location at Sagorika Road(Extracted from Satellite Image)



1.2 Purpose of This Document

For construction of overpass an environmental impact study is needed to identify the impacts that might occur due to implementation of the project. Prior to detail Environmental Impact Assessment (EIA), an Initial Environmental Examination (IEE) is required to be conducted for the evaluation of the ambient environmental conditions and the expected impacts likely to occur by the project. In this respect, informations of the project to be implemented, the legal framework, the probable mitigation measures of the impacts are also the part of the IEE report.

1.3 Scope of This Study

- To prepare the Initial Environmental Examination (IEE) report which is a prelude to the Environmental Impact Assessment (EIA) report to be followed as per existing DoE requirements of the Government of Bangladesh.

- To identify the potential key environmental impacts associated with the project by critical study of the project activities;

- To collect the baseline information on physio-chemical, ecological and social impacts of the project through use of field survey and secondary data.

Chapter 2 LEGAL REQUIREMENT

2.1 Environmental Laws and Guidelines of Bangladesh

Development projects are governed by some legal and/or institutional requirements. So understanding of relevant policy, strategy and regulatory issues are very important for any project proponent before they actually execute a program or plan. The relevant national legislative, regulatory and policy requirements are reviewed in the following sections. The key pieces of policy and legislation which apply to such project execution programs are described in the following sections.

2.1.1 National Environment Management Action Plan (NEMAP), 1995-2005

The National Environmental Management Action Plan (NEMAP) is a wide-ranging and multi-faceted plan, which builds on and extends the statements, set out in the National Environmental Policy. NEMAP was developed to address issues and management requirements during the period 1995 to 2005, and set out of the framework through which various decisions, plans, legislative measures, rules and regulations toward safeguarding the environment and natural resources including those of biological diversities are to be implemented. NEMAP was developed based on the following broad objectives:

- Identification of key environmental issues affecting Bangladesh
- Identification of actions necessary to halt or reduce the rate of environmental degradation
- Improvement of the natural environment
- Conservation of habitats and bio-diversity
- Promotion of sustainable development
- Improvement of the quality of life of the people

To this end, it has grouped all the relevant necessary actions under four heads: *institutional*, *sectoral*, *location-specific* and *long-term* issues. The *institutional* aspects reflect the need of inter-sectoral cooperation to tackle environmental problems those need new and appropriate institutional mechanisms at national and local levels. The *sectoral* aspects reflect the way the Ministries and agencies are organized and make it easier to identify the agency to carry out the recommended actions. The *location-specific* aspect focuses on particularly acute environmental problems at local levels that need to be addressed on a priority basis. The *long-term* issues include environmental degradation of such degree that it might become more serious and threatening than they seem to be if their cognizance is not immediately taken.

2.1.2 The Environment Conservation Act, 1995 (subsequent amendments in 2000, 2002 and 2010)

The ECA is currently the main legislation relating to environment protection in Bangladesh. This Act is promulgated for environment conservation, environmental standards development and environment pollution control and abatement.

The main objectives of ECA are:

- Conservation and improvement of the environment; and

- Control and mitigation of pollution of the environment.

The main focuses of the Act can be summarized as:

- Declaration of ecologically critical areas and restriction on the operations and processes, which can or cannot be carried out/ initiated in the ecologically critical areas (ECA);
- Regulations in respect of vehicles emitting smoke harmful for the environment;
- Environmental clearance;
- Regulation of industries and other development activities' discharge permits;
- Promulgation of standards for quality of air, water, noise and soil for different areas for different purposes;
- Promulgation of a standard limit for discharging and emitting waste; and
- Formulation and declaration of environmental guidelines

Before any new project can go ahead, as stipulated under the ECA, the project promoter must obtain Environmental Clearance from the Director General (DG), Department of Environment (DOE), Govt. of Bangladesh. An appeal procedure does exist for those promoters who fail to obtain clearance. Failure to comply with any part of this Act may result in punishment to a maximum of 5 years imprisonment or a maximum fine of Tk.100,000 or both. The DOE executes the Act under the leadership of the DG. The Project will be undertaken in line with the aims and objectives of the Act by conserving the environment and controlling and mitigating potential impacts throughout the drilling program.

Environmental Conservation Act (Amendment 2000)

The Bangladesh *Environment Conservation Act* Amendment 2000 focuses on ascertaining responsibility for compensation in cases of damage to ecosystems, increased provision of punitive measures both for fines and imprisonment and the authority to take cognizance of offences.

Environmental Conservation Act (Amendment 2002)

- The 2002 Amendment of the ECA elaborates on the following parts of the Act:
- Restrictions on polluting automobiles;
- Restrictions on the sale, production of environmentally harmful items like polythene bags;
- Assistance from law enforcement agencies for environmental actions;
- Break up of punitive measures; and
- Authority to try environmental cases.

Environmental Conservation Act (Amendment 2010)

This amendment of the act introduces new rules & restriction on:

- No individual or institution (Gov. or Semi Gov, / Non Gov. / Self Governing) can cut any Hill and Hillock. In case of national interest; it can be done after getting clearance from respective department
- Owner of the ship breaking yard will be bound to ensure proper management of their hazardous wastes to prevent environmental pollution and Health Risk
- No earmarked water body can be filled up/changed; in case of national interest, it can be done after getting clearance from the respective department; and
- Emitter of any activities/incident will be bound to control emission of environmental pollutants that exceeds the existing emission standards.

2.1.3 Environment Conservation Rules (ECR), 1997 and Amendments

These are a set of rules, promulgated under the *ECA*, 1995 and its amendments. The Environment Conservation Rules provide categorization of industries and projects and identify types of environmental assessment required against respective categories of industries or projects. The Rules set:

- The National Environmental Quality Standards (NEQS) for ambient air, various types of water, industrial effluent, emission, noise, vehicular exhaust etc.;
- The requirement for and procedures to obtain environmental clearance; and
- The requirement for IEE and EIA according to categories of industrial and other development interventions.

The Environment Conservation Rules, 1997 were issued by the GOB to exercise the power conferred under the Environment Conservation Act (Section 20), 1995. Under these Rules, the following aspects, among others, are covered:

- Declaration of ecologically critical areas;
- Classification of industries and projects into 4 categories;
- Procedures for issuing the Environmental Clearance Certificate (ECC); and
- Determination of environmental standards.

Rule 3 defines the factors to be considered in declaring an 'ecologically critical area' as per Section 5 of the *ECA* (1995). It empowers the Government to declare the area as the Ecologically Critical Areas (ECA), if it is satisfied that the ecosystem of the area has reached or is threatened to reach a critical state or condition due to environmental degradation. The Government is also empowered to specify which operations or processes may be carried out or may not be initiated in the ecologically critical area. Under this mandate, the Ministry of Environment and Forest (MOEF) has declared Sunderban, Cox's Bazar-Tekhnaf Sea Shore, Saint Martin Island, Sonadia Island, Hakaluki Haor, Tanguar Haor, Marzat Baor and Gulshan-Baridhara Lake as ecologically critical areas and prohibited certain activities in those areas. Rule 7 of the 1997 ECR provides a classification of industrial units and projects into four categories, depending on environmental impact and location. These categories are:

- **Green;**
- **Orange A;**
- **Orange B;** and
- **Red.**

The categorization of a project determines the procedure for issuance of an Environmental Clearance Certificate (ECC). All proposed industrial units and projects that are considered to be low polluting are categorized under "Green" and shall be granted Environmental Clearance. For proposed industrial units and projects falling in the "Orange-A", "Orange-B" and "Red" Categories, firstly a site clearance certificate (SCC) and thereafter an environmental clearance certificate (ECC) will be required. A detailed description of those four categories of industry/project is in Schedule-1 of ECR (1997). The Rules were essentially developed for industrial developments, but under Schedule 1 of the Guidelines (Clauses 63 and 64) the following falls into the Orange B Category.

All existing industrial units and projects and proposed industrial units and projects, that are considered to be low polluting are categorized under "Green" and shall be granted Environmental Clearance. For proposed industrial units and projects falling in the Orange- A, Orange- B and Red Categories, firstly a site clearance certificate and thereafter an environmental clearance certificate

will be required to be issued. A detailed description of those four categories of industries has been given in Schedule-1 of ECR'97. Apart from general requirement, for every Red category proposed industrial unit or project, the application must be accompanied with Feasibility Report on Initial Environmental Examination, Environmental Impact Assessment based on approved TOR by DOE, Environmental Management Plan EMP etc.

The ECR'97 also contains the procedures for obtaining Environmental Clearance Certificates from the Department of Environment for different types of proposed units or projects. Any person or organization wishing to establish an industrial unit or project must obtain ECC from the Director General. The application for such certificate must be in the prescribed form (provided later in this chapter) together with the prescribed fees laid down in Schedule 13, through the deposit of a Treasury Chalan in favor of the Director General. Rule 8 prescribes the duration of validity of such certificate (3 years for Green category and 1 year for other categories) and compulsory requirement renewal of certificate at least 30 days before expiry of its validity.

2.1.4 Environmental Clearance Certificate (ECC)

The ECC is issued by the Department of Environment (DOE), the technical arm of the Ministry of Environment and Forests (MOEF). The procedures of obtaining ECC are shown in Fig-2.

2.1.5 JICA Guidelines

JICA requires that projects funded by it be environmentally and socially sustainable. To ensure it JICA has formulated specific social and environmental guidelines entitled "JICA GUIDELINES FOR ENVIRONMENTAL AND SOCIAL CONSIDERATIONS 2010" (available at JICA website) for application in their funded projects. As per JICA's environmental and social compliance requirements, the implementing (or recipient) country of the project will confirm that JICA's environmental requirements are fully satisfied in line with its environmental and social guidelines.

For review purpose JICA classifies all of its to-be-funded projects into four categories in the order of environmental impacts in terms of their complicity, extent and intensity: Category-A, B, C and FI. Category-A are the projects, which may cause significant adverse environmental and social impacts and Category-B are the projects, of which potential adverse impacts on the environment and society are less adverse than those of Category A project. Category-C is the project likely to have minimal or little adverse impact on the environment and society. Projects having several sub-projects with potential environmental impacts are classified under Category-FI when the sub-projects are specified by the lender after the funding approval of JICA; these sub-projects cannot be specified prior to the approval.

Under the environmental categorization criteria of JICA, the present project falls within the Environmental Category B because of the following reasons:

- The project has less adverse environmental impacts than a Category-A project;
- The adverse impacts are site-specific, simple and can be mitigated easily with available ready-made mitigation measures.

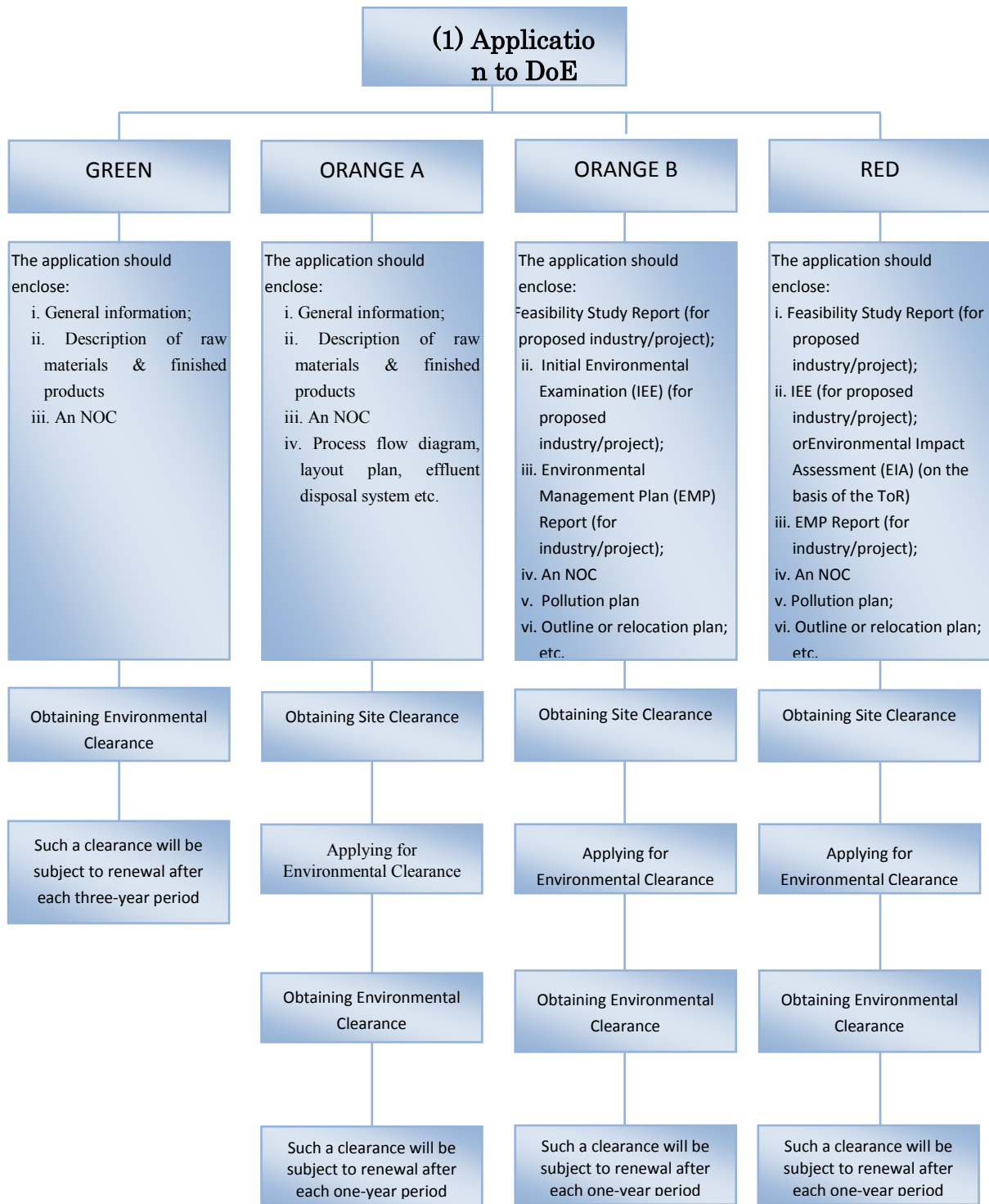


Figure 2 Procedure for obtaining Environment Clearance Certificate

Chapter 3 APPROACH AND METHODOLOGY

IEE is an initial examination for estimating potential environmental impacts of a proposed project, performed within a very short time based on preliminary information at hand or information which can be readily acquired through an environmental reconnaissance. Environment Conservation Rules, 1997 made IEE mandatory to obtain Environmental Clearance Certificate (ECC) for Orange B and Red category projects. The IEE is conducted if the project is likely to have minor or limited impacts, which can easily be predicted and evaluated and for which mitigation measures are prescribed easily.

IEE should be carried out as part of pre-feasibility/ feasibility study, thus it can assure that the project will be environmentally feasible. If an IEE concludes that a detailed EIA is not needed, then the IEE will serve as the EIA of the project. In such cases, the IEE can prescribe any necessary environmental management plan (EMP) and monetary programs to make the project environmentally sound.

In the event that a full-scale EIA is required, IEE can definitely identify issues that merit full analysis and delineate those that deserve only cursory discussion. The IEE is, therefore, a means of preparing the most efficient and feasible environmental management plan with or without requirement of a full scale EIA.

An IEE specifically identifies the significant environmental impacts that will be generated by the project, assesses the impact of the project on them and then makes recommendations for possible mitigation measures. The proposed overpass project will have impacts on:

- *Natural environment (physical and ecological); and*
- *Social environment and economic development).*

Critical study of the important environmental components has been done by a quick assessment during the field survey, review of relevant available reports, and secondary information from Bangladesh Bureau of Statistics and the Consultant's experience of similar studies. Overall assessment has been carried out on the basis of Environmental Conservation Act, 1995 and Environmental Conservation Rules, 1997 and other relevant regulations of DOE, Bangladesh.

3.1 Collection of Primary Data

Information regarding existing natural and social environment of the study area needed to be collected by conducting appropriate surveys and from secondary sources.

The primary data was collected by conducting field and reconnaissance surveys through structured checklists about physical features, ecological aspects, and socioeconomic status of the people in the study area. Observations and interviews with different levels of officials were also recorded.

Information of the existing roads (crest width, carriageway, footpath, etc.) in the study area was collected and an inventory of the entire stretch of affected infrastructure within the Right of Way (ROW) of the project site was prepared. A detailed topographic survey was conducted for this purpose.

- Two major objectives were fulfilled by this survey: The land use pattern on both sides of the roadways was ascertained; and the indicators for baseline survey for physio-chemical and ecological environment, socioeconomic status for construction of flyover were selected.

A checklist was prepared for the collection of information on general land use and settlement pattern, trees and vegetation, utilities including all structures (both commercial and non-commercial), mosques/ temples, educational institutions, etc. within the project impacted zone on both sides of

the roads of the study area. The impacted zones were considered up to 50 meter distance from the centre of the road on both sides which extended inside the built up area.

A follow-up study for EIA to be conducted at a later stage is listed hereunder:

Existing noise level and air quality at the project location will be measured during the preparation of EIA to have baseline noise and air quality data that can be considered in design and evaluated during and after construction as well as in operational period.

Opinion survey of the road users, local people and other stakeholders will be carried out. Different categories of respondents has been considered for interviewing such as, car, taxi and truck drivers, rickshaw pullers, CNG baby taxi drivers, van puller, street beggars, street vendors, passengers, local residents, businessmen, shopkeepers and slum people, etc.

The environmental survey will be supplemented by a socioeconomic survey conducted for the project. Approximately 5 – 10% of total households in the project area will be surveyed during the socioeconomic survey. These households will be taken from the entire influence area using two-stage stratified sampling methods. Socioeconomic survey sample areas will be identified in two major groups:

- Commercial areas; and
- Residential areas.

All the project affected persons (PAPs) including household, shops, business centres, street vendors, etc. will be taken into consideration.

Socioeconomic survey will gather information from those who are the representative of all types of settlements, with different types of land use patterns.

The socioeconomic survey also will include those locations in the area, where shops and other residences tend to be semi-pucca rather than pucca as well as multi-storied buildings.

The survey team will try their best to achieve maximum representation of all types of land uses encountered on existing roadways and give a balanced sample of all kinds of land use found in the project area within their 5 – 10% sampling.

3.2 Collection of Secondary Data

Secondary data were collected from the relevant IEE, EIA reports, meteorological department, Bureau of Statistics, relevant websites, Statistical Yearbook of Bangladesh, etc. Consultant's team members also held discussions with the concerned officials of the relevant govt. departments and ChCC with a view to getting better and clearer picture of the socioeconomic aspects.

3.3 Processing and Analysis of Data

Appropriate computer software was used to analyze the data collected from field level. Initial screening of the environmental impact analysis on the basis of field and secondary data has been completed. Detailed environmental and socioeconomic data analyses will be subsequently performed to prepare the EIA report.

Chapter 4 PROJECT DESCRIPTION AND EXISTING CONDITION

4.1 Project Location

The Environmental Impact Assessment for Sagorika-Alankar Crossing is needed for making overpass on this road. Sagorika-Alankar Crossing is situated on Dhaka-Chittagong Highway. Also it is connecting the Port Connecting Road. It has connection to Dhaka Trunk Road and Zakir Hossain Road from right handed side.

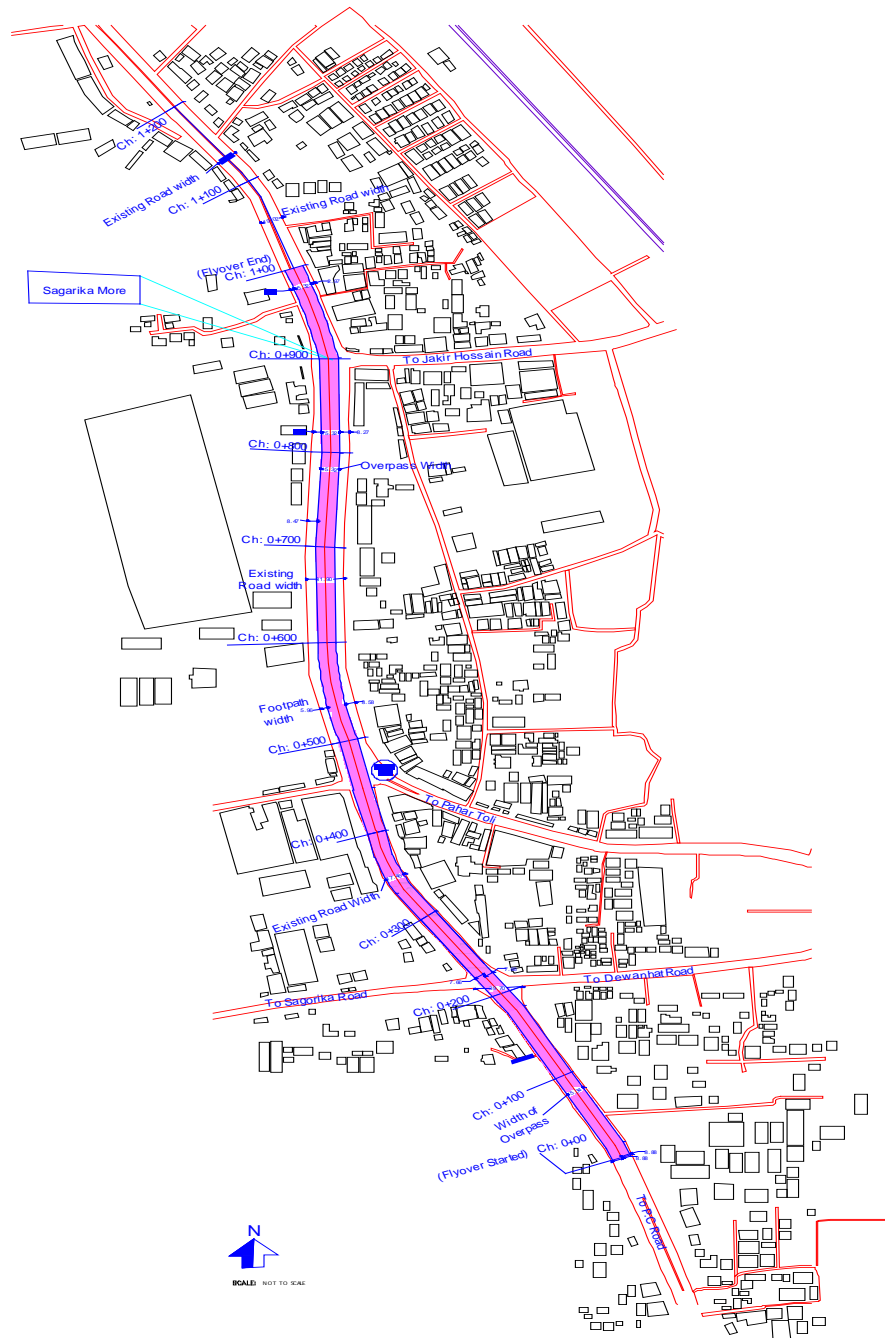


Figure 3 Project Location map

4.2 Description of Sagorika- Alankar More Overpass

The location of the proposed Sagorika-Alankar More overpass is selected along Dhaka road through Alankar more via Signboard to Port-Connecting road. Proposed length of this overpass is about 1km and it is expected to be a 4-lane overpass to be built by Chittagong City Corporation. There will be two 200m+ ramps on the both sides of the overpass and the length of the main overpass portion will be 600m. Width of this overpass will be 15.32 m. Existing average road width of the location is about 15-32 m. There exists 2-2.3 m drain and drain cum footpath also along the both sides of the road. From Dignboard to Alankar more 4-5.5 m hard shoulder is found beside the both sides of the main road. There are several multi-storied hotels, markets, CNG and fuel stations, textile mills, banks, bus counters and so many tin shade markets found beside the road in the overpass location.

4.3 Existing Road Infrastructures

To connect the National Port with the Capital, Dhaka and other parts of the country, the main communication routes on land – both the railway and the highway pass through the heart of the city creating continuous road blocking and traffic jam in all directions. The present road facilities of Chittagong City may be described in relation to the end points of the roads, average width and lanes, sidewalk and drainage facility with the roads (Table 1). Road Pavement of most of the roads is fair to poor. Average vehicular speed is less than 10 km/hr in busy hours and around it.

Table 1 Road Connectivity and Facilities

SI No	Road Name and length within City	Abbreviated Symbols	Road Connected Towards		Road Width & Lanes		Sidewalk & Drainage	
			North/East	South/West	Width (m)	Lane (Nos.)	Sidewalk (Y/N)	Drainage (Y/N)
1	Dhaka Chittagong Highway	DCH	Chittagong	Dhaka	-----	4	No	No
2	Dhaka Trunk Road	DTR	DCH	STR/ASR	18.5	2 (6)	No	No
3	CDA Avenue	CDA	CAR	DTR	38.3	6	Yes	Yes
4	Cox'x Bazar Road	CBR	AGR	SAB	20.3	2	No	No
5	Hathazari Rangamati Road	HRR	Hathazari	CDA	12.4	2	No	No
6	Chittagong Kaptai Road	CKR	Kaptai	CAR	9.7	2	No	No
7	Arakan Road	CAR	KGB	CDA	23.1	2 (4)	No	No
8	Bayezid Bostami Road	BBR	HRR	CDA	23.6	2	No	Yes
9	Zakir Hossain Road	ZHR	DCH	CDA	17.4	4	No	Yes
10	Railway Road	RLR	ZHR	CDA	13.2	2	No	No
11	P.G. Road	PGR	CDA	DTR	27.9	4	Yes	Yes
12	Tiger Pass Road	TPR	CDA	CDA	20.4	4	Yes	Yes
13	Jublee Road	JUR	NAR	COR	29.7	6	Yes	Yes
14	Port Connecting Road	PCR	DCH	DMR	36.6	2	No	Yes
15	Agrabad Access Road	AAR	SMR	PCR	34.0	2 (4)	No	Yes
16	Patenga Road	PTR	NHR	Embk.	23.3	2 (4)	No	No
17	M.A. Aziz Road	MAR	DMR	NHR	32.7	4	No	No
18	Double Mooring Road	DMR	PCR	SMR	26.3	4	Yes	Yes
19	Sk. Mujib Road	SMR	DTR	DMR	30.1	4	Yes	Yes
20	Air Port Road	APR	NHR	PTR	11.3	2	No	No
21	Sea-port Road	SPR	MAR	NHR	18.2	2	No	No
22	Strand Road	STR	DMR	JUR	11.3	2	No	Yes

Sl No	Road Name and length within City	Abbreviated Symbols	Road Connected Towards		Road Width & Lanes		Sidewalk & Drainage	
			North/East	South/West	Width (m)	Lane (Nos.)	Sidewalk (Y/N)	Drainage (Y/N)
23	Batali Hill Road	BHR	----	----	10.1	2	Yes	Yes
24	Nur Ahmed Road	NAR	CSR	JUR	22.0	4	Yes	Yes
25	Court Road	COR	ASR	JUR	17.5	4	Yes	Yes
26	Momin DC Hill Road	MDR	----	----	13.3	2	Yes	Yes
27	A Sattar Road	ASR	CSR	COR	9.3	2	No	Yes
28	Nowab Sirajuddowla Road	NSR	KGR	COR	10.1	2	No	Yes
29	Halishahar College Road	HCR	----	----	9.0	2	No	Yes
30	Chatteswari Road	CSR	NAR	KGR	14.0	2	No	Yes
31	O. R. Nizam Road	ONR	----	----	17.1	2	No	Yes
32	Kathal Ganj Road	KGR	----	----	11.4	2	No	Yes
33	K. B. Aman Ali Road	KAR	KGR	AGR	6.9	2	No	Yes
34	Kapash Gola Road	KGR	CDA	CSR	12.1	2	No	Yes
35	Abdul Gafur Road	AGR	CDA	CBR	33.2	2	No	No
36	Shah Amanat Bridge	SAB	CBR	Shikalbaha	7.1	2	Yes	----
37	Kalurghat Bridge	KGB	CAR	Bandarban	3.3	1	No	----
38	Port Access Road	PAR	DCH	Ctg. Port	12.1	2	No	No

4.4 Traffic Count at Sagorika-Alankar More

Traffic Count Survey for 16 hours (6.00 a.m. to 10 p.m.) was done for Sagorika-Alankar More. A review of the survey is given below.

Table 2 Traffic Count at Sagorika-Alankar More

From Baropul to Alankar more:				
Truck	Bus	Car	CNG / Auto Rickshaw	Bicycle / Rickshaw / Van / Push Cart / Animal Cart
6031	3697	4963	10541	10368
From Alankar to Cornelhat road:				
9146	6722	13246	30507	20015

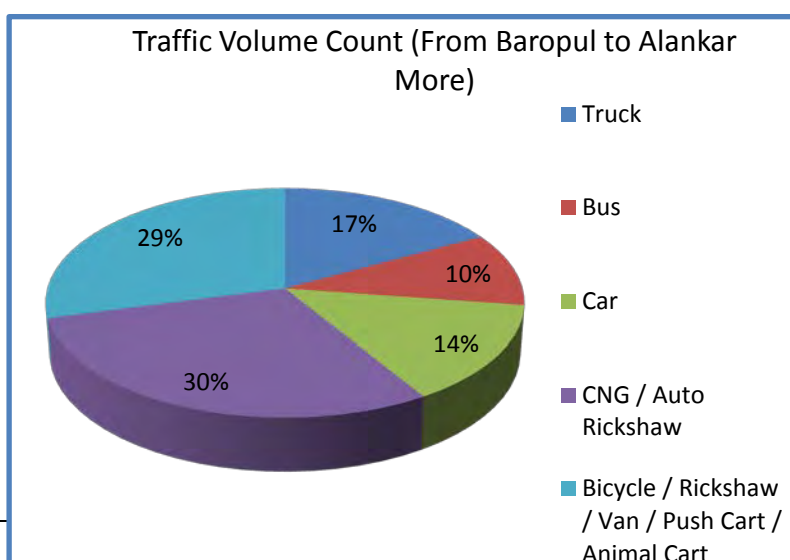


Figure 4 Traffic Volume Count (From Baropul to Alankar More)

Around 6031 Trucks, 3697 buses, 4963Cars, 10541 Auto Rickshaws and 10368 non-motorized vehicles run through Baropul to Alankar more daily from 6.00 am to 10.00 pm. From the pie chart above it is revealed that about 17% trucks, 10% buses, 14% cars, 30% auto rickshaws and 29% other non motorized vehicles pass the road daily. Being a public transport, CNG auto rickshaw covers the maximum percentage (about 30%) among others.

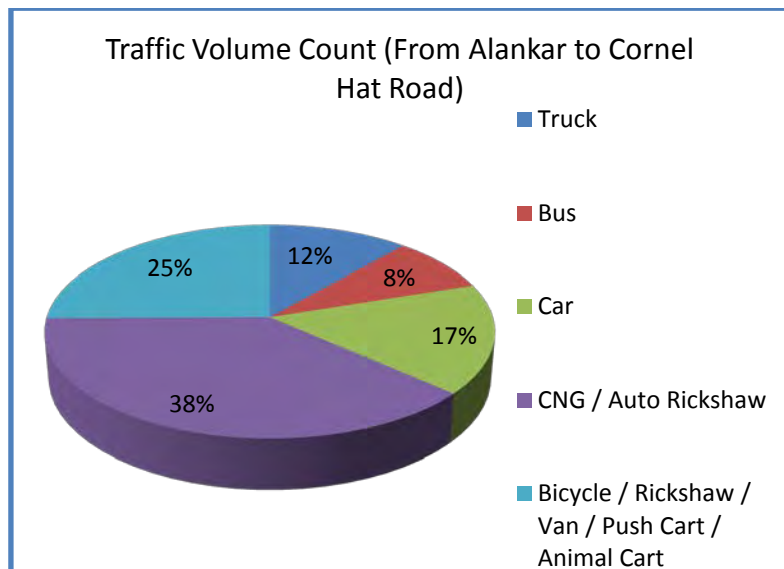


Figure 5 Traffic Volume Count (From Alankar to Cornel Hat Road)

Around 9146 Trucks, 6722 buses, 13246 Cars, 30507 Auto Rickshaws and 20015 non-motorized vehicles move through Baropul to Alankar more daily from 6.00 am to 10.00 pm. From the pie chart above it is found that about 12% trucks, 8% buses, 17% cars, 38% auto rickshaws and 25% other non motorized vehicles pass the road daily. Here also CNG auto rickshaw occupies the maximum percentage (about 38%) of the road among all other types of vehicles.

Chapter 5 DESCRIPTION OF THE ENVIRONMENT

5.1 Natural Environment

a) Temperature

The Chittagong city is situated to the southeastern Bangladesh on the northeast bank of Bay of Bengal. The thermal regime of the area is characterized by mild winter with lowest mean minimum temperature of 14 °C and highest maximum temperature of 32.4 °C in the month of May (Table-3). The annual distribution minimum and maximum temperature has been shown in Figure-6. According to the figure, varying temperature indicates two peaks one in May and the other in September. The high temperature between 30.9 to 32.4°C is maintained from March to October. The high minimum temperature is maintained from 24.8-25.3 °C. Amplitude of diurnal variation is low in summer (6-7 °C) and high in winter (around 12°C).

Table 3 Monthly distribution of Minimum and Maximum Temperature (0C) of Chittagong (lat 220 16', long 91049')

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tmin	14.0	16.4	20.5	23.7	24.8	25.3	25.2	25.2	25.2	24.1	20.3	15.7
Tmax	26.3	28.5	30.9	32.0	32.4	31.5	30.9	31.2	31.7	31.6	29.9	27.1

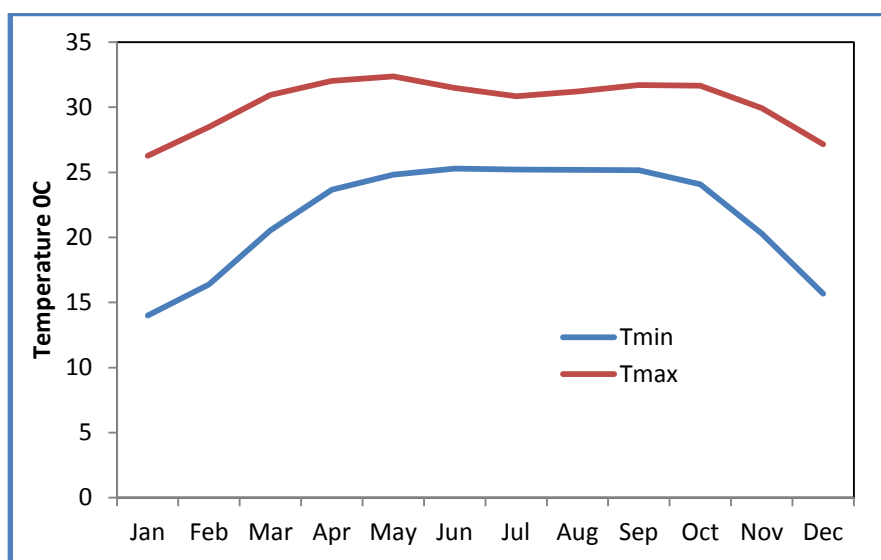


Figure 6 Annual distribution of maximum and minimum temperature of Chittagong

b) Rainfall

Figure-7 shows the annual distribution of monthly rainfall for Chittagong city. The highest rainfall of 727 mm occurs in the month of July. The monsoon rainfall begins with the onset of monsoon in the first week of June. The average June rainfall is around 600 mm and that for July is 511 mm. The rainfall of the month of May and September is around 300 mm. The winter months are dry.

The city being situated by the sea to its west receives high annual rainfall (2907 mm) with its highest contribution of 2119 mm (73% of the annual rainfall) in the monsoon season during the months from June-September (Table-4). Most of the rainfall comes from the activities of southwest monsoon i.e. from the monsoon depressions and cumulus convections which is enhanced by hill topography of the area. Quite occasionally heavy shower causes flash floods and landslides with mud floods over hill areas of the city. The landslides cause high casualties to properties and lives.

The pre-monsoon season (March-May) receives 476 mm of rainfall which is 16.4% of the annual. The post-monsoon rainfall constitutes 275 mm which is 9.5% of the annual. The winter is very dry over the city. The annual distribution of monthly rainfall has been shown based on the meteorological data of Bangladesh.

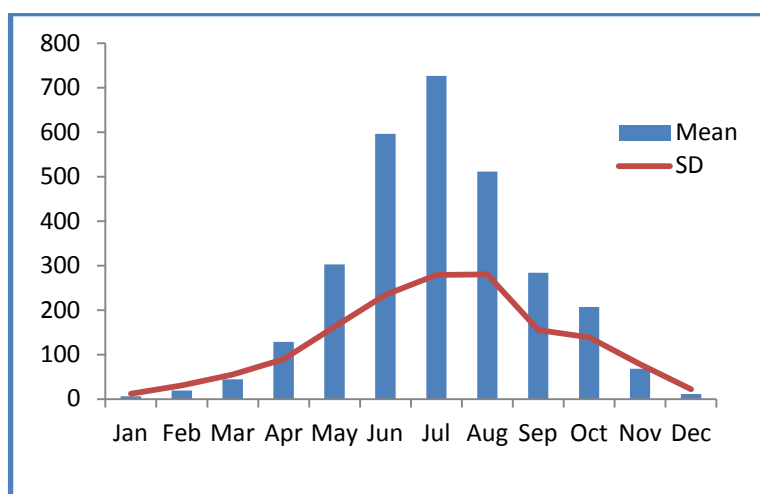


Figure 7 Annual distribution of monthly rainfall (mm) of Chittagong City

Table 4 Seasonal distribution of rainfall (mm) of Chittagong (lat 22° 16', long 91° 04')

	Winter	Pre-monsoon	Monsoon	Post-monsoon	Annual
Rainfall	36.7	476.2	2118.7	275	2907.0
% of Annual	1.3	16.4	72.9	9.5	100.0

c) Humidity

The monthly mean humidity of Chittagong city has been shown in Table-5 with graphical presentation in Figure-8. It is seen that high average humidity between 80-86.7 % is observed during the month of May-October. The month January-March show relatively lower humidity (70-74%).

Table 5 Mean monthly humidity (%) at Chittagong

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
72.9	70.6	74.2	78.4	80.3	84.7	86.7	85.9	84.5	82.5	78.8	75.7

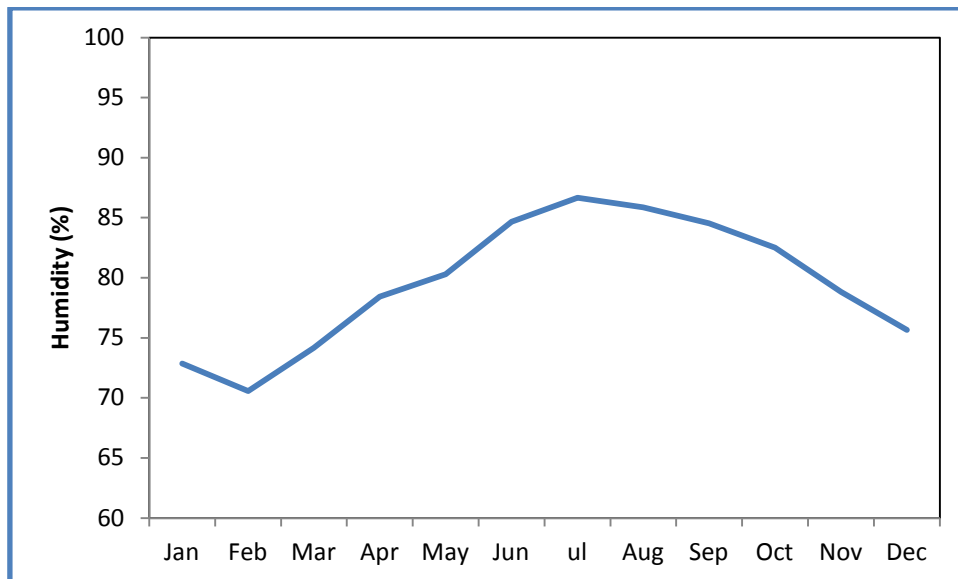


Figure 8 Monthly mean humidity at Chittagong

d) Sea Level Pressure

The Figure-9 demonstrates the monthly mean Sea Level Pressure (SLP) of Chittagong which exhibits high pressure in the winter and low pressure in the monsoon season with lowest in June and July with mean SLP of around 1002 hPa). From the figures (Figure-4 and 5), it is seen that the pressure line inversely correlates with rainfall. The monsoon low pressure is associated with semi-permanent monsoon trough. The monsoon depressions are formed in the head of the Bay of Bengal with central pressure of around 995 hPa. The heavy rainfall occurs in Chittagong areas in the situation of depression and strong convection.

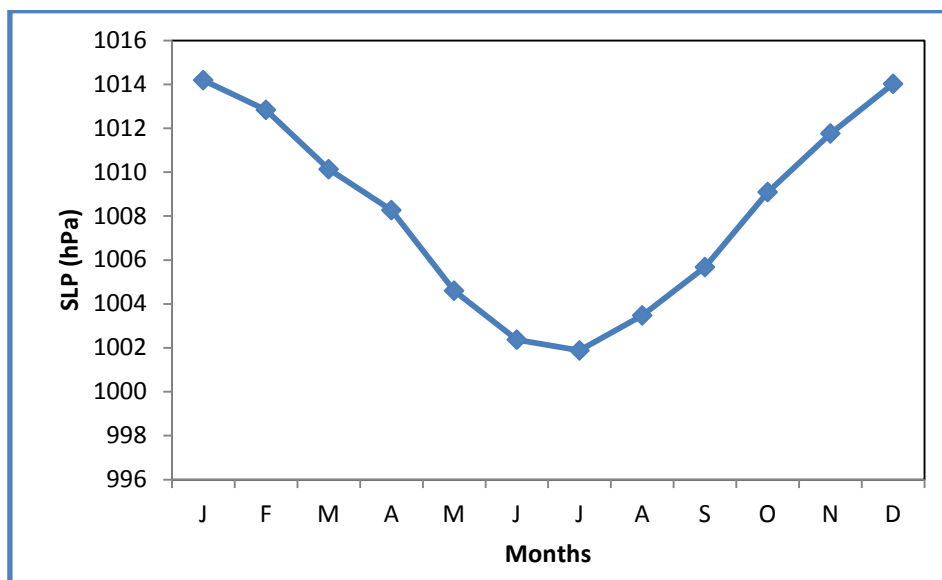


Figure 9 Sea Level Pressure of Chittagong

e) Wind Speed and Direction

The mean monthly wind speed and mean monthly maximum wind speed have been shown in Table-6 with prevailing wind direction. It is seen that mean monthly wind speed varies from 4.0 km/hr in December to 10.4 km/hour in June. The mean monthly maximum wind speed varies 8.3 km/hour in

December to 19.1 km/hour in May. For most of the period, the direction of the wind is S/SE/SW except for the winter when the wind direction is N/NE/NW. It is well that the Chittagong area is highly vulnerable to deadly tropical cyclones. The wind speed of tropical cyclones of super cyclonic intensity may range from 210 and above. The 1991 April 29, 1991 cyclone attained the wind speed of around 250 km/hr.

Table 6 Mean monthly wind speed and mean monthly maximum wind speed at Chittagong (Unit: km/hour)

Wind speed and Direction	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monthly Mean Wind Speed	4.7	6.1	8.8	10.4	8.9	10.4	10.0	8.5	7.3	6.0	4.2	4.0
Mean Monthly Maximum Wind Speed	9.7	13.2	15.1	16.6	19.1	18.5	17.5	15.9	14.4	13.3	12.0	8.3
Prevailing Wind Direction	NW	NE	S/SW	S/SW	S/SE/SW	S/SE	S/SE	SE	SE	SE	N/NE	N/NE

f) Tropical cyclone and storm surges

The Chittagong city is vulnerable to the impacts of tropical cyclones and associated storm surges. The tropical cyclones of the Bay of Bengal attain wind speed as high as 250 km/hour. The statistical analysis of the land-falling cyclones to Bangladesh shows that 15 cyclones hit the Noakhali-Chittagong coast 1961-2010 which affected the Chittagong city and the surrounding areas. This comprised 26% of the total cyclones numbering 57 that hit Bangladesh coast during this period. The April 29, 1991 cyclone was one the severest cyclones that hit Chittagong, the storm surge of which was as high as 8 m or more. The tropical cyclone of May 29, 1991 was also a super cyclone with wind speed of 210 km/hour, but the storm surge was relatively low (4.6 m). The reason why the storm surge was low is that the cyclone hit the coast at low water condition of astronomical tide.

g) Geology

Tectonic Framework of Bangladesh

Tectonic Framework refers to the basic structural frame on which Bangladesh stands. It is essential to have a clear conception about the tectonic framework of Bangladesh in order to evaluate the geological formations of the area.

Bangladesh is divided into two major tectonic units: i) Stable Pre-Cambrian Platform in the northwest, and ii) Geosynclinal basin in the southeast. A third unit, a narrow northeast-southwest trending zone called the hinge zone separates the above two units almost through the middle of the country. This hinge zone is currently known as *palaeo continental slope*.

Geosynclinal Basin in the southeast is characterised by the huge thickness (maximum of about 20 km near the basin centre) of clastic sedimentary rocks, mostly sandstone and shale of Tertiary age. It occupies the greater Dhaka-Faridpur-Noakhali-Sylhet [Silet]-Comilla [Kumilla]-Chittagong areas. The huge thickness of sediments in the basin is a result of tectonic mobility or instability of the areas causing rapid subsidence and sedimentation in a relatively short span of geologic time. The geosynclinal basin is subdivided into two parts i.e. fold belt in the east and a foredeep to the west.

Folded Belt represents the most prominent tectonic element of Bengal Foredeep with general sub-meridional trending hills parallel to the Arakan Yoma Folded System. Folded belt extends within Bangladesh for 450 km (N-S) and about 150 km wide covering an area of 35,000 sq km of on-shore area. A large number of narrow, elongated N-S trending folds of the eastern part of Bangladesh (Sylhet and Chittagong Divisions), Tripura, southern part of Assam, Mizoram and Myanmar territory

adjacent to S-E of the Chittagong Hill Tracts occupy the Folded Belt west of the Arakan Yoma Folded System. The folds are characterised by ridge forming, box-like in cross section, high amplitude with variable width and lie en-echelon with the adjacent structures. The elevation of these elongated anticlinal folds in Bangladesh ranges from 100 -1,000m. Some of the structures are faulted and thrust and the intensity of folding increases gradually from west to east. Consequently, the structures of the eastern part are tightly folded, faulted and thrust with narrower synclines between them.

Seismic Vulnerability of Chittagong

The country's biggest dam and hydropower plant in Kapti is located not very far away from the city. But due to its geographical location, Chittagong city is located in a very disaster prone area. People of this area face different kinds of disasters like floods, cyclone and tornadoes at regular intervals. People are used to these kinds of hazards; Earthquake in Chittagong, even in Bangladesh has not yet been recognized as a serious natural disaster. So, people are not at all aware of it and also they are not prepared to face this hazard. Recent repeated earthquakes in greater Chittagong area (Ansary et. Al., 2001; Ansary and Sadek, 2006; Karim, 2003, Khan, 2003) have generated a potential threat and raised a great concern among the people of the country, especially among those around Chittagong region.

Tectonically Chittagong occupies a part of western margin of Tripura-Chittagong Folded Belt (Alam et al, 1990). The trend of this folded belt is in the NNW-SSE direction, and fold are frequently dislocated or faulted (Matin et. El. 1983) longitudinally or transversely to the strike Chittagong city is located in the plunging zone of the Sitakunda asymmetrical anticline (Muminullah, 1978). This anticline is stretched up to the Feni River from the city area. The axis of the fold is to the NW-SSE direction, parallel to the general trend of regional strike, along the Chittagong-Dhaka Trunk Road.

The asymmetrical plunging anticline has steeper western flank and gently dipping eastern flank. The western flank merges abruptly into alluvium due to a major fault parallel to the axis. The folded sediments are highly twisted and distorted in the plunge area around the city (Muminullah, 1978). There are major faults having evidence of vertical movements, and the minor faults having no evidence of vertical movement, but can be inferred from the lineament and orientation of the valleys. A regional fault in the west runs in the NNW-SSE direction, parallel to the strike fold and the Chittagong-Dhaka Trunk road. This fault (Sitakunda fault) extends further south and cuts the hills around Marine Academy on the south-em bank Karnaphuli River. Another fault, which runs parallel to Pass Road, is named as Tiger Pass fault. The Mio-Pliocene hills are elevated from the adjacent plains of fluviotidal complex due to this faulting. The trend of this fault is in the NW-SE direction and it cuts the regional fault in the west at an angle of 35°. The other major fault named as Karnaphuli fault runs in the NW-SE direction, this fault has elevated the Marine Academy Hills from the adjacent Karnaphuli flood plains. The Karnaphuli River flows through a graben, restricted by the Tiger Pass fault and the Karnaphuli fault. Numerous lineaments and fractures have been developed across or parallel to the bedding plane during the development of the main faults.

The fluviotidal complex of the study area is formed of very recent non-cohesive, homogenous, saturated clays silt and equi-granular line sand deposited on Tertiary-Neocene bedrock. The engineering properties of the alluvial sequence indicate that the soil stratum has a very low unconfined compressive strength and moderately high liquid limit, a wide range of plasticity index and the ground water level is near the surface. The seismic properties of the vertical sedimentary sequence in the fluviotidal complex indicate that the soft alluvium may amplify some components of seismic energy.

Seismicity Records of Chittagong

The study area is located in the Tripura-Chittagong Fold Belt (Alam et.al. 1990), where a thick sedimentary sequence deposited through Tertiary to Pleistocene age, which have been folded during the Himalayan organic movements (Krishnan, 1982). During this long geological time the area has experienced a varied environment due to the transgression and regression of sea. The area occupies most of the plunge area of Sitakunda Anticline and the plunge area is cut by Sitakunda fault, Tiger Pass fault and Karnaphuli fault. It is also observed that the older sediments are severely jointed and fractured indicating dissipation of accumulated energy. According to the Bangladesh national Building Code (1993), Chittagong City is located in Zone-2 with peak ground acceleration (PGA) value of 0.15g.

Chittagong has a long history of earthquakes. There are hundreds of evidence of earthquakes that jolted Chittagong and its surrounding areas. One of the largest earthquake in history occurred in 1762 at Arakan in the southern part of Chittagong division. Although the magnitude could not be recorded at that time but it caused heavy damages. It also triggered the earliest documented tsunami in the Bay of Bengal. Another big earthquake occurred in 1869 with a surface-wave magnitude of 7.5 at Cachar, Asam. This was also strongly felt in the whole Chittagong division. The 1912 Mandalay earthquake with a surface-wave magnitude of 7.9 was strong felt in Chittagong. The 1950 Assam earthquake with a magnitude of 8.6 was also strong felt in the city and its surrounding areas.

If we look at the recent time we find that since 1996 till to date, the Chittagong region, close to Myanmar border, has experienced more than 200 light and moderate earthquakes (Karmakar, 2003). The 1997 Jaintapur earthquake in the border of India and Bangladesh occurred with a magnitude of 5.6. It was felt mainly in Chittagong and also in Rangpur, Sylhet and Meghalaya. In 21st November 1997, a magnitude 5.7 earthquake which occurred in the border of India and Bangladesh shook Chittagong city. This quake was felt throughout the country. But Chittagong had the most destructive effect. One five storied RCC building collapsed in this incident and 23 people were killed. On 22nd July, 1999 another earthquake of magnitude 5.2 took place in Moheshkhali Island of Chittagong division. This quake was followed by few aftershocks and caused widespread damage in which at least six people were killed and more than five hundred were injured. Cracks were developed in the concrete structures of cyclone shelters and there was considerable damage of mud houses.

The recent earthquake that jolted Chittagong city and the adjoining hill districts occurred on 27th July, 2003. The magnitude of this earthquake was 5.6 (surface-wave magnitude). It's epicenter was at Kalabunia village of Barkal upazila of Rangamati district.

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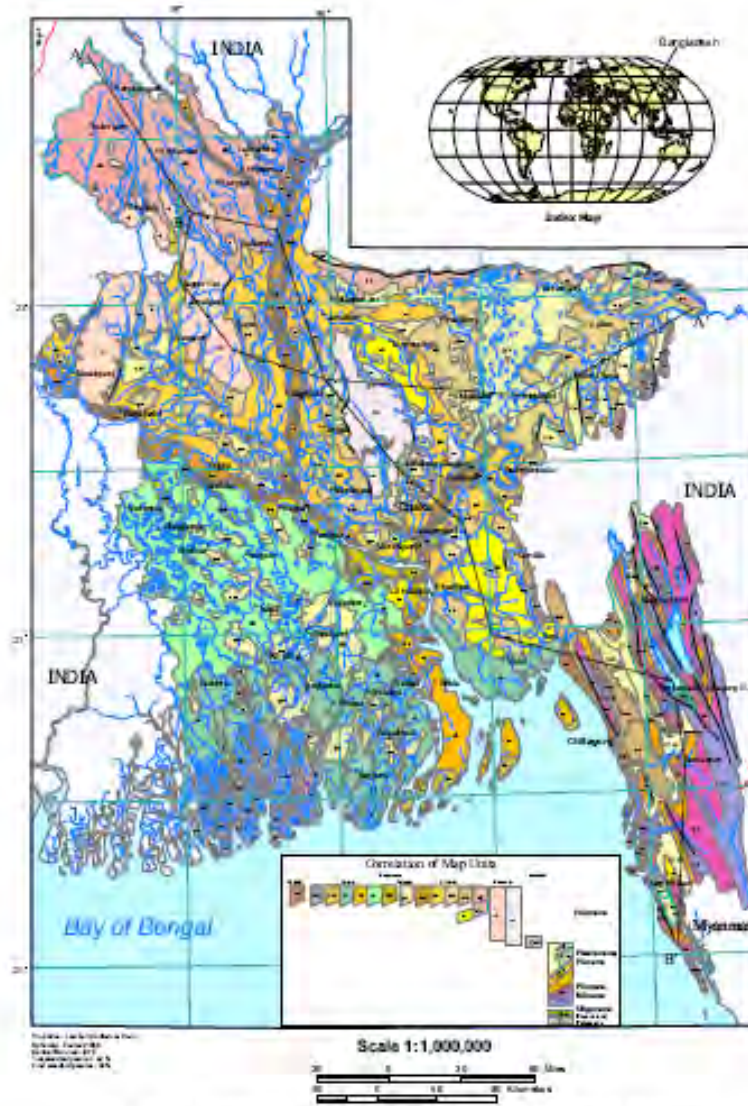
ABOUT THIS MAP

This map is a compilation of the Bangladesh gas resource assessment conducted under the Participating Agency Service Agreement (PASIA) signed between U.S. Agency of International Development (USAID) and the U.S. Department of Energy (DOE) - PASIA No. 2002-P-00-98-00206. The PASIA provides for assistance to the natural gas sector pursuant to which the resource assessment was jointly carried out. PASIA also encourages transfer of new technology, modeling practices and geoscience theory from existing and available programs in the United States to the Government of Bangladesh, Petroleum, and Bangladesh agencies.

This map has been compiled from the Geological Map of Bangladesh by Md. Khurshid Alam, A.K.M. Shohidul Haque, and Mujibur Rahman Khan (Geological Survey of Bangladesh) and John W. Whitney (United States Geological Survey, scale 1:1,000,000, published by Geological Survey of Bangladesh in 1990).

1. Original map was scanned on large format color scanner in color mode with resolution 200 dpi.
2. The scanned image was transformed to Lambert Conformal projection by ArcInfo REGISTRATION and REPROJECT utilities.
3. Reference points for transformation were latitude-longitude crosses taken from paper map compared with the same crosses projected to Lambert in ArcInfo PROJECTIONS utility. Overall RMS error of transformation was 250 m (0.25 mm on original paper map).
4. On-screen digitization was performed using a resolution image as a backdrop in ArcInfo ARCGIS.
5. Geologic data base was set prior to GIG files of Feature Attribute Table (FAT) of geology coverage.
6. Base map data layers - rivers, lakes, cities - were digitized as separate coverage.
7. All the ArcInfo coverages were converted into ESRI file, then imported to ArcView 3.2a software for visualization and accessed as shape file.

Administrative and county boundary coverage used on the map are the property of Government of Bangladesh Research Institute, Inc. (GRI) and are used with permission.



This map is preliminary and has not been approved for publication by the U.S. Geological Survey unless noted otherwise in this file or associated file properties. The use of trade names in this document is for illustrative purposes only and does not imply endorsement by the U.S. government.

Description of Map Units

- Surface Geology**
- Holocene Sediments:**
- Coastal Deposits:**
 - Beach and dune sand
 - Deltaic deposits:
 - Mangrove swamp deposit
 - Tidal mud
 - Tidal deltaic deposits
 - Estuarine deposits
 - Deltaic silt
 - Deltaic sand
 - Fluvial deposits:
 - Marsh clay and peat
 - Alluvial deposits:
 - Alluvial sand
 - Alluvial silt
 - Alluvial silt and clay
 - Channel alluvium
 - Valley alluvium and colluvium
 - Alluvial Fan Deposits:**
 - Young gravelly sand
 - Old gravelly sand
 - Residual Deposits:**
 - Basal clay residuum
 - Madhupur clay residuum
- Bedrocks:**
- S. Main limestone (Pleistocene)
 - Ching and Dupi Tila Formation Undivided
 - Ching Formation (Pleistocene and Pliocene)
 - Dupi Tila Formation (Pleistocene and Pliocene)
 - Neogene Group:**
 - Girijan Clay (Pleistocene and Neogene)
 - Tripura Sandstone (Neogene)
 - Quaternary Group:**
 - Baka Bi Formation (Neogene)
 - Bhujan Formation (Miocene)
 - Baral Formation (Oligocene)
 - Jaintia Group:**
 - Jaintia Group includes:
 - Kopli Formation (Late Eocene)
 - Sylhet Limestone (Middle to Early Eocene)
 - Tura Formation (Eocene and Pliocene)
- Other Features:**
- Lake
 - Channel and wide river
 - Area outside of Bangladesh
 - Major City
 - Faults - Approximately located
 - River
 - Contact
 - Political Boundary
 - Section Line

GEOLOGICAL MAP OF BANGLADESH

Original Geological Map by Md. Khurshid Alam, A.K.M. Shohidul Haque, and Mujibur Rahman Khan (Geological Survey of Bangladesh) and John W. Whitney (United States Geological Survey) 1990.
Digitally compiled by F.M.P. Kabir, C.J. Waring, R.C. Mill, (USGS), and Atabulhasan, (Director General, Geological Survey of Bangladesh) 2001.

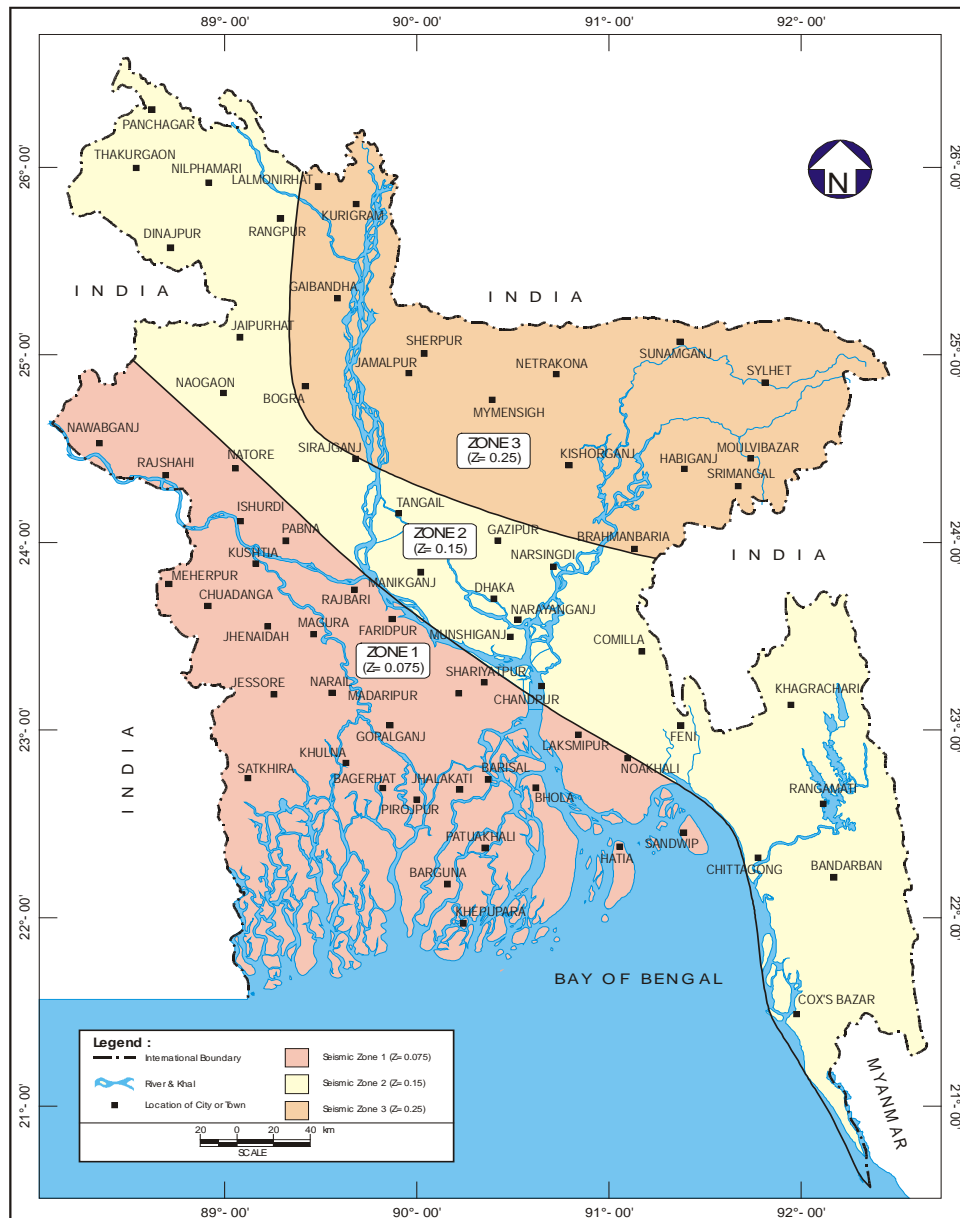
Source: Geological survey of Bangladesh (GSB)
Figure 10 Geological Map of Bangladesh

Seismic Zones

Seismic Zoning Map of BNBC 1993 has divided Bangladesh into three seismic zones based on the vulnerability to earthquakes and possible severity of damage. According to this map, Chittagong and its surroundings are located in Seismic Zone 2, the moderate risk hazards zone. Geotectonic movement in and around the city has been reportedly wide. The boundaries of the tract to the west, south and east are characterized by step faulting.

Chittagong city area does not show any surface folding. Large numbers of faults and lineaments have N – S, E – W, NE – SW, NW – SE trends recognized from air photo interpretation and the nature of the stream courses. All four sides of the city are bounded by major faults.

Seismic Zoning Map of Bangladesh



Source : Bangladesh National Building Code, 1993

Figure 11 Seismic Zoning Map of Bangladesh as in 1993

BNBC has been revised in 2013. In the map of seismic zones of Bangladesh, Bangladesh has been divided into four parts. Chittagong city falls under zone 3 with Z value of 0.28.

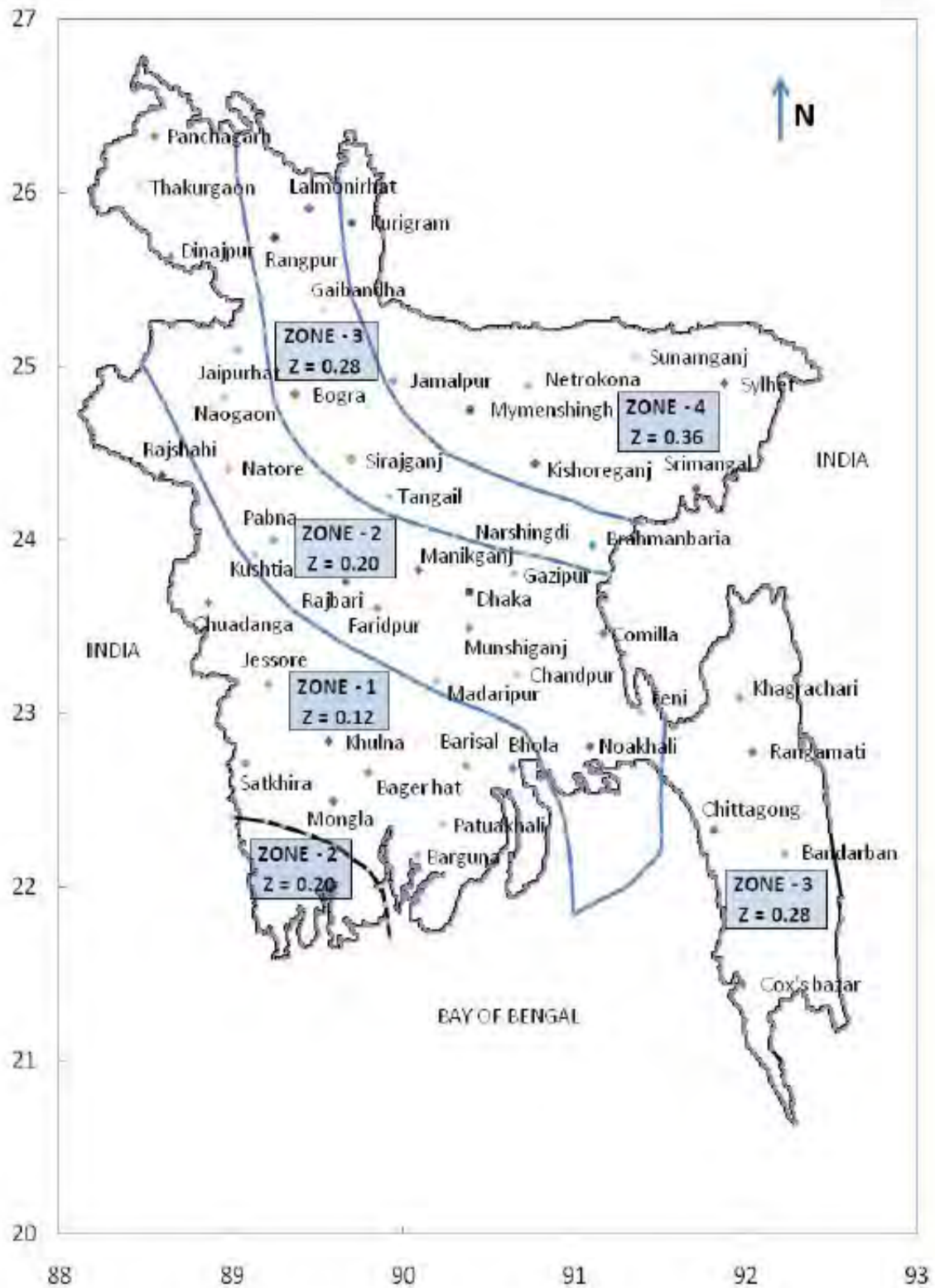


Figure 12 Seismic Zoning Map of Bangladesh as in 2013

Source : BNBC Revised 2013

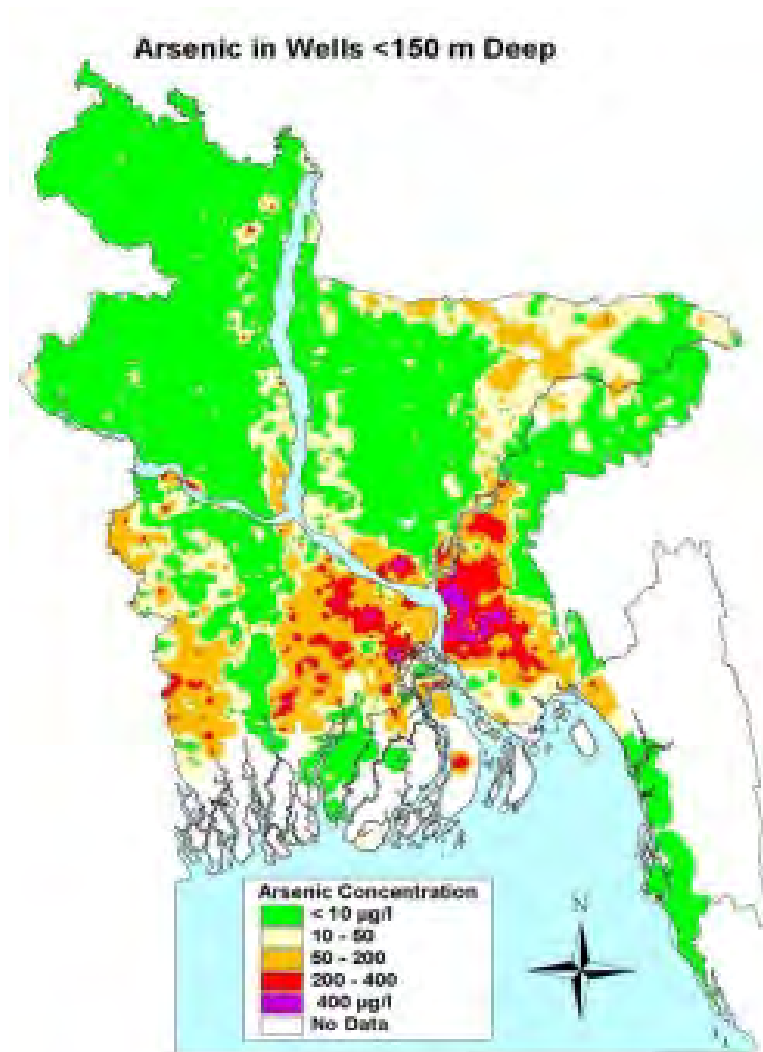
h) Soil

The soils of Chittagong sub-region resemble Grey Floodplain soils, but are medium to strongly acid throughout, and are more prominently mixed with soils of redder colour in the sub soil.

i) Surface and Groundwater Quality

Surface water of the city and its surroundings is being polluted by indiscriminate disposal of untreated municipal and industrial wastes in swamps and natural channels in and around the city.

Groundwater withdrawal has increased more than 900% over the last 30 years resulting in lowering of the water table by 20 meter. Recent studies show that the level of ground water has been decreasing by an alarming rate of 2 – 3 meters per year. Fortunately arsenic contamination in groundwater of Chittagong city has not been identified yet. (Ref. Map of Arsenic Contamination in Wells in Bangladesh)



Arsenic Contamination in Wells in Bangladesh

j) Quality of Air

The main pollutants emitted from the vehicle exhausts (particulate matters, hydrocarbon, carbon monoxide, carbon dioxide, oxides of nitrogen, etc.) disperse widely into the atmosphere and their concentration reduces rapidly with distance from the road. The highest concentrations of CO, CO₂ and HC are encountered in congested slow moving traffic; whilst the highest emissions of NO_x are

encountered whilst driving at high speed. It is obvious that Chittagong city is likely to have serious air pollutants in its more congested areas, especially at New Market, Bahaddarhat, Dewanhat, Sagarika locations. However, the pollution level will be little lower in the overpass study area. In fact no instrumented monitoring results are found for the project area under study. Monitoring of air pollutants by using measuring instruments at 3 – 4 locations near the proposed overpass at Sagarika-intersection will be carried out in the detailed design phase and reflected in EIA.

k) Noise and Vibration

Noise and vibration generation in the project area is mainly due to the traffic movements on the road connecting the point of intersection. Noises are generated by the engine, exhaust system and transmission, and are the dominant noise source when traffic is not flowing freely, particularly from heavy vehicles. The factors which influence a basic traffic noise level are traffic flow, speed and mode of transports, road gradient and road surface characteristics. The noise level at a particular reception point will also be affected by other factors among which are distance from the noise source, the nature of the intervening ground surface and the presence of obstructions. Therefore, noise level will vary dependent on vehicle speed and condition of road surface and other sources

Existing noise level data within the study area is not available. Noise monitoring using measuring instruments will be carried out during the detailed design phase of the project for recording existing noise level at crowded locations. The monitored data will be used in the EIA report for formulation of mitigation measures for attenuation of noise at the sensitive sites of the project area.

Similarly, data on vibration due to traffic movement is also not available. Traffic vibration is a low frequency disturbance producing physical movement in buildings and their occupants. Generally vibration transmits through the air or through ground. Measurement of vibration is in terms of Peak Particle Velocities (PPVs), which is equal to the maximum speed of movement of a point in the ground during the passage of a vibration. It is noted that the traffic vibration of a level of 0.2 mm/s PPV measured on the floor in a vertical direction is generally imperceptible. At about 0.5 mm/s, the vibration is perceptible and may become disturbing or annoying at higher levels. Therefore, construction of the overpass may cause vibration impact to nearby high rise buildings along side the overpass during the construction as well as in the operational stage.

5.2 Ecological Environment

The ecological resources of the project area comprise of different environmental entities, like trees and vegetation, fisheries, wetland and aquatic biology, and sensitive areas.

a) Trees and Vegetation

Trees and vegetation in Bangladesh represent an important natural resource and provide people with fuel, timber, food, fodder and shade. In the project area, no natural forest and significant vegetation including trees are found. Only a few numbers of roadside trees and vegetation are present within the proposed alignment of the overpass. There are some big trees of different types planted in the project impacted zone outside the right of way of the roadways which will be affected by the project if additional land acquisition is required.

Various types of trees of all sizes from large mature trees to saplings are found outside the proposed right of way of the overpass. A few numbers of garden trees such as patabahar (*Codiaeum variegatum*), bokul (*Mimusops elengi*) as well as debdaru (*Polyalthia longifolia*), shishu (*Dalbergia sissoo*), mahogany (*Swietenia macrophylla*), etc. are found in the road median strip. Detailed survey of the trees and vegetation falling within the right of way of the proposed flyover will be performed in the design phase and will be included in the EIA report.

b) Fisheries

Wetlands containing fish are an important national resource in Bangladesh. Chittagong city is located on the bank of rivers and floodplain areas. Two types of fishing named as river capture fishing and floodplain subsistence capture fishing are practiced here. Culture fishing in confined wetland is also practiced in some areas. No pond suitable for culture fishing falls within the proposed project area.

c) Aquatic Biology

There is no wetland in the project area. As the wetlands falling within the project area are not defined, the aquatic biology of the area is not so important from conservation point of view.

d) Wildlife and Endangered Species

No wildlife habitats are available in the project area as these areas are already under stress from human habitations. Very few trees and vegetation are found due to rapid urbanization in the surrounding area. Some timber trees like

Babla (*Acacia nilotica*), Shishu (*Dalbergia sissoo*), Mahogany (*Swietenia macrophylla*), etc. and fruit trees like Mango (*Mangifera indica*), Jackfruit (*Artocarpus heterophyllus*), Litchi (*Litchi chinensis*), etc. are found within the impacted zone. Birds use these trees for their nesting purpose. However, no endangered species have been identified in the study area.

e) Environmentally Sensitive and Protected Area

There is no declared environmentally sensitive and protected area in the proposed implementation site of the flyover.

5.3 Social Environment

a) Population and Community

The population of Chittagong City stood at 4,009,423 in 2011. A look at population growth rates shows that growth was small in built-up areas, as might be expected owing to the already high concentration of people in the areas. This trend is expected to become increasingly stronger hereafter, with population in areas adjacent to the built-up area continuing to rise at the same time that population also expands in areas outside the city perimeter, thereby resulting in the outward spread of population.

Table 7 Population in Chittagong City Corporation

Administrative Unit <i>Residence</i> Community	Area in Acres	Total Households	Population			Population density [sq. km]
			Total	In Households	Floating	
1	2	3	4	5	6	7
Kotwali Thana Total	1898	65671	319972	318008	1964	41660
Ward No-15 Total		10672	51603	51433	170	
Ward No-16 (Part) Total		9303	49065	49065	0	
Ward No-20 Total		6958	32633	32630	3	
Ward No-21 Total		7973	40014	40014	0	
Ward No-22 Total		7864	35454	35454	0	
Ward No-31 Total		3485	17857	16208	1649	
Ward No-32 Total		4284	24423	24417	6	
Ward No-33 Total		5774	26620	26620	0	
Ward No-34 Total		7457	34835	34699	136	
Ward No-35 (Part) Total		1901	7468	7468	0	
Pahartali Thana Total	3289	42024	190637	190504	133	14324
Pahartali Thana		42024	190637	190504	133	
Ward No-10 Total		9147	41685	41559	126	
Ward No-11 (Part) Total		17090	75316	75316	0	

Administrative Unit Residence Community	Area in Acres	Total Households	Population			Population density [sq. km]
			Total	In Households	Floating	
1	2	3	4	5	6	7
Ward No-12 Total		15787	73636	73629	7	
Panchlaish Thana Total	2051	44771	219132	219120	12	26403
Panchlaish Thana		44771	219132	219120	12	
Ward No-07 Total		24997	125517	125517	0	
Ward No-08(Part) Total		18921	89471	89459	12	
Ward No-16 (Part) Total		853	4144	4144	0	
Chandgaon Thana Total	6257	54949	256411	256375	36	10127
Chandgaon Thana		54949	256411	256375	36	
Ward No-04 Total		23333	107807	107774	33	
Ward No-05 Total		17901	86491	86488	3	
Ward No-06 Total		13715	62113	62113	0	
Double Mooring Thana Total	2006	77813	361154	360590	564	44491
Double Mooring Thana		77813	361154	360590	564	
Ward No-23 Total		6669	31175	31175	0	
Ward No-24 (Part) Total		16692	78609	78600	9	
Ward No-27 Total		14695	66755	66712	43	
Ward No-28 Total		10878	50410	49898	512	
Ward No-29 Total		9324	44348	44348	0	
Ward No-30 Total		9651	45928	45928	0	
Ward No-36 Total		9904	43929	43929	0	
Bakalia Thana Total	2997	56736	262703	262691	12	21661
Bakalia Thana		56736	262703	262691	12	
Ward No-17 Total		20774	97145	97138	7	
Ward No-18 Total		13663	65869	65868	1	
Ward No-19 Total		16894	76302	76302	0	
Ward No-35 (Part) Total		5405	23387	23383	4	
Bayejid Bostami Thana Total	4344	46701	211355	211349	6	12023
Bayejid Bostami Thana		46701	211355	211349	6	
Ward No-01 Total		6101	29209	29209	0	
Ward No-02 Total		24703	103314	103314	0	
Ward No-03 Total		14251	68794	68788	6	
Khulshi Thana Total	3242	60800	278623	278614	9	21238
Khulshi Thana		60800	278623	278614	9	
Ward No-08(Part) Total		9637	44585	44585	0	
Ward No-09 Total		17933	78313	78312	1	
Ward No-13 Total		16441	80390	80390	0	
Ward No-14 Total		16789	75335	75327	8	
Patenga Thana Total	8069	30125	132677	132677	0	4063
Betagi Union Total		30125	132677	132677	0	
Ward No-40 Total		21539	88593	88593	0	
Ward No-41 Total		8586	44084	44084	0	
Halishahar Thana Total	2382	31291	151515	151488	27	15719
Halishahar Thana		31291	151515	151488	27	
Ward No-11 (Part) Total		3723	18246	18219	27	
Ward No-24(Part) Total		6220	29904	29904	0	
Ward No-25 Total		10972	50366	50366	0	
Ward No-26 Total		10376	52999	52999	0	
*Bandar		1872	9530	9530	0	

Source: BBS (Bangladesh Bureau of Statistics, 2011)

In respect of community, Chittagong City is dominated by Muslims like in other cities in Bangladesh. Hindus, Christians and Tribal People are scattered all over the city. However, there are two areas with clear concentration of Hindus and Christians. For instance, Ward Number 20, Dewanbazar is Hindu-dominated and the Patharghata ward (no. 34) is dominated by Christians.



Figure 13 Chittagong City Corporation under 41 Municipal Wards

b) Physical or Cultural Heritage

The port city, Chittagong City and its surrounding hills are blessed with many places attracting tourists. The famous beach town, Cox's Bazar is within 3 hours motor drive and hill town Rangamati on the Kaptai Lake is only 2 hours drive from the city. In addition, Chittagong has many charming places like the tomb of Muslim Saint Sultan Bayazid Bostami, on the hillocks located in the city centre. The World War II Cemetery is another important tourist attraction of the city. Its quiet and serene environment in a picturesque location makes this spot a very special attraction in the city. The shrine of Hazrat Shah Amanat lying in the outskirts of the city is another destination for the Muslim devotees. Similarly, Hindu pilgrims also regularly converge in the Sitakunda Hill-top based Chandranath Temple located in the northwestern outskirts of the city.

c) Structure or Sites of Historical, Archaeological, Paleontological or Architectural Significance

The Court Building Museum situated at Fairy Hill has a panoramic view of the city skyline. In terms of open spaces, two prominent sea beaches, Patenga and Fouzdarhat are tourist attractions both for city goers and outsiders. A large number of crowds gather in the two beaches every day, particularly during the rain-free winter seasons. At Agrabad, there is an ethnological museum, which preserves the artifacts and documents of cultural heritage of the tribal community of the country. Both the general public including academicians and tourists find it an interesting treasure house.

Foy's lake is another natural scenic attraction within the city; though man-made, its hilly location, quiet environment and clean water and presence of charming migratory birds is worth visiting. It is about 8 km away from the city centre towards east of Pahartali Railway Station and west of Khulshi, a high-class residential area. The area to the immediate north and east of the lake is designated as a Botanical and Zoological Garden.

Battali Hill and adjoining hillocks are vantage points for appreciating the attractive city skyline. However, part of these landscapes is encroached by squatters.

5.4 Socio-Economic Environment

a) Land use and Urbanization

Other than the sections along the Dhaka Trunk Road and the south bank of the Karnaphuli River, nearly all the area falls within the city perimeter. Chittagong city, however, still has room for development in certain sections where urbanization has not progressed. In particular, considerable room for development is available in Chandgaon, located along the west bank of the Karnaphuli River; in Bayazid Bostami in the northern part of the city; and the west side of Hathazari Rangamati Road. These sections are expected to be urbanized in the near future.

The west bank of the Karnaphuli River is close to the central district and has high potential for development. The area has not been developed to any great extent, however, apparently due to the fact that it has suffered frequently from cyclone damage and has inferior bank protection.

The urbanized area of Chittagong City has spread outwards in response to pressure from population growth. A key issue concerning land use in the city is how to ensure systematic development in line with long-term visions for the city such as the Chittagong Master Plan, rather than allowing urbanization to progress in a disorderly fashion.

Issues concerning land use in Chittagong include the following:

- Outward spread of the built-up area due to overcrowding in the city center
- Illegal development of residential land and the construction of high-rises that violate the Construction Standards Law

- Illegal hill cutting and the resultant environmental deterioration such as slope collapses, debris flows and sediment deposition in khals
 - Flooding of areas located along the Bay of Bengal and the Karnaphuli River
 - Insufficient number of open spaces and recreational facilities

b) Water Supply and Sanitation

Other than potable drinking water, Chittagong City dwellers utilize ponds water for cooking, bathing and outdoor and indoor washing purposes. Karnaphuli River originates from the eastern hilly areas outside the country and empties in the Bay of Bengal marking the southern boundary of the city. It is the major river basin in the south-eastern region of the country and the principal water supply source for Chittagong city in addition to city ground water Deep Tube Wells sources. The river has total length of about 50 km in main channel from the point of Kapti Lake. Kapti Lake is the largest man-made lake providing water to the Karnaphuli and is the only source of hydroelectric power of the country.

There is no sewer in the city but domestic sewage are disposed by septic tank with soak well and / or detention water disposed to the city drains including hospital sullage and liquid wastes.

c) Industries and Employment

There are six major industrial areas in Chittagong city at present, one of which is the Chittagong Export Processing Zone. The Bangladesh Industrial Standard Classification Code classifies industrial land into five types ranging from A1 to A5. Four types, A1 to A4, are represented in Chittagong by the six major industrial areas. The Chittagong EPZ, which houses many high-tech firms, is a combination of A2 and high-tech A-1. The Karnaphuli EPZ, an extension of the Chittagong EPZ, lies within the Patenga Industrial Area.

d) Trading and Transportation

Exports from and imports into Bangladesh are both expanding steadily. Exports registered an average annual growth of 5.7% over the past five years, while imports showed a rise of 5.4%. The two sectors grew at about the same pace, with exports performing slightly better.

The main export items are garments and knitted textile products, which together account for an overwhelming 75% of the nation's total export value. The heavy reliance on a single export category, namely textile products, makes Bangladesh's export sector highly vulnerable to any depression in the global market. Efforts to develop additional products for export are desired.

Export processing zones account for a solid share (13.5 %) of the total value of exports from Bangladesh. They constitute important industrial centers for the earning of foreign currency.

Bangladesh imports more than it exports. Imports into the country run at about 145% of exports out of the country in terms of value. Major import itemsexcept for capital goods are raw materials, such as textiles, petroleum products and raw cotton.

For good export import of Goods, the Chittagong Port is utilized transportation system as maximum as possible for communication. Transportation of goods are becoming more common through roads specially through the Port Access (toll) Road by Container Trucks. Train is also used for container transportation purposes.

e) Fisheries and Wild Fish Catch

Chittagong City fish markets are replenished by sweet water fish of Kaptai Lake, Karnaphuli River, Halda River and various Khals linked with esturian channel, Sangu River etc. Fifty percent of fish market is occupied by sea fish. Most of the fishermen remain in Chittagong city and its suburb area specially the offshore islands like Sandwip, Hatia, Moheshkhali, Kutubdia, etc.

Chapter 6 ANTICIPATED ENVIRONMENTAL IMPACTS AND MITIGATION MEASURES

6.1 Key Consideration

In this section of the IEE, potential impacts of the overpass project and their recommended mitigation measures will be described. Potential impacts have been identified by screening methodology recommended by the GOB and JICA Guidelines.

The screening procedure follows the same sequence and enumeration pattern as the previous chapter, thereby facilitating references between the potential impacts and the existing conditions and locations to which they relate. Many environmental parameters/ indicators have shown impact values significantly high which need to be addressed. The purpose of identification of key issues is to focus on those environmental impacts that need careful attention for ensuring sustainable and environment friendly development of the Commercial Capital city as well the country in the long run. Identification of the significant environmental indicators/ parameters, rationale for selection, source of impact and nature of impact for the project is carried out based on the existing environment and is presented in Table 8. The impacts fall under the categories related to:

- Physical Environment,
- Ecological Environment, and
- Social Environment

The anticipated adverse impacts on the environment, which may occur during the following three key phases of the implementation of the project are briefly described below.

- Preconstruction phase/ project design phase,
- Construction phase, and
- Operational phase.

6.2 Impacts Related to Physical Environment

6.2.1 Preconstruction Phase of the Project

Adequate consideration of relevant specifications and proper design of the overpass will be ensured to avoid a number of potential adverse impacts on physical environment due to drastic landscape changes of the project area and its surroundings. The following impacts need to be addressed.

6.2.2 Road Safety Aspects

Properly designed geometrical alignment is a major factor for road safety of the overpass. Improper geometrical design of the overpass will cause accidents, loss of lives and damage to properties. Adverse impacts of the overpass from road safety point of view may have their root in design stage due to decisions taken in regard of engineering details such as sight distances, turning radii, intersection configuration, etc.

Potential Impacts/ Issues: Increased road safety concerns.

Mitigation Measures: Ensure appropriate design for the geometrical and spatial characteristics of the flyover.

6.2.3 Identification of Important Environmental Components (IECs)

Considering the types of the interventions expected in the proposed projects, the following environmental parameters are selected for the screening purpose. Considering the scale and type of the projects a total of 18 Important Environmental Components (IECs) were selected after consulting with several projects in same kind of scale and appropriateness. The IECs were classified in four categories such as Natural Environment, Ecological Parameters, Environmental Pollution and Social Environment. Table 6.1 presents the type of IECs and their rationale for proposed projects.

Table 6.1: Rational to Select Environmental Parameters

Environmental Parameters/Important Environmental Components (IECs)		Rationale
Natural Environment		
1.	Topography	Due to construction of the overpass topography of the project site might change.
2.	Soil Erosion and Siltation	Implantation of the projects might cause soil erosion and siltation.
3.	Regional Hydrology (Flooding, Drainage Congestion and Water Logging)	Road construction may affect on drainage congestion and water logging.
4.	Ground Water Table	If the projects cause water stagnation, then ground water may affect.
5.	Landscape and Land use	The interventions particularly overpass construction may affect on existing landscape and land use pattern.
Ecological Parameters		
6.	Forest / Tree / Crop	Construction/reconstruction and widening of road and overpass might have some negative impacts on road side trees.
7.	Environmentally Protected and Sensitive Areas.	Environmental study should confirm the existence of environmentally protected and sensitive areas.
Environmental Pollution		
8.	Air Pollution	Air pollution may occur through the use of vehicles and equipments, cleaning of materials, coating of construction materials, dust from stone/brick crushing etc.
9.	Ground & Surface Water Pollution	Accidental spillage of toxic chemicals such as fuel, lubricants, and solvents may pollute water.
10.	Noise and Vibration	This can occur during construction activities and vehicular movement.
11.	Soil Contamination	Soil can get polluted due to construction activities.
12.	Waste Disposal	This can be an issue during construction period.
Social Environment		
13.	Employment	Employment will create at construction stage.
14.	Historical and Cultural Loss	Additional projects implementation may damage mosque, graveyards etc. The influx of non-local labors may also result social disruption.
15.	Worker's Health and Safety	Health risk is related to handling of construction equipments, various chemical materials during construction phase.

Environmental Parameters/Important Environmental Components (IECs)		Rationale
16.	Accident	During the construction and reconstruction activities, operation of heavy vehicles and machineries may cause traffic accidents in and around the proposed project sites. Also, accidents may occur to the workers during the construction.

Table 8 Identification of Significant Environmental Indicators/Parameters, Rationale for Selection, Sources and Natures of Impact for the Overpass Project

Impacts		Mitigation Measures			
Road Safety Aspects of the Overpass		Ensure Proper Geometric Design of the Proposed Overpass			
Serial Number	Items	Performance Measure (*Service Measure)	Appropriate for Use		
			Air	Noise	Economic
1	Urban streets	Travel speed*	•	•	•
		Running time	•		•
		Intersection control delay	•		•
2	Signalized Intersections	Control delay*	•		•
		V/C ratio	•		•
3	Intersections without signals	Control delay*	•		•
		Queue length	•	•	•
		V/C ratio	•		•
4	Pedestrians	Space*			
		Pedestrian delay*			
		Speed			•
		V/C ratio			•
5	Bicycles	Hindrance*			
		Control delay*			•
		Travel speed			•
6	Two-lane Highways	Percent time-spent-following*			
		Speed*	•	•	•
7	Multilane Highways	Density*			
		Speed	•	•	•
		V/C ratio	•		•
8	Freeway Facilities	Density*			
		Vehicle delay			•
		Speed	•	•	•
		Travel time			•
9	Basic Freeway Segments	Density*			
		Speed	•	•	•
		V/C ratio	•		•
10	Freeway Weaving	Density*			
		Weaving speed	•	•	•
		Non-weaving speed	•	•	•
11	Ramps and Ramp Junctions	Density*			
		Speed	•	•	•
12	Interchange Ramp	Control delay*	•		•

Impacts		Mitigation Measures			
Road Safety Aspects of the Overpass		Ensure Proper Geometric Design of the Proposed Overpass			
Serial Number	Items	Performance Measure (*Service Measure)	Appropriate for Use		
			Air	Noise	Economic
	Terminal				
13	Transit	Service frequency*	•	•	•
		Hours of service*	•	•	•
		Passenger loading*	•	•	•
		Reliability*	•	•	•

Source: Highway Capacity Manual 2000

6.2.4 Ambient Air Quality and Noise

It is likely that due to implementation of the project, the vehicular movement will be gradually high and create air pollution in the atmosphere and high noise level to the nearby settlement. Due consideration may be made to minimize the impacts to the environment.

6.2.5 Water Pollution

It is not expected that a high level of water pollution will occur due to the Overpass implementation. The leakage of the oils and accidental spillage may be managed by the construction of road side drains with interceptors at some interval.

6.3 6.3 Impacts Caused by Project Implementation

While the Project Overpass would certainly produce beneficial effects, the chances of causing adverse impacts are not lean. For convenience of understanding, the potential adverse impacts and their mitigation measures have been identified in the context of:

1. Impacts from project design;
2. Impacts during construction of the designed infrastructure; and
3. Impacts during operation (use) of the constructed infrastructure.

Identification of the nature of the adverse impacts and their mitigation measures had emerged largely from field visits and partly from examination of secondary sources and discussions with stakeholders along the corridor of impact.

6.3.1 Impacts Related to Design Consideration

It is necessary to mention that the construction of an overpass with a peak height to 8.5 meter above existing ground level is designed to be placed on the existing roadways. Whatever impacts that the designed overpass will cause will be part of the ambient environment. But the experience already gathered about it would suggest how carefully one should proceed with the overpass and its ramps. The construction of a four-lane overpass road over the recommended alignment is entirely new. On account of a different nature of road over an existing road, special consideration would be required while designing.

In this section, the major issues have been pointedly mentioned with suggestions on design.

In Table 9, the issues have been listed with observations on mitigation of adverse impacts.

Table 9 Potential Negative Impacts in the Context of Design & Mitigation Measures

Sl. No.	Potential Adverse Impacts	Mitigation Measures
A	Overpass for cattle, loaded fisherman and beach goers.	Special signal system should be arranged to avoid accident.
B	Seepage of any water under the pavement avoided.	Special roadside drain & full embankment consolidation is needed to avoid seepage and rain-cuts.
C	The overpass will pass under a few electric transmission lines.	At Feeder Road-2, the power transmission line comes proximity of the proposed alignment. Elevated wiring with guard net will be necessary.
D	A number of trees would be felled to lay the Project Road.	Care for minimizing the loss and replanting after construction of the overpass complete.

6.3.2 Adverse Impacts in the Context of Construction & their Mitigation

Many types of adverse impacts happen during construction. Most of these are temporary in nature. These are presented in Table 10 along with suggested mitigation measures. In this chapter, particular attention to be made specifically while handling construction works and setting of labour camps. It is also necessary to monitor the emerging quality of air and water as also of the noise level during construction phase.

Table 10 Negative Impacts & their Mitigation during Construction

Causes and Expressions of Adverse Impacts	Mitigation Measure	Residual Effects
Potential Adverse Impacts on Land Resources		
Land requisition for Construction Camp & Site storage	Reinstatement after use	Negligible
Removal of soil & habitat disturbance during earthworks	Back filling, landscaping and regeneration of vegetation	Negotiate for owner's consent on minor landscape change
Noise & dust created at Stone crushing at licensed sites	Use screens & sprinkle water	Locating stone crusher at site may be advantageous as the fine dusts can be used as fill
Contamination of soil at Asphalt plant site	Set the plant on impervious base and use controlled waste disposal method	Reinstate; but minor degradation of soil is unavoidable
Exploitation of fill material for embankment	Study the feasibility of reusing dredged sand from the navigation Channel of the Chittagong Port.	Contaminated fill materials may remain as the body of embankment.
Potential Adverse Impacts on Water Resources		
Contamination of soil and	Careful management of storage	Negligible

Causes and Expressions of Adverse Impacts	Mitigation Measure	Residual Effects
water by Spillage of oil and chemicals	& washing of tools	
Pollution risk & general environmental degradation avoided though toilet facilities & canteens for workers	Observe good practices including safe collection & disposal of wastes	Obtain support from the nearby conservancy service
Risk of pollution of nearby water courses by spillage due to accident	Install emergency response plan	May vary with the nature of the accident
Potential Adverse Impacts on Air Quality & Noise Level		
Decrease of air quality and increase of ambient noise level due to dust & noise from plant and equipment	Use dust & noise control devices; enforce reasonable working hours	Avoid locating construction machineries & plants within 500m of habitation
Decrease of air quality due to emission from Hot-mix plant and equipment	Use emission control devices. Avoid locating construction machineries & plants within 500m of habitation	Slight discomfort during construction period.
Potential Adverse Impacts on Biological Resources		
Depletion of trees & loss of habitat due to impact on flora	Prevention of unnecessary tree felling; develop plantations to compensate for loss of trees	Depends on the quality of implementation of the mitigation measures
Potential Adverse Social Impacts on Human Resources		
Medical Treatment of injuries and other affectations in Labour Camp	Ready availability of First Aid Boxes and regular visits by physicians supported by proper Medicare	Spread of infectious diseases
Increased risk of sexually transmitted diseases in Labour gangs	Regular check-up	This problem may not arise with the project in hand as no labour camp is needed
Potential Adverse Impacts on Cultural Heritage		
Damage from negligent practices due to impacts on cultural sites	Vigilance to apply measures of protection	This problem is not likely to arise.

6.3.3 Adverse Impacts & their Mitigation in the Context of Operation

A being constructed road through use will generally have positive impacts on the environment. But some adverse impacts can still be negative in nature. Regular monitoring is necessary to detect early signs of negative impacts. These adverse impacts may cause degradation of the quality of water and air, increase of noise level, and threat to safety of human resources. The contexts of monitoring and mitigation measures are noted in Table 11.

Table 11 Adverse Impacts & their Mitigation during Operation

Potentials of Adverse Impact	Mitigation Measure
On Water Resources	

Potentials of Adverse Impact	Mitigation Measure
Under normal circumstances, vehicular emission and spillage get deposited on the road surface. During rains, these are carried into the local water courses and pollute those.	Roads should have drains with sumps as interceptors. Monitoring the interceptors in the roadside drains would suggest when to clear the deposits. If properly implemented, the expected permanent impact would be very low and would always be site specific.
Severe impacts may arise from spillage of hazardous materials in the event of road accident. Depending on the spilled material, the nature of impact varies. Contamination of watercourses by toxic substances would need spillage removal operations. Spillage of inflammable materials can cause fire hazards.	What is needed is emergency response system. Installation of telephone facilities at some points by the roadside would help in quickly activating the existing emergency response system of Bangladesh.
On Air Quality	
Negative impacts come from emission.	The mitigation measures are of many types, such as enforcing the owners of vehicles to obtain every six-month a certificate on the emission level; Adoption of a national policy against use of sulphur contaminated diesel or lead contaminated petrol is necessary.
On Noise Level	
Negative impacts arise from increased speed of vehicles, volume of traffic and use of noisy gears.	The mitigation measures are (a) Carrying out periodic monitoring of ambient noise level on the road to identify the places of severe affectation; (b) Raise vegetative screens to impede transmission of noise at places of severe affectation; (c) Enforce speed reduction near habitations; (d) Impose penalty upon the owners for use of noisy gears.
On Biological Resource	
Negative impacts come from careless garbage disposal on roadside, illegal felling of trees, poaching of animals, etc.	Many of these processes are not likely to operate in the project area. The appropriate regulatory authority should be alerted as and when necessary and requested to follow safe practice.
On Human Resources	
Negative impacts arise from increased speed of vehicular traffic leading to decreased safety to the pedestrians. Mitigation measures are many indeed.	Where habitations exist on the edge of the ROW, it is necessary to look into: (a) necessity of service road for slower and local traffic, (b) planting on the slope, (c) lighting on road at night; (d) Placing proper road signs to direct vehicular traffic and assist pedestrian crossing; (e) Monitoring of accidents to discover the need for site specific stricter controls; and (f) Implementation of all these cannot eliminate risk to safety altogether. Hence the objective should be reduction of frequency of accidents.

6.4 Scope for Enhancement of the Quality of Environment

There is limited opportunity to improve the given quality of environment. However, some of the probable mitigation measures on physical environment, on ecological environment and on human and economic development are presented in this chapter.

6.4.1 Mitigation of Adverse Impacts on Physical Environment

a) Air Quality and Noise Level

Enforcement of speed reduction near habitations and / or imposing of penalty upon the owners for use of noisy gears may drastically reduce the air and noise pollution. Adoption of national policy against use of Sulphur contaminated diesel or lead contaminated petrol is necessary.

b) Surface and Ground Water Protection

Severe impacts may arise from spillage of hazardous materials in the event of road accident. Contamination of water courses by toxic substances of the spilled substances would need spillage removal operation in addition to emergency response system development installing telephone facilities at some points by the roadside.

6.4.2 Mitigation of Adverse Social Impacts on the Human and Economic Development

a) Road Transport Development

Feeder road, link road and village roads should be improved but the public bus route should be avoided to make the overpass crowd free.

b) Waste Water and Drainage System

All drains should be maintained clean and the natural khals and canals should be properly excavated. No garbage disposal to any khal or drains should allow. Fishery development by intake of saline water through sluice gate or other way should be stopped to maintain the terrestrial eco-system safeguarding mangrove forest.

c) Livelihood and Quality of Life

During construction, local labour and women force should be utilized. The illegal squatter may be voluntarily resettled. In case involuntary resettlement is unavoidable, detailed design should address alternatives and prepare JICA Guideline required resettlement plans such as Abbreviated Resettlement Action Plan.

6.5 Impact Bounding

During preparation of the IEE of the flyover project, the spatial boundaries were considered to extend to the edge of the proposed Right of Way. In case of topographical study, ecological features and hydrological assessment of the project site were examined in terms of its local and regional

context. For noise pollution, the extent of the study was also limited to the Right of Way of the project.

6.6 Environmental Risk Assessment

Environmental Risk Assessment of a project is an integral part of the Initial Environmental Examination (IEE). The IEE assessed and identified the impact of the project to the surrounding population and the natural ecosystem. In fact, Environmental Risk Assessment is expected to investigate these identified concerns where significant consequences and uncertainties exist. The major safety hazard in the flyover project is Occupational and Public Health and Safety, but the actual risk depends on how and when hazards would occur and what would be their duration, magnitude and severity.

6.7 Evaluation of Impact

Initial Environmental screening has been done and environmental parameters or indicators were identified. These parameters are screened and assessed with respect to their potential by using IEE checklist in Table 12. Rating of negative impacts based on probability and severity of relevant parameters for the project were carried out.

Potential impacts have been classified into 3 categories:

- Positive impact;
- Negative impact; and
- No impact.

The negative impacts have been assigned ratings of 'Probability' and 'Severity' in accordance with the following:

Probability (p)	Severity (s)
1. Negligible	1. No damage
2. Slight	2. Minor damage/ hazard to single receptor
3. Possible	3. Minor damage/ hazard to multiple receptor
4. Likely	4. Significant damage/ hazard to single receptor
5. Very likely	5. Significant damage/ hazard to multiple receptor
6. Inevitable	6. Destruction of single/ multiple receptor

The Impact Value is calculated as the product of 'probability' and 'severity', thus

$$\text{Impact value} = p \times s$$

The recommendation for alleviation of negative impact is as follows:

Impact Value	Assessment	Recommended Action
1 – 12	Low Impact	May be acceptable

13 – 24	Medium Impact	Reduce/ Eliminate
25 – 36	High Impact	Reduce

The followings are the assessed potentially adverse impacts:

1. Dust and suspended solids
2. Gases like CO_x, NO_x, SO_x, Pb, SMP
3. Local rainfall flooding
4. Surface water pollution (mud, chemo, bio, fecal)
5. Sedimentation
6. Groundwater pollution (bio, chemo)
7. Disposal of Bentonite slurry on the lands
8. Land type changes
9. Soil chemistry (Toxicity)
10. Water logging
11. Land slide/ land subsidence
12. Earthquakes (constraint)
13. Terrestrial flora
14. Aquatic flora
15. Aquatic fauna
16. Fish
17. Aquatic biodiversity and conservation
18. Landholding, tenure and values
19. Loss of structures
20. Social disruption
21. Loss of livelihood
22. Changes in settlement pattern
23. Landscape changes
24. Power supply
25. Telecommunication
26. Water supply
27. Sewerage and storm water drainage
28. Waterborne disease
29. Noise and air pollution
30. Disruption of commercial and industrial business
31. Loss of footpath business
32. Loss of income
33. Disease
34. Social instability/ conflict
35. Land acquisition
36. Compensation
37. Rehabilitation/ resettlement
38. Health and safety
39. Labour management

40. Direct construction impact management

IEE checklist in Table 12 indicates that among the 40 negative impacts, the highest impact value is 30 in the case of direct construction impact management and health and safety issues under social environment. This is followed by physico-chemical environment, such as air, noise, and water and soil pollution – the rating ranging between 16 and 20. All other impacts are found within low and medium impact rating categories.

Table 12 Initial Environmental Examination Checklist for Construction of the Flyover

Aspects	Impacts (•)			Negative Impact Value			Comments on existing components/ concerns, causes of pollution and other relevant issues)
	Positive	No Impact	Negative	Probability (p)	Severity (s)	Impact Value (p x s)	
NATURAL ENVIRONMENT							
Physico-chemical Environment							
Atmosphere:							
Air Pollution							
Dust and suspended solids			•	5	5	25	Dust generation during earthworks, excavation and casting of foundation of flyover and dismantling of the existing physical infrastructures
Gases like CO _x , NO _x , SO _x , Pb, SMP			•	3	4	12	Pollution will be created due to emission from construction vehicle traffic and operation of the construction equipment
Climate:							
Rainfall		•					Project construction site is subject to climatic constraints
Cyclones		•					Same as above
Water Resources:							
Surface Water Quantity							
Local rainfall flooding			•	4	4	16	Due to water logging at construction site during flood and severe rainfall in monsoon period
Main river flooding		•					Project site is not directly connected to the man river
Surface Water Quality							
Pollution (mud, chemo, bio, fecal)			•	4	4	16	Disposal of construction wastewater and sanitary wastage, spillage of waste oil and lubricants, etc. into nearby surface water
Domestic water supply		•					No concern
Irrigation		•					Same as above
Sedimentation			•	4	4	16	Wash out of construction waste liquid will cause sedimentation load in the surface water of surrounding water bodies during the monsoon season
Groundwater Availability							

Aspects	Impacts (•)			Negative Impact Value			Comments on existing components/ concerns, causes of pollution and other relevant issues)
	Positive	No Impact	Negative	Probability (p)	Severity (s)	Impact Value (p x s)	
Domestic water supply		•					No concern
Groundwater Water Quality							
Pollution (bio, chemo)			•	4	3	12	Spillage of lubricants, fuel, etc. during construction from vehicles and construction equipment at site
Contamination (Arsenic)		•					Arsenic contamination of ground water is of less concern in Chittagong city. (Ref. to Map in Section 5.1 Natural Environment)
Disposal of Bentonite slurry on the lands			•	5	4	20	During piling works for construction of piers
Land Resources:							
Topography		•					Project site is not subject to topographic constraints
Land type			•	5	5	25	Significant degradation will occur on landscape
Soil Quality:							
Chemistry (salinity)		•					No concern
Chemistry (Toxicity)			•	4	4	16	Spillage of oil, fuel, lubricants, etc. from construction traffic and equipment and disposal of Bentonite slurry
Water logging			•	4	4	16	Inadequate drainage facilities
Seismic characteristics:							
Earthquakes (constraint)			•	5	4	20	Significant concern on design
Natural Biological Environment							

Aspects	Impacts (•)			Negative Impact Value			Comments on existing components/ concerns, causes of pollution and other relevant issues)
	Positive	No Impact	Negative	Probability (p)	Severity (s)	Impact Value (p x s)	
Livelihood							
Social Environment							
Social disruption			•	4	5	20	Due to disturbance during construction phase
Loss of livelihood			•	4	5	20	All business on the encroachment will be closed temporarily. <i>The detailed design should examine the alternatives to minimize the closure of business as much as possible</i>
Settlement pattern			•	3	4	12	The change of landscape cannot be determined at this stage
Political and institutional administration		•					No major concern
Demography		•					No concern
Gender issues		•					No concern
Inequality		•					No concern
Education and literacy		•					No concern
Archaeological sites		•					No concern
Quality of human life	•						After implementation of project
Common Resource Rights:							
Power supply			•	4	4	16	Disruption due to removal and shifting (<i>detailed design will consider the mitigation measures</i>)
Telecommunication			•	4	4	16	Disruption due to removal and shifting (<i>detailed design will consider the mitigation measures</i>)
Water supply			•	4	4	16	Disruption due to removal and shifting (<i>detailed design will consider the mitigation measures</i>)
Sewerage and storm water drainage			•	5	5	25	Disruption due to removal and shifting (<i>detailed design will consider the mitigation</i>

Aspects	Impacts (•)			Negative Impact Value			Comments on existing components/ concerns, causes of pollution and other relevant issues)
	Positive	No Impact	Negative	Probability (p)	Severity (s)	Impact Value (p x s)	
							<i>measures)</i>
Human Health							
Waterborne disease			•	3	3	9	May occur from contaminated drinking water at the site (<i>detailed design will consider the mitigation measures)</i>
Noise and air pollution			•	4	3	12	Operation of construction equipment such as excavator, roller, hot mix plant, etc. (<i>detailed design will consider the mitigation measures)</i>
Human nutrition	•						After implementation of project
Economic Environment							
Economic Livelihood							
Disruption of commercial and industrial business			•	5	4	20	During construction works and would be recovered after construction (<i>detailed design will consider the mitigation measures)</i>
Employment opportunity	•						Job opportunities will increase during construction period
Economic development	•						New business centers will be developed after implementation of the project
Infrastructure and Communications:							
Roads	•						Improvement after completion of the project
Traffic congestion	•						Reduction after completion of project
Traveling time	•						Will be reduced after completion of the project
Traveling cost	•						Reduction after completion of project
Railways	•						After completion of project
Social Risks and Hazards							
Disease			•	4	4	16	May occur from transmission of diseases from the laborers at the site (<i>detailed design will consider the mitigation measures)</i>

Aspects	Impacts (•)			Negative Impact Value			Comments on existing components/ concerns, causes of pollution and other relevant issues)
	Positive	No Impact	Negative	Probability (p)	Severity (s)	Impact Value (p x s)	
Social instability/ conflict			•	2	3	6	Conflict may occur between the local laborers and the outsiders (<i>detailed design will consider the mitigation measures</i>)
Economic and political instability		•					No concern
DIRECT CONSTRUCTION IMPACTS							
Rehabilitation/ resettlement			•	5	4	20	Vulnerable businessmen on the encroachment will need rehabilitation/ resettlement (<i>detailed design will consider the mitigation measures</i>)
Health and safety			•	6	5	30	Occupational and public health and safety issues at the construction site (<i>detailed design will consider the mitigation measures</i>)
Labor management			•	5	4	20	Labor conflict may occur at the site (<i>detailed design will consider the mitigation measures</i>)
Direct construction impact management			•	5	6	30	Important management and environmental issues to be considered (<i>detailed design will consider the mitigation measures</i>)
Total Impacts	9	18	33				

Severity (s)	Probability (p)	Impact Rating
7. No damage	7. Negligible	1 – 12 Low Impact – May be acceptable
8. Minor damage/ hazard to single receptor	8. Slight	13 – 24 Medium Impact – Reduce/ Eliminate
9. Minor damage/ hazard to multiple receptor	9. Possible	
10. Significant damage/ hazard to single receptor	10. Likely	25 – 36 High Impact – Reduce
11. Significant damage/ hazard to multiple receptor	11. Very likely	
12. Destruction of single/ multiple receptor	12. Inevitable	

Chapter 7 FURTHER STUDY, ENVIRONMENT MANAGEMENT AND MONITORING PLAN

7.1 Institutional Framework

The Project Implementer should have a functionally effective unit to supervise over the works of project implementation and to provide guidance to the work force engaged in construction works. There should also be functionally effective interface between the implement at and the Department of Environment within which the skill of the protection of environment could be developed.

7.2 Environmental Management

The Project Promoter may engage consultant for the supervision of project implementation, environment friendly. He may also engage an Engineer as monitor to look after the progress reports which must specifically cover actions taken for implementation of the mitigation measures, problems encountered and methods used to solve the problems.

The information so received can also be used for training other staff of the same authority on procedures of environmental management. Since the Engineer certifies the claims of the contractor, the quantity of work done also gets verified. But it is necessary to verify whether any damage to the environment was caused in the process of executing the prescribed works.

7.3 Environmental Monitoring and Auditing Arrangement

Monitoring of implementation processes permits:

- (a) Identification of some impacts, which may have been missed in the given EMP
- (b) Identification of the under-estimated effects of some impacts
- (c) Discovery of new and more effective mitigation measures and
- (d) Development of proper sensitivity and wisdom to deal better in later projects.

It is important to note that the society in this Republic of Bangladesh would be adversely affected if in the process of execution of the prescribed works improper steps are taken. Any wrong step taken in this regard would cause changes in the quality of air, water or noise-level. Therefore, the quality of water in the neighboring streams, the levels of noise and the quality of air act as surrogate indices of qualitative changes in the given environment. The changing parameters of these constituents of environment are to be checked during construction and also during operation.

7.4 Complaint and Grievances

Public complaints should be entertained in respect of environmental disturbance and noticeable impacts.

7.5 Reporting

Regular reporting of monitoring records to the concerned authority who maintains environmental conservation rules in action. Physical tests should be made for the critical sections and entered in EIA Report.

7.6 TOR for the EIA study

This draft Terms of Reference (TOR) for the EIA Study has been prepared based on the results of the Initial Environmental Examination (IEE) and subsequently considering the environmental scoping as represented in the previous sections of this chapter.

7.6.1 Objective of the EIA Study

The main objective of the EIA study is to identify the significant environmental impacts for projects along with mitigation measures as per JICA and the Government of Bangladesh's EIA guidelines and rules. A preliminary EMP should also be prepared.

7.6.2 Scope of the EIA Study

The scope of the EIA study is based upon the requirements of the environmental and social guidelines of JICA and GoB. The scopes of work include:

- (1) Executive Summary
- (2) Introduction (including objectives of EIA, scope of work, time frame, composition of EIA team etc)
- (3) Review of all relevant environmental and social reports including monitoring
- (4) Project description from environmental and social aspect
- (5) Supplementary secondary & primary data collection
- (6) Data analysis to describe the natural environment, social environment and environmental pollution, especially for the adverse impacts identified in the IEE
- (10) Meeting and consultation with stakeholders
- (11) Analysis of environmental and social impacts
- (12) Identification of mitigation measures
- (13) Preparation of Preliminary EMP to reduce or eliminate significant environmental and social impacts
- (14) Environmental Monitoring Plan (EMoP)
- (15) Preparation of Environmental Impact Assessment (EIA) report

Annex G-4: Draft Environmental Framework

1 Objective of Environmental Framework

The objective of this Environmental Framework is to guide the executing agencies in fulfilling the requirements of the national laws and policies, and the JICA Guidelines for Environmental and Social Considerations (hereinafter the “JICA Guidelines”) in the implementation phase of the Technical Corporation Project for Development Planning for Inclusive City Government (ICGP) in order to prevent or minimize any negative environmental or social impacts. The Framework describes the basic concept, potential impact and necessary mitigation measures, survey and monitoring items, and implementation arrangement under the ICGP.

2 Framework for environmental and social considerations

2.1 Legal framework

The Environmental Conservation Act 1995 (ECA)

During the rapid industrial development of the early 1990s, the Government of Bangladesh (GOB) realized that the degradation of the environment should be minimized with regards to environmental impact and its mitigation without slowing the industrialization.

The GOB enforced the Environmental Conservation Act 1995 (ECA) to upgrade the Environment Pollution Control Ordinance 1977.

Major features of the Act are:

- Power and function of the Department of Environment and that of the Director General;
- Declaration of Ecologically Critical Area;
- Regulation in respect to driving vehicles’ environmentally harmful gas emissions;
- Environmental Clearance;
- Formulation of Environmental Guidelines;
- Regulation of development activities from an environmental perspective;
- Promulgation of standards for quality of air, water, noise, and soils for different areas and for different purposes; and
- Promulgation of acceptable limit for discharging waste.

Before going for any new development project, the proponent is required to obtain Environmental clearance from the DoE.

Environmental Conservation Rules, 1997 (ECR)

In 1997, the government enacted the Bangladesh Environment Conservation Rules (ECR) to supplement the ECA. The rules specify environmental standards for air, water quality, noise, and odours. These were partially amended in 2002 and again in 2003. The Act stipulates the Environmental Impact Assessment (EIA) process within the framework of the Environment Clearance Certificate (ECC).

The relevant subjects/instruments of the Rules are:

- Considerations for the declaration of ecologically critical area;
- Procedure for granting environmental clearance;

- Requirement for Initial Environmental Examination (IEE) and EIA according to the appropriate category of the project, for this purpose industrial units and projects have been divided into four categories – Green, Orange-A, Orange-B and Red;
- ECC validity of 3 years for Green Category; and one year for all other categories;
- Renewal of the ECC within 30 days after the expiry of validity of clearance period;
- Provision of appeal to the appellate authority constituted by the government;
- Procedure to be followed by the appellate authority;
- Procedure of hearing appeal;
- Determination of environmental standards; and
- Determination of waste discharge and emission standards.

Acquisition and Requisition of Immovable Property Ordinance 1982 (ARIPO)

The principles for the compensation of property in Bangladesh are founded in Articles 42 and 47 of the Constitution. The law and implementing rules and regulations governing all cases of land acquisition are contained in the ARIPO, known as Ordinance II of 1982, some provisions of which were amended in 1993 and 1994.

Environmental Court Act 2000

In 2000, the Environmental Court Act was enacted especially for court cases involving pollution. Environmental courts were established at six sites throughout the country and granted rights such as the right to enter premises and conduct investigations.

EIA Guidelines for Industries by the Department of Environment

The Clause 12 of the ECA stipulates that “No industrial unit or project shall be established or undertaken without obtaining an ECC from the Director General, Department of Environment (DoE). The DoE issues ECCs for the development projects as an organization in charge of the enforcement of the ECA and ECR. Therefore, the DoE developed guidelines outlining procedures for preparing EIA and reviewing them (see Annex for the procedure for each categories). The guidelines consist of the following:

- EIA procedures
- Screening of industrial projects
- Application for Environmental Clearance
- Review of EIA Report
- Methodology for the EIA Process

Environmental Guidelines for the LGED Projects

As for any planned development project under the Local Government Engineering Department (LGED), the LGED needs to coordinate with the DoE including preparation of IEE and EIA to obtain ECCs.

The LGED developed the Environmental Guidelines for the LGED Projects in 2008 (LGED Guidelines), aiming to implement all of its development projects in an environmentally sound and sustainable manner. It is specifically designed to fulfil the requirements of both the GOB and international donors including JICA. It provides necessary procedures and formats for the IEE and EIA of both rural and urban infrastructure development projects. For example, analysis of alternatives, public consultations and preparation of the Environmental Management Plan (EMP) are included in the suggested outline of the EIA report.

Environmental regulations at CC Level

City Corporations have to follow the regulations of national level for the project implementation. Currently, there are no additional and separate rules and regulations under the City Corporations.

JICA Guidelines for Environmental and Social Considerations

To ensure the environmental and social sustainability of its funded projects, JICA formulated the Guidelines for Environmental and Social Considerations (hereafter “JICA Guidelines”) in April 2010. The JICA Guidelines describe the requirements that all executing agencies of JICA-funded projects must follow.

The key requirements include, but are not limited to the following:

- 1) Any negative environmental and social impacts of proposed projects must be avoided. If it is not possible to avoid them, any negative impacts should be minimized or compensated.
- 2) Assessment of potential environmental and social impacts and elaboration of mitigation measures during the earliest possible planning stage, and incorporation of them into the project plan. Strategic Environmental Assessment must be conducted if applicable.
- 3) Participation of stakeholders at an early stage of planning.
- 4) Comparison of several alternatives, including zero-option, in order to minimize negative impacts to the environment and society.
- 5) Compliance with national laws, standards, and plans.
- 6) Avoidance and minimization of involuntary resettlement, where feasible, and preparation and implementation of RAPs, where involuntary resettlement is unavoidable.
- 7) Environmental monitoring
- 8) Information disclosure and grievance redress mechanism

As the executing agencies of subprojects under the ICGP, the LGED and City Corporations must satisfy all of the above requirements, as well as others described in the JICA Guidelines, even if the national laws and policies do not fully prescribe requirements for these issues.

2.2 Comparison between JICA Guideline and Bangladesh Regulations

As mentioned above, the LGED Guideline is designed to mitigate the gaps of requirements between GOB and donors. Conducting IEE and EIA in accordance with the LGED Guidelines generally satisfies the requirements of the JICA Guidelines in terms of the objectives. For instance, if the EIA missed necessary information, it would not be accepted by the DoE for ECC, the DoE would request the executing agency to revisit the EIA, and then review it again.

However, in the current GOB legislations, even the EIA pays little attention to adverse social impact analysis, public participation, transparency, predictability and accountability. The definitions of project affected persons (PAPs) and valuation of the loss, and public participation differs from donors’ requirements.

In case the projects require land acquisition and involuntary resettlement, the ARIPO does not consider persons without legal titles, such as informal settlers as PAPs, does not provide for social rehabilitation of persons loss of their livelihoods, and has no provision for giving special assistance to vulnerable groups¹.

There are differences in the valuation of land and prices of affected assets, where for example ADB prescribes the use of current market rates in the project area. The GOB does not ensure replacement value or restoration of pre-project incomes of the PAPs. There is also no provision to assess the

¹ Vulnerable groups include: those without legal title to land or other assets; households headed by females; elderly and disabled persons; indigenous peoples; minority communities; and households with incomes below the poverty line (ADB’s Policy on Involuntary Resettlement 1995)

impacts on incomes and livelihood from the loss of employment and business or to restore lost incomes and livelihoods. Often donors provide financial support for the preparation of required documents under the loan projects such as EIA, ARAP, RAP, RAP Policy Framework and IPP.

According to the DoE², the EIA Guidelines is under the process of revision to minimize the gaps of requirements by donors such as JICA, ADB and WB, especially for the social impacts aspects.

Table 1 summarizes the current gaps and measures to be taken for the projects to minimize the gaps of requirements between GOB and JICA.

Table 1 Gaps of Requirements and Measures by the Projects

Requirements by JICA Guideline	GOB Policies	Gaps	Measures to be taken by the Project
Scope of impacts to be assessed	The ECR has no provision for the scope of impacts to be assessed for environmental assessment, but the LGED guidelines recommended using a checklist covering a broad range of environmental and social issues.	<p>Scope of impacts to be assessed is not provided in legal instruments of GOB, but recommended in the LGED guidelines.</p> <p>In case of land acquisition is in avoidable, GOB Project Affected Person (PAPs) excludes informal settlers, indigenous peoples, and ethnic minorities.</p> <p>GOB does not provide for social rehabilitation of persons loss of their livelihoods, and has no provision for giving special assistance to vulnerable groups.</p> <p>There are differences in the valuation of land and prices of affected assets, where for example ADB</p>	<p>The ICGP will assess the scope of impacts for the selected projects and avoid land acquisition and involuntary resettlement as much as possible.</p> <p>In case the projects require land acquisition and involuntary resettlement, often donors (under the loan project component) provide financial support for the preparation of required documents such as EIA, ARAP, RAP, RAP Policy Framework (RAP-PF)and IPP</p> <p>Therefore, the ICGP suggests the same procedure to be taken for the each selected</p>

² As of January 2013 information collected from the ICGP Team through the contact to the Director of Environmental Clearance, DoE, GOB

		prescribes the use of current market rates in the project area. The GOB does not ensure replacement value or restoration of pre-project incomes of the PAPs. There is also no provision to assess the impacts on incomes and livelihood from the loss of employment and business or to restore lost incomes.	projects under the JICA loan for the CC. The ICGP will identify the required documents for the selected JICA loan project for further F/S.
Analysis of alternative options	The ECR has no provision for the analysis of alternative options, but it is recommended in the LGED guidelines.	Analysis of alternative options is necessary according to JICA Guidelines.	Alternative options will be analyzed in the process of EIA and IEE.
Information disclosure and stakeholder participation	The ECR has no provision for public consultation and information disclosure, but LGED guidelines provide general recommendation for public consultation and information disclosure in the process of environmental assessment .	Information disclosure and stakeholder participation are required by the JICA guidelines.	Stakeholder meetings will be held before EIA/IEE is completed and their opinion will be taken into account. The EIA/IEE reports will be made available to the public.

Note: “#” indicates provision of the ECR (e.g., ECR #3 indicates Rule 3)

Source: ECR, LEGD Guideline, JICA Guidelines for Environmental and Social Considerations, April, 2010, Profile on Environmental and Social Considerations in Bangladesh, JICA, July 2012

2.3 Institutional framework

(1) City Corporations (CCs)

The City Corporations are the implementing agencies for the ICGP nominated subprojects. They will establish Project Implementation Unit for the CC (PIUCC). Therefore, they are responsible for fulfillment of the requirements of national laws and policies, and the JICA Guidelines for subprojects' implementation.

In case of the Green and Orange-A categories subprojects under the ECR, PIUCC will provide necessary information (i.e., NOC and others) to the Project Management Office (PMO) in LEGD. The PMO will check and process the documents to obtain the ECC from the DoE. If any subprojects fall under Orange-B or Red categories under the ECR, then the CCs are responsible for the implementation of IEE or EIA in compliance with the ECR before any subprojects are executed.

If any subprojects involve involuntary resettlement, the CCs are required to prepare and implement land acquisition plans and ARAP or RAP in accordance with ARIPO and the JICA Guidelines. The procedures for the involuntary resettlement under ICGP is described separately in the draft Resettlement Action Plan Policy Framework (RAP-PF).

The participating CCs in ICGP generally lack human resources, funding, and experiences in implementing ECC procedures, since most of them are formed in recent years. There is no section in charge of environmental and social considerations, therefore, currently Engineering Department in the CCs should be in charge of ECC.

Staffing arrangement (proposal) in the CCs:

The PIUCC should have at least one CC officer to be in charge for the environmental and social considerations. Depending on the readiness of respective CCs, different supports may be required from PMO in the LGED such as a new appointment of staff from the LGED or new recruitment supports. It is planned under ICGP to post local experts to assist PIUCCs dealing with the environmental and social consideration for the ICGP nominated subprojects.

(2) LGED

The LGED, under the Ministry of Local Government, Rural Development, and Cooperatives (MLGRD&C), is expected to be the executing agency for the ICGP nominated subprojects. Therefore, the Project Management Office (PMO) will be established in the LGED. It is planned under ICGP to post international and local experts in PMO to deal with the environmental and social consideration for the ICGP nominated subprojects under the CCs. The PMO will be responsible for the fulfillment of the requirements of both the national laws and the JICA Guidelines and act as applicant to the DoE for the subprojects' ECC. The PMO is required to supervise the CCs in implementation of EIA or IEE, and EMP for ICGP subprojects that are categorized as Red or Orange-B, and provide financial and technical support if necessary. Even for the Green and Orange-A category subprojects, PMO will collect all necessary documents from CCs and apply to DoE.

The PMO is planning to provide trainings for the PIUCC staff in charge of environmental and social consideration. It will help respective CC to become more efficient and sustainable in the future for the subproject implementation.

Staffing arrangement (proposal) in the PMO under the LGED:

The ICGP proposes the Design Supervision Monitoring (DSM) consultant team in the PMO to implement and monitor the sub-project. Within the DSM, following specialists are recommended to be recruited undertake the sub-project at least.

- Environmental Specialists (International)
- Rehabilitation and Resettlement Specialist (local)
- Social Consideration Specialist (Local)

(3) DoE

The Department of Environment (DoE) is a department of the Ministry of Environment and Forest (MoEF) and is headed by a Director General (DG), who has complete control over the DoE. It is the implementing agency for the ECA. The DoE Headquarters currently consist of six division offices and 21 district offices to carry out the overall national management of the environment.

The DoE is the agency in charge of reviewing and approving the EIA/IEE Reports, and therefore the necessary actions for environmental clearance in any subprojects nominated by ICGP must be taken under their instruction and guidance through the PMO.

3 Overview of possible sub-projects

3.1 Infrastructure and work type of subprojects

The infrastructure development sub-projects under the ICGP are categorized as shown in the following table by work type.

Table 2: Work category and Sub-Category

Sector	Types of work	Examples of works
Transport	Road improvement	Primary road (100 ft to 150 ft)
		Second road (60 ft to 100ft)
		Tertiary road (20 ft to 60 ft)
		Goli Road (12 ft to 20 ft)
		Pedestrian (6 ft to 8 ft)
	Bridge /culvert	Bridge
		Foot over Bridge
		Fly over

Sector	Types of work	Examples of works
		Under pass
		Culvert
	Traffic Management	Traffic signal / signs
		Divider / island
		Road Marking
	River Boat Landing	River Boat Landing
Drain improvement	Drain improvement	Khal /Canal/Outfall drain
		Primary drainage
		Second Level drainage
		Third Level Drainage
		Cleaning Blockage
		Re sectioning outfall (earth)
Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station
		Dumping ground/ Land fill site
		Compost plant
		Road side movable dustbin
		Solid waste recycle plant (3R)
		Facility for clean development mechanism activities
		Medical waste disposal
		Electronic waste
		Bio – gas plant
Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)
		Surface Water Treatment Plant
		Overhead Tank (OHT)

Sector	Types of work	Examples of works
		Distribution network
		Hand tube well
		Public Stand pipe (Street hydrant)
		Metering (domestic and bulk meter)
		Iron and arsenic removal plants for water quality
		Rain water harvesting
Sanitation	Sanitation	Slaughter house
		Twin pit latrine
		Single pit latrine
		Public toilets
		Wash station
		Transfer station for sludge disposal
		Common septic tank
Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage
	Truck terminal	Terminal Building, platform, Internal drainage
	Vehicle parking	For motor vehicle, CNG, rickshaw
	Market	Kitchen market, Super market,
	City corporation office building	CC main office, Community center, Ward office
	Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center
	Open Space	Park, Ground
	Street light (light and pole)	Light, pole, solar panel
	Landscaping and beautification,	Planting, Water body improvement, monument

Sector	Types of work	Examples of works
	Grave yard	Gate and wall, lighting, drainage
	Sports Facility	Gym, stadium
	Upgrading informal settlement	Re-arrangement of informal shops
	School-cum-Cyclone Shelter	School-cum-Cyclone Shelter
	Land development	Land reclamation

Source: ICGP

3.2 Environmental category under relevant laws and policies

(1) JICA Guidelines for Environmental and Social Considerations

According to the JICA Guidelines, infrastructure development projects are categorized into four groups based on the extent of the predicted environmental and social impacts: Category A, B, C and FI. The ICGP is planned to be classified as category B (as of October 2013).

(2) Environmental Conservation Rules 1997

The planned project needs to be categorized into four categories (Green, Orange-A, Orange-B and Red) through the screening process referring the list of industries of projects in the ECR to apply for the Environmental Clearance Certificate (ECC). Table 3 describes four categories, requirements, and examples of projects.

The IEE shall be applied to the Orange-B category project and EIA to the Red category project. Among the proposed subprojects, construction, reconstruction and expansion of road (feeder and local) and bridges with a length of below 100 meter belong to Orange-B. The construction, reconstruction and expansion of flood control embankment, polder, dike, road (regional, national and international), overpass, and bridge with the length of 100 meter and above are all Red category projects. The waste treatment system and water pipelines are also Red category projects. Installation of power lines is another type of Red category project, but the EIA for them is done by Power Development Board, not by the local authorities such as CCs.

Application for ECC should be made in the prescribed form (Form-3 of ECR, 1997) by the project executing institutions/agencies/parties. Different documents are needed to be enclosed with the applications for each category.

Table 3 Categories and Requirements under the GOB

Categories	Requirements	Examples of Applicable Projects
Green	General information, No Objection Certificate from the local authority (NOC)	Assembling and manufacturing of products (i.e., TV, toy, candle, pen, bamboo, excluding plastic products) etc.
Orange-A	General information,	Plastic manufacturing, minimum farming and

	NOC	poultry, restaurants, cinema hall etc.
Orange-B	General information, NOC, IEE, EMP	Hotels, clinics, water purification plant, construction, reconstruction, and extension of road (feeder road and local road) and bridge (length below 100 meter), public toilets, ship breaking, etc.
Red	General information, NOC, EIA, EMP	Urea fertilizer, artificial rubber, waste incinerator, industrial estate, sewerage pipe line, construction, reconstruction, and extension of flood control embankment, polder, dikes, road (regional, national and international) and bridge (length 100 meter and above)

Source: Environmental Conservation Rules, 1997

4 Policy for environmental and social considerations under the ICGP

The ICGP nominated sub-project will adopt the following policies with respect to environmental and social considerations, taking into account the requirements of GOB laws and regulations, and JICA Guidelines.

(1) Compliance with national laws and policiess, and the JICA Guidelines

The LGED as an Executing Agency (EA) and CCs as Implementing Agencies (IAs) must comply with both the GOB laws and policies, and the JICA Guidelines. Firstly, the EA needs to obtain an ECC for each sub-project. If any subproject is confirmed to be classified under the Orange-B or Red category under the ECR, then the EA must conduct IEEs or EIAs respectively.

(2) Analysis of alternative options

Alternative options, including a zero-option, must be analyzed and considered prior to the detailed design of each subproject. Alternatives to the alignment of roads, and location or layout of infrastructures should be considered to avoid or minimize adverse social and environmental impacts.

(3) Information disclosure, consultation, and participation

Information about the IEEs and EIAs concerning subprojects must be disclosed to the public according to the JICA Guidelines. Also, a wide range of stakeholders must be involved in the process of design, implementation, operation, and maintenance of subprojects. This aims to take the stakeholders' opinions into consideration at planning of sub-projects to minimize or mitigate adverse impacts.

For subprojects with larger environmental and social impacts, such as those that cause involuntary resettlement, and those that involve the construction of large bridges, sufficient consultations with local stakeholders shall be conducted at the earlier stage where an alternative analysis on subproject plans will be carried out.

All information should be presented in local languages comprehensible to local stakeholders. For illiterate people, suitable other communication methods such as briefings, discussions, meetings, and radio or television broadcasts should be applied.

(4) Grievance redress mechanism

A grievance redress mechanism should be established in each CC to receive and respond to the grievances of local residents about environmental and social issues, and local residents will be appropriately informed of the grievance redress mechanism.

(5) Implementation and monitoring

Organizational and administrative arrangements related to environmental and social considerations shall be established to implement necessary measures for environmental and social considerations prior to the commencement of the detailed planning of sub-projects. This will include the provision of adequate human resources and budget.

Adequate budgetary support should be fully committed by the government, and made available to cover the costs for environmental assessments such as IEEs and EIAs, implementation of mitigation measures, and related environmental and social monitoring.

Appropriate reporting, monitoring and evaluation mechanisms with respect to environmental and social considerations must be established and implemented, and each CC should allocate budget for the monitoring activities. The LEGD as the Executing Agency for the sub-project implementation is expected to provide technical and financial supports for the CCs to comply with the required monitoring activities.

5 Identification of potential impacts and mitigation measures

5.1 Items to be Examined

Following is the list of items which need to be examined in the ECC issue processes under the DoE. The EIA and IEE studies should include, but not limited to, the following information.

Table 4 Impacts to be examined in the screening process

Social Environment	Natural Environment	Pollution
Involuntary resettlement	Topography and geological features	Air pollution
Economic activities	Soil erosion	Water pollution
Traffic and public facilities	Groundwater	Soil contaminations
Split of communities	Hydrological situation	Waste
Cultural property	Flora, Fauna and Biodiversity	Noise and vibration
Water rights and right of common	Meteorology	Ground sinking
Safety and health	Landscape	
	Global warming	

Source: ICGP

5.2 Potential impacts and mitigation measures for sub-projects

The following is a list of potential impacts and mitigation measures for sub-projects, which were nominated under the ICGP.

In principle, the ICGP nominated infrastructure sub-project will have greater positive impacts for the economy and livelihood of the CCs than adverse impacts in both environmental and social aspects.

However, it is important to note that the impacts listed in this section do not necessarily cover all possible impacts that might be caused by individual subprojects. The same applies to the listed mitigation

measures. These factors will vary depending on the natural and socioeconomic conditions of each sub-

project site. Therefore, it is necessary to pay sufficient attention to these other impacts, and take into account sub-project specific conditions when identifying potential impacts.

Table 5 Potential impacts and mitigation measures of the ICGP sub-projects

No.	Check Items	Predictable impacts	Mitigation measures
Social Environment			
1	Involuntary resettlement	Although at present no involuntary resettlement is expected under the ICGP nominated subprojects, at the upcoming stage of detailed design it can be found that some of the subprojects would cause involuntary resettlement.	Resettlement Action Plan (RAP) or Abbreviated Resettlement Action Plan (ARAP) needs to be prepared including compensation and resettlement assistance program in accordance with Draft Resettlement Action Plan Policy Framework (RAP-PF) prepared by the ICGP.
2	Economic Activities	The subprojects positively affect local economy by providing employment opportunities for construction periods and extend the current business in providing better infrastructure as indicated in the economic analysis of the sub-projects. The adverse impacts such as loss of income, jobs, properties during the construction periods and the completion of the subprojects may be identified at the detailed design period.	For the adverse impacts, mitigation measure for the person affected by the project (PAPs) should be taken care by the CCs and LEGD. These measures can be monetary compensation, provision of training for alternative income source findings. This needs to be suggested at the time of detailed design.
3	Traffic and public facilities	Some of the subprojects may have some negative effects on traffic due to temporary closures of roads for construction of road, drain, bridge, etc.	The construction works should be planned to minimizing impacts on local traffic. The possible mitigation measures are, for example, providing bypass road or avoiding construction works during peak hours.
4	Split of communities	The subprojects do not anticipate any split (disturbance) of existing local communities.	In case of any split (disturbance) of local community were identified during the detailed design periods, consensus building and mitigation measures to be agreed with the

			communities prior to the implementation (construction) of the subprojects by the CCs.
5	Cultural property	The subprojects do not anticipate any adverse impacts on cultural sites.	In case of any adverse impacts on cultural sites were identified during the detailed design periods, CCs need to obtain consultation (i.e., no objection of construction) from owners of cultural properties prior to the subproject implementation (construction).
6	Water rights and right of common	The subprojects may cause impacts on water rights or rights of commons depending on the location of the sites.	The location of subprojects should be chosen carefully at the detailed design period to avoid and minimize adverse impacts.
7	Safety and health	The construction works may cause injuries for labors, accidents, for neighboring community residents, sanitation problems, and health problems for both. After the completion of the subproject, whether or not it would increase traffic accidents should be determined at the detailed design periods especially for the improvement of road.	Mitigation measures will include making safety and health guidelines and educating the workers, as well as following labor-related laws and regulations in Bangladesh. For the neighboring community residents, CCs needs to provide precaution (i.e., awareness building) to avoid accidents during and after subproject completion.
Natural Environment			
8	Topography and geological features	Some subprojects requiring earthwork such as the land reclamation, the construction of dumping site, etc. may cause change of topography and geological features.	Detailed impact assessment should be done at the detailed design periods.
9	Soil erosion	The subprojects may cause soil erosion depending on project sites.	Appropriate mitigation measures need to be taken to prevent soil erosion and/or other environmental impacts.
10	Groundwater	The subprojects involving usage of ground and surface water (for example, construction of deep wells, surface water treatment plant, etc.) may cause drawdown of groundwater. Construction of facilities for solid waste management such as dumping site, etc. has a risk of contamination of groundwater.	Detailed impact assessment should be done at the detailed design periods.
11	Hydrological situation	The construction of water supply system may cause change in flow condition. Some other types of subprojects (i.e., construction of bridges, drains, etc.) may have impacts on local hydrology.	Detailed impact assessment should be done at the detailed design periods.
12	Flora, Fauna and Biodiversity	The subprojects may have minimum impact on endangered,	Detailed impact assessment should be done at the detailed design

		rare and endemic species and ecosystems. Any of the subproject sites are not located in protected area, reserved forest or ecologically important areas recognized by GOB. The sub-project for land reclamation may cause change of marine fauna and coastal fauna and flora in and around the site. If the construction of water supply system causes change in flow condition, it may also cause change in habitat of fauna and flora.	periods.
13	Meteorology	The subprojects will not affect meteorology.	No mitigation measures are required.
14	Landscape	The subprojects will not affect landscape.	No mitigation measures are required.
15	Global warming	The construction activities may increase the emission of CO ₂ .	CO ₂ emission should be minimized by using low-emission machines and keeping good maintenance by CCs.
Pollution			
16	Air pollution	The construction activities may increase the emission of some air pollutants.	Emission should be minimized by using low-emission machines and keeping good maintenance. The amount of emission should comply with legal standards in Bangladesh. Air quality near subproject sites should be monitored periodically by CCs.
17	Water pollution	The surface water treatment plant may cause water pollution by sludge and waste water from filtration ponds in the plant. In case of improvement of drains may have a risk of water pollution. In case of building slaughter houses, public toilets, and other sanitary facilities, untreated runoff from the facilities may cause water pollution. Construction of facilities for solid waste management such as dumping site, etc. has a risk of water pollution.	EIA should be conducted and careful planning is necessary for these cases in order to avoid adverse impacts. In case of sanitary facilities, appropriate sewage treatment system, such as septic tank, must be installed.
18	Soil contamination	The subprojects are not likely to cause any soil contamination. Construction of facilities for solid waste management such as dumping site, etc. has a risk of soil contamination.	Prevention measures will be proposed in individual EIA/IEE and will be undertaken so that the effluents will not affect the water quality of nearby areas
19	Waste	A large quantity of waste may be produced during construction works, such as waste from the improvement of roads, sludge from	Waste from construction must be disposed of properly. The details of proper measures need to be determined at the detailed design

		the dredging of the canals, etc.	periods.
20	Noise and vibration	Noise and vibration level may significantly increase in and around the subproject sites during the construction.	Noise levels near subproject sites should be monitored. The noise and vibration caused by construction works should be kept under legal limit in Bangladesh by the periodical monitoring by CCs.
21	Ground subsidence	If the subprojects include use of ground water (for example, construction of deep wells for water supply system), ground subsidence may be caused.	Use of ground water should be avoided as much as possible at the detailed design periods.
22	Offensive odor	Infrastructure facilities such as dumping site, public and community toilets, and garbage bins and disposal facilities may cause odor.	Adequate measures such as adoption of sanitary latrines and compliance with relevant regulations will be undertaken.

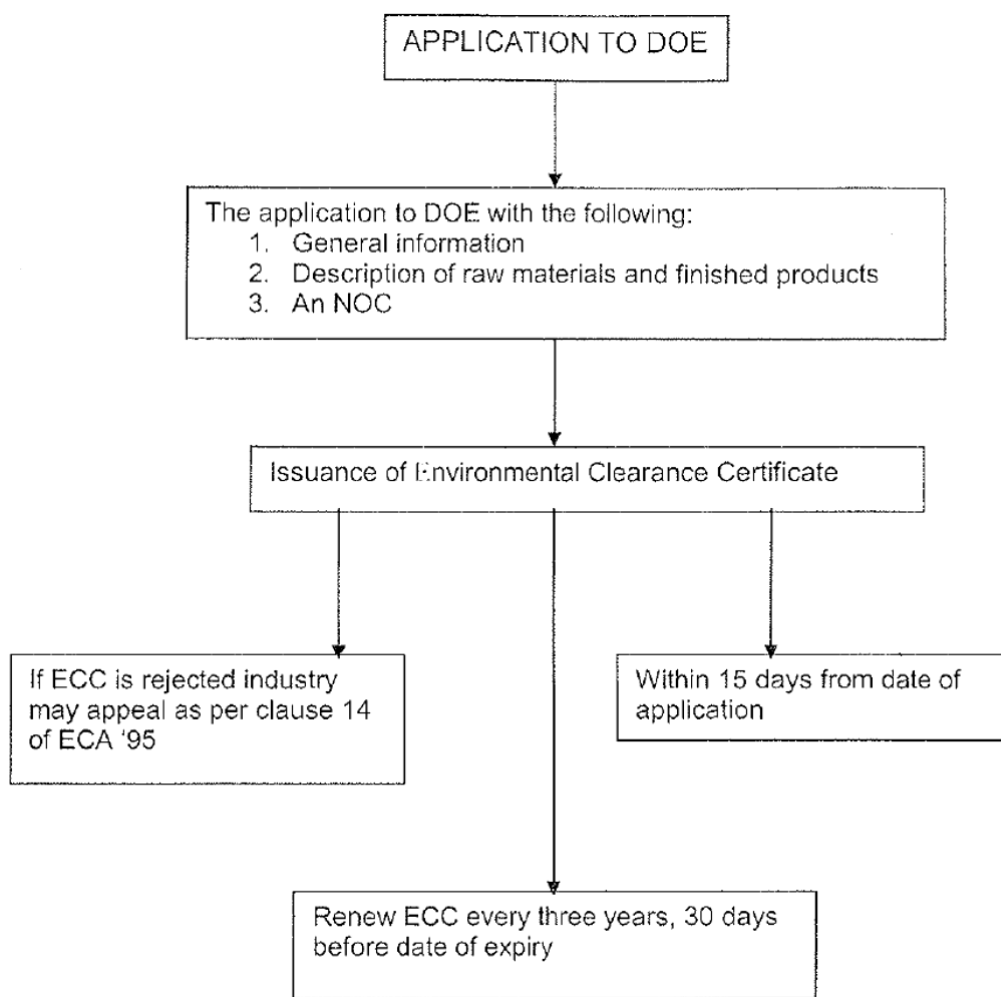
5.2 Environmental and social monitoring system

It is expected the environmental and social monitoring system of the ICGP nominated subprojects will be as same as the project executing structure. The CCs will be the subproject implementers. Project Implementation Unit of the CCs (PIUCCs) will perform the monitoring. However, as the LEGD is the Executing Agency of GOB that Project Management Office (PMO) will be established in the LEGD. The PMO will monitor the performance of PIUCCs and provide technical supports for their capacity buildings. Provision of trainings or dispatch of the staff by the LEGD is one of the example of capacity building activities.

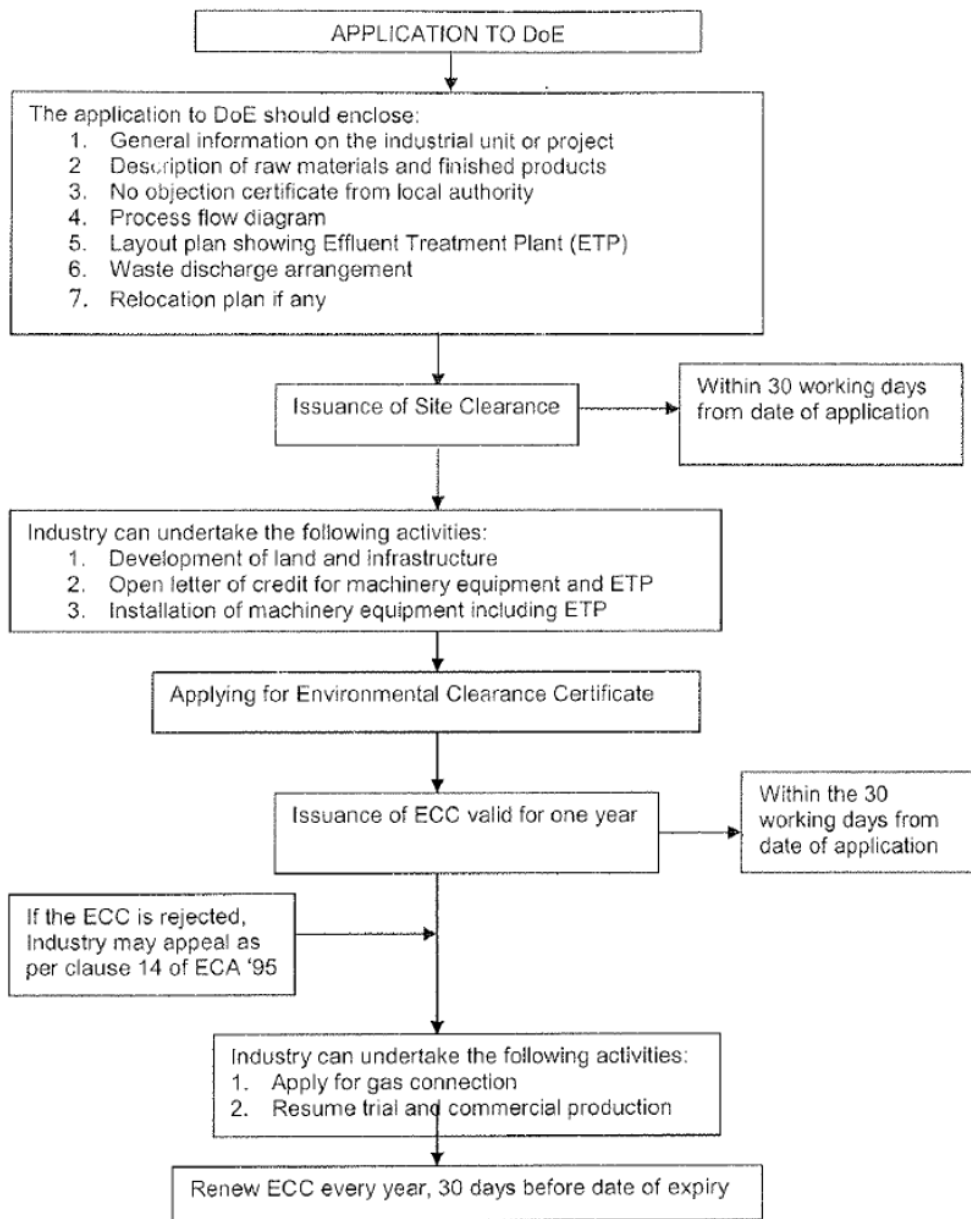
6 Consultation, information disclosure, and grievance redress mechanism

As same as above monitoring system, consultation, information disclosure, and grievance redress mechanism should be align with the project executing structure. The CCs will be the subproject implementers. Project Implementation Unit of the CCs (PIUCCs) will be in charge of the tasks. However, the Executing Agency of GOB that Project Management Office (PMO) will be established in the LEGD. The PMO will monitor the performance of PIUCCs and provide technical supports to develop mechanism. Provision of trainings or dispatch of the staff by the LEGD is one of the example of capacity building activities.

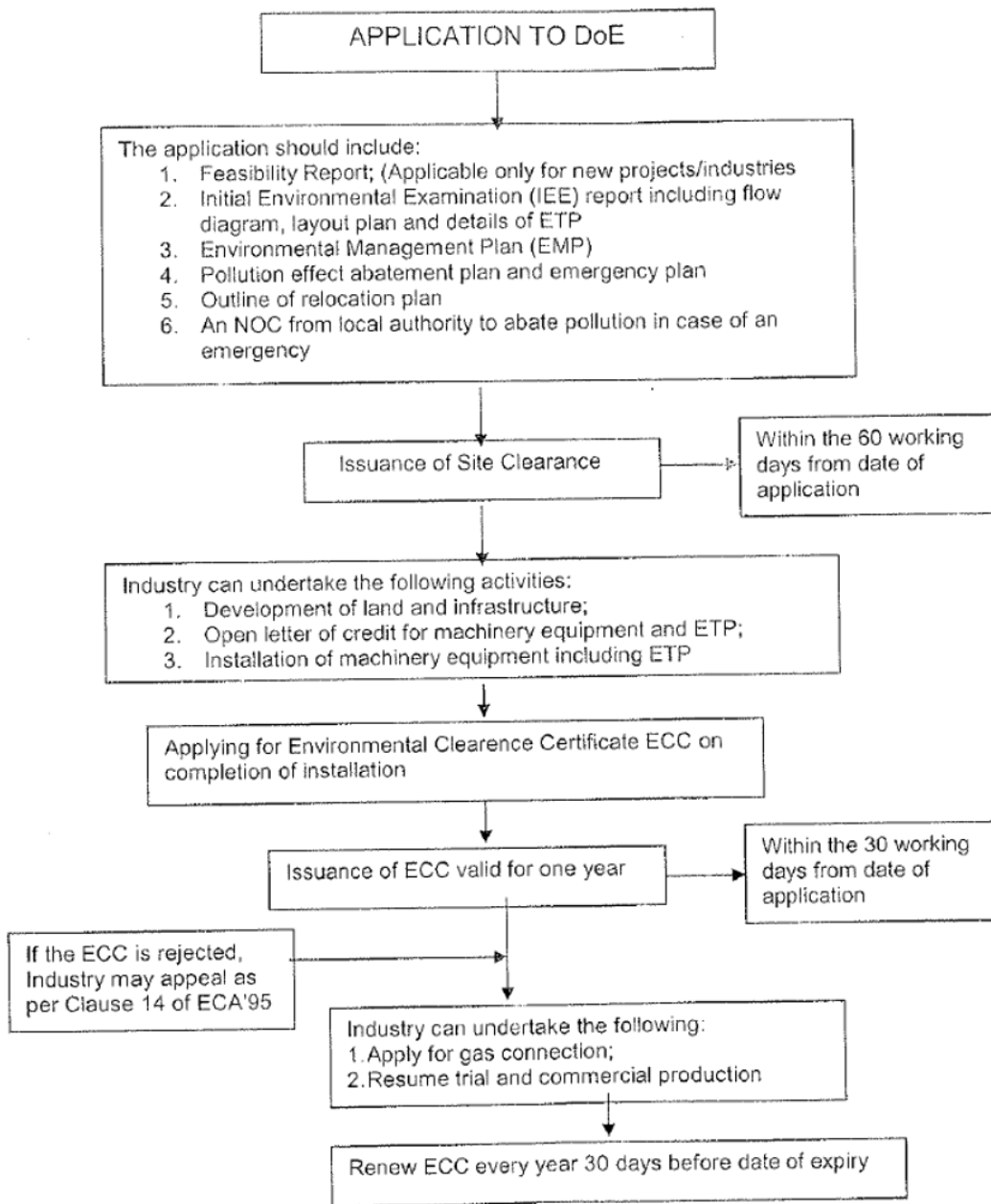
ANNEX: Procedure for the ECC by GOB Categories



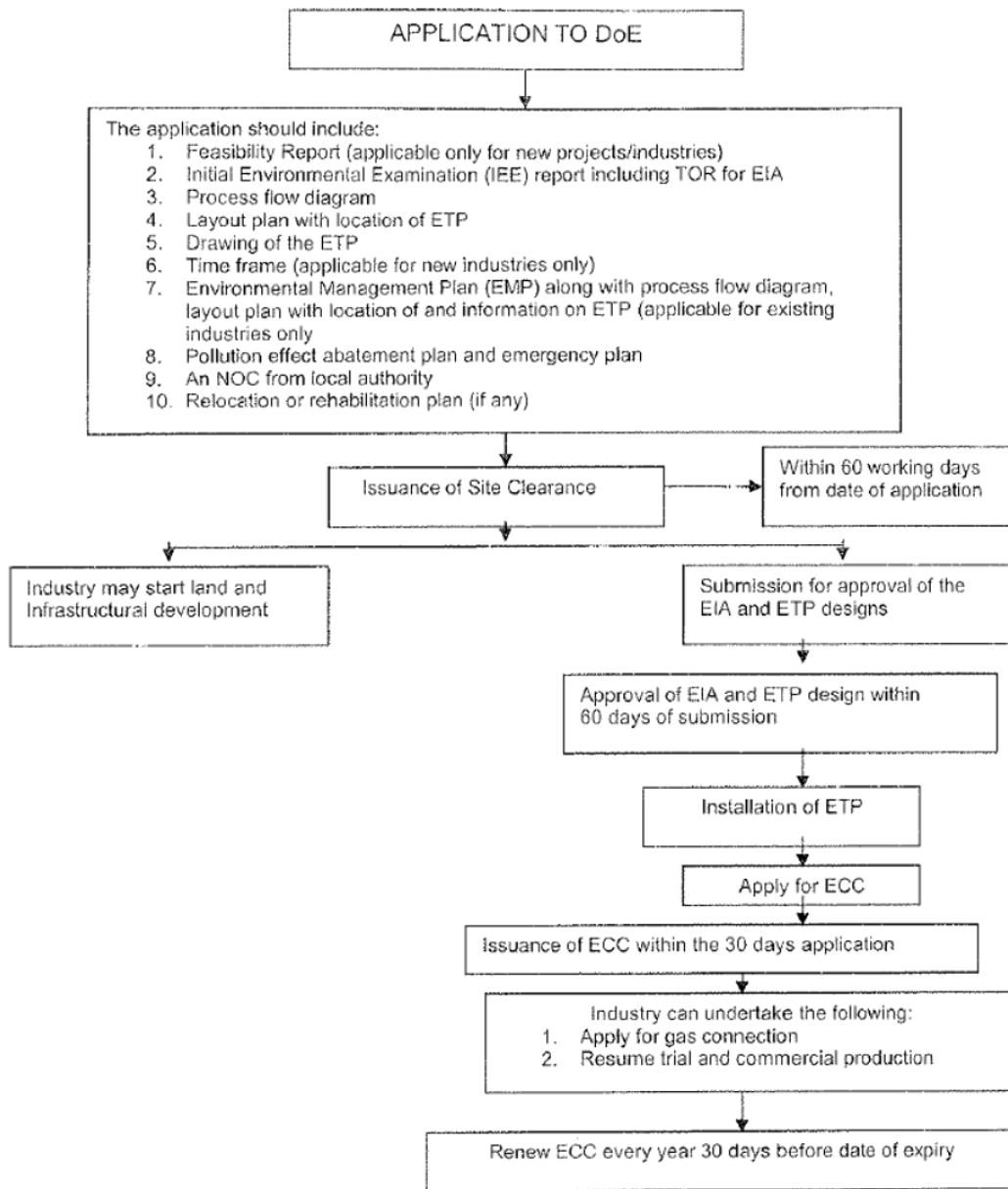
Category Green



Category Orange-A



Category Orange-B



Category Red

Annex G-5: Draft Resettlement Action Plan Policy Framework

1. Introduction

1.1 Objectives of the Draft Resettlement Action Plan Policy Framework

This Draft Resettlement Action Plan Policy Framework (DRAP-PF) aims to provide the basic concept of land acquisition and involuntary resettlement for the Government of Bangladesh. This document describes items to be surveyed, procedures, and methodologies to meet the requirements of both national laws and policies, and the JICA Guidelines for Environmental and Social Considerations 2010 (hereinafter the “JICA Guidelines”). This document is prepared for the implementation of the nominated sub-projects by the JICA technical assistance project of the Developing Inclusive City Governance for City Corporation (hereinafter the ICGP).

1.2 Definition of Relevant Terms

The following word definitions will be applied for this DRAP-PF.

- **Project Affected Persons (PAPs)** includes any persons, households, communities, firms, or private or public institutions who would have their;
 - Standard of living adversely affected;
 - Right, title, or interest in any house, land or any other assets adversely affected; or
 - Business, occupation, places of work or residence adversely affected, with or without displacement.

If any adverse impact on a household is anticipated, PAPs in that case covers all members of the affected household if they reside underneath one roof and operate as a single economic unit. Therefore, in the context of the DRAP-PF, PAPs are considered as members of certain affected households.

- **Household** is a group of persons who live together and take their meals from a common/one kitchen.
- **Replacement cost** means an amount needed to replace an asset at current market value including depreciation and overhead expenses of the transaction, registration stamp duty and registration charges for such replacements. These include: 1) agricultural land based on its productive potential; 2) residential land based on current market value 3) structures based on current market price of building materials and labor including transaction costs; 4) trees, crops and plants on current market value; and 5) shops and commercial assets based on market value of similar location attribute.
- **Cut-off date** is the date of commencement of the census of PAPs within the sites of a target sub-project. This is the date beyond which any person whose land is occupied for the use of the Project will not be eligible for compensation.
- **Involuntary resettlement** means the involuntary taking of land resulting in direct or indirect economic and social impacts caused by: 1) loss of benefits from use of such land; 2) relocation or loss of shelter; 3) loss of assets or access to assets; or 4) loss of income sources or means of livelihood, whether or not the PAPs have moved to another location.
- **Land acquisition** means the taking of land by government or other public bodies for the purpose of a public project. This includes the acquisition of land or assets for which the owner enjoys uncontested customary rights.

- **Restoration and rehabilitation assistance** means the provision of development assistance in addition to compensation, such as land preparation, credit facilities, training, or job opportunities. These assistances are provided to restore the living standards, income earning capacity and production levels of PAPs to the pre-project level at least.
- **Abbreviated Resettlement Action Plan (ARAP)** must be prepared when small-scale involuntary resettlement (i.e., fewer than 200 people are resettled) is required. It illustrates the number of PAPs, affected land and other assets including their values, and identification of entitled people, compensation, restoration and rehabilitation assistance, and monitoring, and budget. The purpose of ARAP is to facilitate entire process of land acquisition and assistance to PAPs in line with the Acquisition and Requisition of Immovable Property Ordinance (ARIPO) and the JICA Guidelines.
- **Vulnerable groups** include: 1) female-headed households; 2) households below the poverty line; 3) those less able to care for themselves (e.g., children, the elderly and the disabled); 4) the landless; 5) indigenous peoples; and 6) other groups not protected by national compensation law.
- **Squatters** are people who occupy or possess an asset without legal title.
- **Encroachers** are the land owners who have illegally extended their land holdings or structures into the neighboring public land.

1.3 Project Description

The ICGP nominated sub-projects covers 5 City Corporations, namely, Narayanganj City Corporation (NCC), Comilla City Corporation (CoCC), Rangpur City Corporation (RpCC), Gazipur City Corporation (GCC), and Chittagong City Corporation (ChCC).

History of City Corporation is very young. And they have not established planning system for public services as inclusive city governments. Infrastructure Development Plan of CC (IDPCC) is a one system for CCs to manage or coordinate entire infrastructure development in the territory of the City Corporation.

In its conventional work style, a City Corporation (Including previous CC) has several project lists of infrastructure by funding resources such as JICA, ADB, WG, DPP (LGRD) and CC itself. And other agencies of National Government have their own project plan. These lists have never combined as “inclusive list”. This means no agency take care or coordinates inclusive public services in the Territory of City Corporation. IDPCC include an inclusive list. This is a first stage for City Corporation to develop inclusive city governance.

The IDPCC shall be a rolling plan, since the requirement and priority of infrastructure are always changing, and completed projects should be removed from the plan. Therefore, the development plan shall be renewed every three years and minor changes shall be made every year. The initial IDPCC includes projects in the various sector such as Transportation, Drain improvement, Solid Waste Management (SWM), Water Supply System (WSS), Sanitation, and, Municipal Facilities.

Sub-projects for the JICA loan were nominated by ICGP. They will be confirmed after the detailed design and project appraisal through participatory approaches in the implementation phase (after the ICGP). The eligible types of infrastructure sub-projects included: 1) transport such as construction or improvement of road, drain, and bridge; 2) water supply system such as water supply pipe line, and tube well and pump house construction; 3) Municipal facilities such as construction of bus terminal, truck terminal, school cum, and street lighting; 4) Studies such

as study for surface water treatment improvement, study to revisit existing transport studies and develop future transport plan, and study for development of solid waste management of markets and bus/truck terminal; and 5) Others such as land reclamation.

2. Objective of the Project and Necessity of Involuntary Resettlement

2.1 Identification of Land Acquisition and Involuntary Resettlement under the Project

Land Acquisition

The ICGP nominated sub-projects will be basically on the public land that land acquisition from private ownership is not expected.

In case of following cases, alternative plans (including zero option) shall be assessed at the detailed design periods to determine the feasibility of the projects whether or not the land acquisition is unavoidable.

1) widening of roads to meet LGED standards; 2) realignment of roads to ease curve radii; 3) increase in the embankment height of roads; and 4) construction of approach roads for large-scale bridges, 5) construction of waste management facilities and sanitarily facilities, and 6) new constrictions of any facilities.

Involuntary Resettlement

As same as other international donors' guideline or safeguard policy, the JICA Guideline recommends avoiding involuntary resettlements as much as possible in assessing the alternatives. Moreover, sub-projects requiring large-scale involuntary resettlement of more than 200 people are in principle excluded for sub-project selection under the ICGP. Therefore, under the ICGP sub-project, only small-scale involuntary resettlement might be happen. It can only be determined at the detail design phase.

3. Reason Why Resettlement Action Plan Cannot be Prepared

The ICGP nominated sub-projects do not expect any land acquisition and involuntary resettlement as described in the previous section. Therefore, there is no need for the preparation of Resettlement Action Plan (RAP) under the ICGP. During the detailed design phase, the final assessment will be done to confirm whether or not involuntary resettlements will occur. In case more than 200 PAPs were identified and involuntary resettlement were unavoidable, the executing agency (PMO LGED) and implementing agency (PIUCC CC) need to prepare Resettlement Action Plan (RAP) and for the less than 200 PAPs of involuntary resettlement, the executing agency PMO and PIUCC need to prepare the Abbreviated Resettlement Action Plan (ARAP) at the time of project appraisal to JICA to obtain the loan disbursement approval from the JICA.

4. Process of Preparation of Resettlement and Its Approval

In case of land acquisition, the PMO and PIUCC need to follow national legal framework of The Acquisition and Requisition of the Immovable Property Ordinance (ARIPO) described below.

4.1 Acquisition and Requisition of Immovable Property Ordinance, 1982

The Acquisition and Requisition of the Immovable Property Ordinance (ARIPO) 1982 and the subsequent amendments made during 1993 and 1994 constitute the legal framework that governs all cases of land acquisition in Bangladesh. The Acquisition and Requisition of Immovable Property Rules 1982 were issued under Section 46 of the ARIPO stipulating that the government is empowered to make rules for carrying out the purposes of the ARIPO. The ARIPO presents the procedural details required for land acquisition as presented in Figure 3.

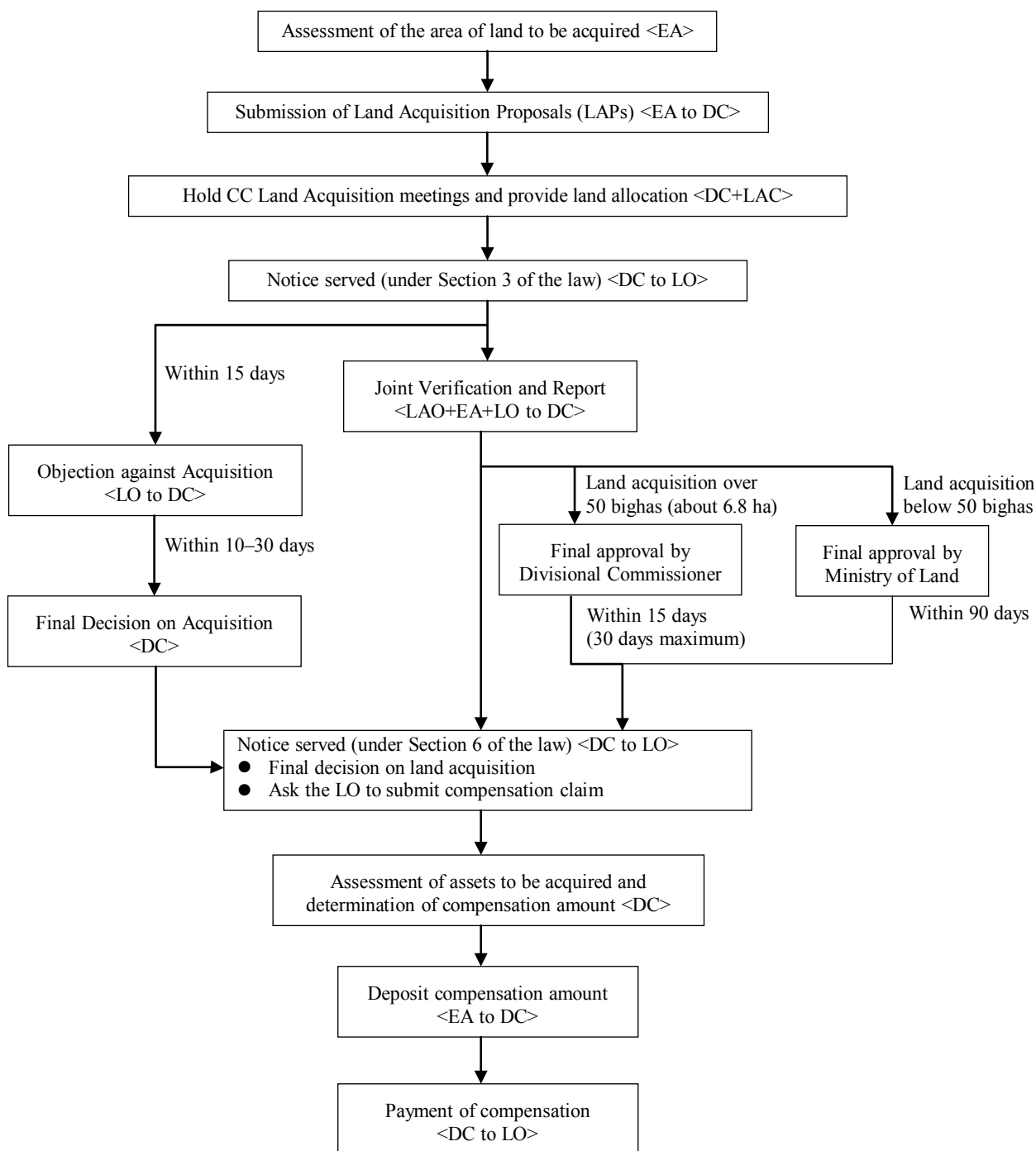


Figure 3: Procedures of Land Acquisition under the GOB

Note: EA: Environmental Assessment, DC: Deputy Commissioner, LAC: Assistant Commissioner Land, LO: Land Office, LAO: Legal Affairs Office

Land acquisition below 50 *bigha* (about 6.7 hectare) is handled by Division Commissioner³, and that of over 50 *bigha* by the Ministry of Land. Regardless of the size of land to be acquired, it is Deputy Commissioner (DC) who determines market price of the assets based on the approved procedure, and pays one hundred and fifty percent of the assessed value as compensation. Section 10A inserted by the amendment in 1994 made provisions for payment of crop compensation to tenant cultivators.

However, the ARIPO does not cover project-affected persons (PAPs) without titles of ownership record. For example, informal settlers or squatters, occupiers, and informal tenants and lease-holders without legal documents will not be compensated under the ARIPO. Also, it does not ensure replacement value of the property acquired.

In addition, the ARIPO has no provision related to involuntary resettlement and the restoration and rehabilitation assistance to PAPs. For instance, provision of the expenses necessary for relocation and reestablishment of communities at resettlement sites are not prescribed in the ARIPO. Contrary, these are the requirements of international donor agencies including JICA. Thus it is necessary to supplement the gaps.

4.2 JICA Guidelines for Environmental and Social Considerations

To ensure the environmental and social sustainability of its assisted projects, JICA has formulated the Guidelines for Environmental and Social Considerations (JICA Guidelines) in April 2010. The objectives of the JICA Guidelines are to: 1) encourage the executing agency to have appropriate considerations for environmental and social impacts; and 2) ensure that JICA's support for, and examination of, environmental and social considerations are conducted accordingly. The JICA Guidelines specify requirements that all executing agencies of JICA-funded projects must meet. The key requirements related to land acquisition and resettlement are summarized below:

- 1) Involuntary resettlement and loss of means of livelihood are to be avoided when feasible by exploring all viable alternatives.
- 2) When involuntary resettlement is unavoidable, effective measures to minimize the impact and to compensate for losses should be taken.
- 3) People who are forced to be resettled and whose means of livelihood are hindered or lost must be sufficiently compensated and supported, so that they can improve or at least restore their standard of living, income opportunities, and production levels to pre-project levels.
- 4) Compensation must be based on the full replacement cost if at all possible.
- 5) Compensation and other kinds of assistance must be provided prior to displacement.
- 6) For projects that entail large-scale involuntary resettlement, i.e., that involves more than 200 PAPs, resettlement action plans (RAPs) must be prepared and made available to the public. It is desirable that the resettlement action plan include elements laid out in the World Bank Safeguard Policy, OP 4.12, Annex A.
- 7) The resettlement policy framework will be prepared for the sector loan project, where details of sub-projects will not be determined at the project preparation stage. The framework will cover the following: 1) sub-project specific resettlement plan; 2) compensation, and restoration and rehabilitation assistance; 3) institutional framework

³ ChCC and RpCC have their Divisional commissioners. Other CCs are under the Dhaka Divisional commissioner.

for implementation; 4) monitoring and evaluation mechanism; 5) timeframe for implementation; and 6) detailed financial plan including budget.

- 8) In preparing a RAPs, consultations must be held with the affected people and their communities based on sufficient information made available to them in advance. When consultations are held, explanations must be given in a form, manner, and language that are understandable to the PAPs.
- 9) Appropriate participation of PAPs must be promoted in planning, implementation, and monitoring of the resettlement action plans.
- 10) Appropriate and accessible grievance mechanisms must be established for the PAPs and their communities.

The above principles are complemented by the World Bank OP 4.12, since the JICA Guideline states that “JICA confirms that projects do not deviate significantly from the World Bank’s Safeguard Policies.” Additional key principles based on the World Bank OP 4.12 are as follows.

- 11) Affected people are to be identified and recorded as early as possible in order to establish their eligibility through an initial baseline survey (including population census that serves as an eligibility cut-off date, asset inventory, and socioeconomic survey), preferably at the sub-project identification stage, to prevent a subsequent influx of encroachers of others who wish to take advantage of such benefits.
- 12) Eligibility of benefits includes the PAPs who have formal legal rights to land (including customary and traditional land rights recognized under law), the PAPs who do not have formal legal rights to land at the time of census but have a claim to such land or assets, and the PAPs who have no recognizable legal right to the land they are occupying.
- 13) Preference should be given to land-based resettlement strategies for displaced persons whose livelihoods are land-based.
- 14) Support for the transition period (between displacement and livelihood restoration) should be provided.
- 15) Particular attention must be paid to the needs of the vulnerable groups among those displaced, especially those below the poverty line, landless, elderly, women and children, and ethnic minorities.
- 16) For sub-projects that entail land acquisition or involuntary resettlement of fewer than 200 people, abbreviated resettlement action plan (ARAP) is to be prepared.

4.3 Consistency with the JICA Guidelines for Environmental and Social Considerations

Many gaps between the requirements of JICA Guidelines and the provisions of the ARIPO have been identified. Such gaps are listed in Table 1.

Seven key insufficiencies of the ARIPO are identified as follows: 1) avoidance and minimization of involuntary resettlement; 2) restoration of livelihood of PAPs; 3) compensation based on replacement cost; 4) public consultation and information disclosure in preparing resettlement action plans; 5) grievance mechanism and participation of PAPs in planning, implementation, and monitoring of resettlement action plans; 6) eligibility of PAPs without legal rights to land; and 7) special assistance to vulnerable groups. These issues are not sufficiently addressed in the ARIPO.

To bridge these gaps, the LGED and CC need to take appropriate measures in accordance with the JICA Guidelines as presented in Table 1.

4.4 Policy of the ICGP on Land Acquisition and Resettlement

The ICGP adopted the following land acquisition and involuntary resettlement policies, which may be caused by sub-projects, taking into account the requirements of the JICA Guidelines. The Executing Agency (EA) and Implementing Agency shall ensure that the following policies are complied with⁴.

Table 1: Comparison between Relevant Laws of GOB and JICA Guidelines

Requirements by JICA Guidelines	ARIPO and other relevant policies	Gap	Gap bridging measures to be taken in the sub-project
Avoidance of involuntary resettlement and loss of means of livelihood when feasible).	The ARIPO has no provisions regarding involuntary resettlement.	Avoidance of involuntary resettlement and loss of means of livelihood is not provided in legal instrument of Bangladesh or the LGED Guidelines.	Involuntary resettlement and loss of means of livelihood will be avoided as much as possible in accordance with the JICA Guidelines.
Minimization of impact (when population displacement is unavoidable).	The ARIPO has no provisions regarding involuntary resettlement.	Minimizing adverse impacts is neither provided in legal instruments of Bangladesh nor the LGED Guidelines.	Impacts of involuntary resettlement will be minimized in accordance with the JICA Guidelines, and excluded in the process of sub-project selection.
Restoration of livelihoods of PAPs to pre-project level at least.	The ARIPO has no provisions regarding livelihood restoration.	Restoration of livelihoods and standards of living of the PAPs is not provided in legal instruments of Bangladesh or the LGED Guidelines.	Measures to restore livelihoods and standards of living of the PAPs will be taken based on their needs in accordance with the JICA Guidelines.
Compensation based on the full replacement cost (as much as possible).	The ARIPO provides that market value of the property at the date of public notice of acquisition is considered in determining compensation amount (ARIPO #8).	Compensation based on the full replacement cost is neither provided in legal instruments of Bangladesh nor the LGED Guidelines. Market value calculated under the ARIPO does not consider depreciation and deduction for taxes and/or costs of transaction.	Compensation amount will be determined based on full replacement cost in accordance with the JICA Guidelines.
Consultation with the PAPs and disclosure of information in preparing RAPs, and ARAPs..	The ARIPO provides that the DC shall publish a notice at convenient places near the property proposed for acquisition (ARIPO #3).	Although the ARIPO provides indirect public consultation, it does not provide disclosure of detailed information such as the purpose of land acquisition and compensation as well as	Public consultation will be ensured through stakeholder meetings, and information will be made available during preparation and implementation of RAP, and ARAP in accordance

⁴ For the ICGP nominated sub-project, currently, it is planned that the Executing Agency (EA) will be LGED and Implementing Agency will be CCs. The Project Management Office (PMO) will be in the LGED and Project Implementing Units (PIU) in respective CCs.

Requirements by JICA Guidelines	ARIPO and other relevant policies	Gap	Gap bridging measures to be taken in the sub-project
		entitlements of and special assistance to PAPs.	with the JICA Guidelines.
Grievance mechanism and participation of PAPs in planning, implementation, and monitoring of RAPs, and ARAPs.	The ARIPO provides the occupant of the land to raise their objections to be filed to DC within 15 days after the public notice of acquisition (ARIPO #4).	The ARIPO provides a limited grievance mechanism where landowners can raise objections against acquisition. However, there is no provision of promoting participation of PAPs in planning, implementation, and monitoring of RAPs, and ARAPs.	Grievance Redress committees will be formed through participatory appraisal with all stakeholders. Besides, proper stakeholder consultations will be ensured in planning, implementation, and monitoring of RAPs, and ARAPs in accordance with the JICA Guidelines.
Eligibility of benefits for PAPs with formal or informal legal rights to land.	The ARIPO does not cover PAPs without titles of ownership record for compensation.	While the JICA Guidelines provide eligibility of PAPs without titles of ownership record, the ARIPO does not.	The PAPs without titles of ownership record who indeed require assistance will be carefully screened out in social survey, and entitlement will be delivered to them in accordance with the JICA Guidelines.
Special assistance to vulnerable groups.	The ARIPO has no provision for particular assistance to vulnerable groups.	While the JICA Guidelines provide particular assistance to vulnerable groups, the ARIPO does not.	Vulnerable groups will be identified in social survey, and provided with special assistance in accordance with the JICA Guidelines.

Source: ICGP with reference to the JICA Preparatory Survey for the Northern Region RD and Local Governance Improvement Project 2012

Note: “#” indicates provision of the ECR and ARIPO. (e.g., ECR #3 indicates Rule 3, and ARIPO #5 indicates Section 5).

(1) Necessity of involuntary resettlement

- 1-1) Involuntary resettlement and loss of livelihood means should be avoided to the extent possible by taking into account alternative locations and designs.
- 1-2) Where involuntary resettlement is unavoidable, the impacts should be minimized by adjusting and modifying the detailed design of sub-projects as much as possible.
- 1-3) Sub-projects requiring involuntary resettlement was in principle excluded from the ICGP. After the detailed design, if small-scale involuntary resettlement of fewer than 200 people occurs, the ARAP shall be prepared by the Executing Agency together with Implementing Agency in accordance with this RAP-PF. In case more than 200 people of involuntary resettlement is unavoidable, RAP needs to be prepared.
- 1-4) If voluntary donation of small strips of land is anticipated, the non-objection certificate (NOC) shall be obtained from the concerned PAPs. Voluntary donation shall not affect the living standards of the PAPs, thus if an owner donates sizable

parts of his/her land for instance, such donation shall be deemed to negatively affect the owner's living standards. In addition, donations from vulnerable people shall be prohibited.

(2) Eligibility of PAPs

- 2-1) Where involuntary resettlement is unavoidable, all PAPs losing their assets and livelihoods should be fully compensated and assisted so that they can improve, or restore their living standard to the pre-project level at least.
- 2-2) PAPs to be provided with compensation and restoration and rehabilitation assistance shall include the following person or household adversely affected by the sub-project implementation temporarily or permanently:
 - Those whose standard of living are adversely affected;
 - Those whose right, title or interest in any house, land and asset (including premises, agricultural and grazing land, commercial properties, tenancy, annual or perennial crops, trees, or any other fixed or moveable assets) are acquired or affected;
 - Those whose income earning opportunities, business, occupation, place of work or residence, or habitat are adversely affected temporarily or permanently;
 - Those whose social and cultural activities and relationships are affected; or
 - Those who suffer from any other losses that may be identified during the process of resettlement planning.
- 2-3) All affected persons will be eligible for compensation and restoration and rehabilitation assistance, irrespective of tenure status, social or economic status, and any such factors that may result in any discrimination. Lack of legal rights to the assets to be adversely affected, and tenure status and social or economic status will not bar the PAPs from entitlements to such compensation and restoration and rehabilitation assistance.
- 2-4) All PAPs residing, working, running business and/or cultivating land within the sub-project affected areas as of the cut-off date are entitled to compensation for their affected assets, and restoration and rehabilitation assistance.
- 2-5) If PAPs lose only part of their assets and the remaining portion will be inadequate to sustain their current living standard, compensation and restoration and rehabilitation assistance should cover the whole assets. The minimum size of remaining land and structures will be agreed with the PAPs during the preparation of ARAPs.
- 2-6) People temporarily affected are considered as PAPs. Temporary land acquisition and resettlement shall be compensated.
- 2-7) The cut-off-date of eligibility refers to the date prior to which the occupation or use of the assets in sub-project area makes the residents or users eligible to be categorized as PAPs and be entitled to compensation and restoration and rehabilitation assistance under the ICGP nominated sub-project. The cut-off dates will be the beginning date of the PAP census. This date should be disclosed to each affected sub-project area by the Executing Agency together with Implementing Agency. The establishment of the eligibility cut-off date is intended to prevent the influx of ineligible non-residents who might take advantage of entitlements of planned sub-project area.

(3) Compensation, and restoration and rehabilitation assistance

- 3-1) Payment of compensation for affected land and other assets will be based on the principle of full replacement cost. The full replacement cost is the amount which is

necessary to replace an affected asset without depreciation and without deduction for taxes and/or costs of transaction. It should be calculated before the occurrence of the resettlement.

- 3-2) Restoration and rehabilitation assistance will be provided not only for immediate loss, but also for a transition period needed to restore livelihood of PAPs. Such assistance could take the form of short-term jobs, subsistence support, salary maintenance, or other similar arrangements, and the forms will be determined based on the socioeconomic conditions of PAPs.
- 3-3) Relocation and land acquisition shall not occur before the provision of compensation and other assistance. Sufficient civil infrastructure must be provided in resettlement site prior to relocation. Acquisition of assets, payment of compensation, and the resettlement will be completed prior to any construction activities. Restoration and rehabilitation assistance activities for PAPs must also be in place but not necessarily completed prior to construction activities, as they may be ongoing activities even after the commencement of the construction activities.
- 3-4) Provision of land-based compensation shall be prioritized wherever possible, especially for PAPs who depends on agricultural activities. Such compensation may include the provision of replacement land, securing of tenure, upgrading of livelihoods of people without legal titles. If replacement land is not available, cash compensation will be taken into account, together with other assistance including skill development and training, wage employment, and other restoration and rehabilitation assistance. Solely cash compensation will be avoided as this may not address losses that are not easily quantified, such as access to services and common rights.
- 3-5) The replacement lands should be within the immediate vicinity of the affected lands wherever possible, and be of comparable productive capacity and potentials. If such lands are not available there, sites where social disruption of PAPs can be minimized should be selected. Such lands shall have access to services and facilities similar to those available in the lands to be affected.
- 3-6) If a host community will be affected by the development of a resettlement site, such host community shall be involved in the preparation process of RAPs and ARAPs. Adverse impacts of resettlement on such host communities shall be minimized.

(4) Consultation and participation

- 4-1) In preparation of the RAPs and ARAPs, consultations should be held with PAPs. PAPs should be involved in the process of preparing and implementing the RAPs ARAPs.
- 4-2) The RAPs and ARAPs shall be disclosed for PAPs and other stakeholders for the reference. The RAPs and ARAPs shall be translated into the local language, i.e., Bengali, and explained in the language.
- 4-3) PAPs and their communities will be consulted about the sub-projects, the rights and options available to them, and proposed mitigation measures for adverse effects. They will also be involved in the decision making process concerning their resettlement to the extent possible.

(5) Special attention to the vulnerable groups

- 5-1) The RAPs and ARAPs must consider the needs of those vulnerable to the adverse impacts of involuntary resettlement. Vulnerable groups will include women, the poor, children, the elderly, the disabled, the landless, indigenous peoples, and other groups.

The RAPs and ARAPs should ensure that they are well considered in the process of resettlement planning. Special assistance should be provided to help them improve their socioeconomic status. In case the sub-project identified PAPs including indigenous people, the Indigenous People Plan (IPP) needs to be prepared by the Executing Agency together with Implementing Agency.

(6) Implementation and monitoring

- 6-1) Organizational and administrative arrangement for the effective preparation and implementation of the RAPs and ARAPs should be established prior to the commencement of the process. This will include the provision of adequate human resources for supervision, consultation, and monitoring of land acquisition, involuntary resettlement, and restoration and rehabilitation assistance activities.
- 6-2) Adequate budgetary support should be fully committed by the government, and made available to cover the costs of land acquisition and involuntary resettlement, including compensation and restoration and rehabilitation assistance, within the agreed implementation period.
- 6-3) Appropriate reporting, monitoring, and evaluation mechanisms regarding land acquisition and involuntary resettlement will be established and implemented as part of the Project management system. An external monitoring group will be formed under the sub-project, and will evaluate the involuntary resettlement and land acquisition process.

5. Expected Number of People Required to Resettle

Prior to the detailed design, the ICGP nominated sub-projects were yet to identify the number of people required for involuntary resettlement. According to the information provided by respective CC, neither land acquisition nor the involuntary resettlement are expected.

6. Compensation for Calculated Values of Affected Assets and Eligibility Criteria of Getting Support of living Standard Recovery

6.1 Eligibility Criteria

PAPs eligible to receive compensation and assistance to restore livelihood under the ICGP nominated sub-project are individuals, households, communities, and private and public entities, regardless of the possession of legal title, who are residing, working or cultivating lands and other assets that are acquired for sub-projects as of the cut-off date. Furthermore, those who may be affected due to temporary land acquisition and resettlement are also eligible for compensation for disruptions in their livelihood activities.

A detailed inventory of PAPs and scope of impacts will be prepared during the detailed design phase and sub-project sites will be determined.

6.2 Categories of PAPs and Types of Losses

The potential PAPs under the ICGP nominated sub-project are listed below.

- Persons whose land is being used for agricultural, residential, or commercial purposes and is in part or in total affected (temporarily or permanently).
- Persons whose structure is being used for residential, commercial, or worship purposes in part or in total affected (temporarily or permanently).

- Persons whose assets, other than land or structure, are partly or fully affected (temporarily or permanently).
- Persons whose business or source of income is in part or in total affected (temporarily or permanently).
- Persons whose annual or perennial crops and/or trees are affected.
- Persons whose access to common property resources is affected (temporarily or permanently).
- Persons affected who belong to socially and economically vulnerable groups.

6.3 Entitlement Matrix

Based on the ARIPO and the JICA Guidelines, the entitlement matrix for the ICGP nominated sub-project is prepared. Table 2 shows the details of possible losses of PAPs and their entitlements and compensations for such losses.

Table 2: Entitlement Matrix for the ICGP nominated Sub-project

No	Type of loss	Entitled Persons	Entitlement/ Compensation policy	Implementation issues/ Guidelines	Responsible organization
Loss of land					
1	Loss of agricultural land, pond, ditches, orchards and other lands or water bodies for production	Legal owner of land	<ul style="list-style-type: none"> – Provision of replacement land with equal productive capacity satisfactory to PAPs – Cash compensation equivalent to replacement cost, and additional grant to cover the market value of land at market price – Refund of registration cost incurred for replacement land purchase at the replacement value – Additional compensation and assistance for the vulnerable households (see No. 9) 	<ul style="list-style-type: none"> a) Assessment of type, quantity and quality of land or water body by JVT b) Assessment of replacement value of lands or water bodies by PVAT c) Updating of titles of the PAPs d) Refund of all taxes, registration costs, and other fees if land or water body is purchased within one year from the date of receiving full compensation for land e) Explanation to PAPs about their entitlements and procedures f) Identification of vulnerable households 	<ul style="list-style-type: none"> a) DC, JVT b) EA&IA,, PVAT c) DC, EA&IA,, JVT d) EA&IA, e) EA&IA, f) EA&IA,
2	Loss of homestead, residential or commercial plots	Legal owner of land	<ul style="list-style-type: none"> – Provision of replacement land with equal productive capacity satisfactory to PAPs – Cash 	<ul style="list-style-type: none"> a) Assessment of type, quantity and quality of land by JVT b) Assessment of replacement value of 	<ul style="list-style-type: none"> a) DC, JVT b) EA&IA,, PVAT c) DC,

No	Type of loss	Entitled Persons	Entitlement/ Compensation policy	Implementation issues/ Guidelines	Responsible organization
			compensation equivalent to replacement cost, and additional grant to cover the market value of land at market price – Provision of all taxes, registration costs, and other fees incurred for replacement land purchase at the replacement value – Additional compensation and assistance for the vulnerable households (see No. 9)	lands by PVAT c) Updating of titles of the PAPs d) Refund of all taxes, registration costs, and other fees if land is purchased within one year from the date of receiving full compensation for land e) Explanation to PAPs about their entitlements and procedures f) Identification of vulnerable households	EA&IA,, JVT d) EA&IA, e) EA&IA, f) EA&IA,
Loss of crops and trees					
3	Loss of perennial and seasonal crops, trees, or fish stocks	– Person with legal ownership of the land – Socially recognized owner – Unauthorized occupant of trees or fishes	– For seasonal crops, 60 days advance notice to harvest them. If harvest is not possible, cash compensation for crops (or share of crops) equivalent to prevailing market price – For perennial crops and fruit bearing trees, cash compensation based on annual net product market value multiplied by remaining productive years – For non-fruit trees for timber, cash compensation equivalent to prevailing market price of timber – For fish stocks, cash compensation equivalent to prevailing market price of fish	a) Formulation of work schedule to allow PAPs to harvest seasonal crops b) Identification of ownership of perennial and seasonal crops, trees, or fish by JVT c) Assessment of type, size, and quantity of trees, crops, or fish by JVT d) Determination of values of trees, crops or fish through market surveys by PVAT	a) EA&IA, b) EA&IA,, JVT c) EA&IA,, JVT d) EA&IA,, PVAT, Departments of Agriculture, Forest, and Fishery
Loss of structure					
4	Loss of residential or commercial	Legal titleholder, owner of the	– Cash compensation equivalent to	a) Identification of ownership of structure	a) EA&IA,, JVT

No	Type of loss	Entitled Persons	Entitlement/ Compensation policy	Implementation issues/ Guidelines	Responsible organization
	structure by owners	structure	replacement value of the whole or part of structure <ul style="list-style-type: none"> – Right to salvaged materials from structure for free- Provision of all taxes, registration costs, and other fees incurred for replacement structure – Transfer and subsistence allowance (will be determined) – Additional compensation and assistance for the vulnerable households (see No. 9) 	by JVT <ul style="list-style-type: none"> b) Assessment of type, size, and quantity of structure by JVT c) Determination of values of structure through market surveys by PVAT d) Identification of vulnerable households 	b) EA&IA,, JVT c) EA&IA,, DC, PVAT d) EA&IA,
5	Loss of residential or commercial structure by squatters and unauthorized occupants	Squatters, informal settlers, and other unauthorized occupants	<ul style="list-style-type: none"> – Cash compensation equivalent to replacement value of the whole or part of structure – Right to salvaged materials from structure for free – Provision of all taxes, registration costs, and other fees incurred for replacement structure – Transfer and subsistence allowance (will be determined) – Additional compensation and assistance for the vulnerable households (see No. 9) 	<ul style="list-style-type: none"> a) Identification of ownership of structure by JVT b) Assessment of type, size, and quantity of structure by JVT c) Determination of values of structure through market surveys by PVAT d) Identification of vulnerable households 	a) EA&IA,, JVT b) EA&IA,, JVT c) EA&IA,, DC, PVAT d) EA&IA,
Loss of livelihood					
6	Loss or decrease of business or rental income	<ul style="list-style-type: none"> – Proprietor of business – Owner of commercial 	<ul style="list-style-type: none"> – Cash compensation equivalent to three month- net income from business or rental 	<ul style="list-style-type: none"> a) Identification of proprietor or owner of commercial structure by JVT b) Assessment of business or rental 	a) EA&IA,, JVT b) EA&IA,, DC, JVT

No	Type of loss	Entitled Persons	Entitlement/ Compensation policy	Implementation issues/ Guidelines	Responsible organization
		structure		income by JVT	
7	Loss of income and work days due to displacement	<ul style="list-style-type: none"> – House hold head or employees identified 	<ul style="list-style-type: none"> – Cash compensation for lost income based on three months lost income or minimum wage rates – Additional compensation and assistance for the vulnerable households (see No. 9) 	<ul style="list-style-type: none"> a) Identification of proprietor or owner of commercial structure by JVT b) Assessment of business or rental income by JVT c) Identification of vulnerable households 	<ul style="list-style-type: none"> a) EA&IA,, JVT b) EA&IA,, DC, JVT c) EA&IA,
8	Relocation of community structure	<ul style="list-style-type: none"> – Comm unity representative 	<ul style="list-style-type: none"> – Compensation to reconstruct or relocate community structure 	<ul style="list-style-type: none"> a) Identification of community structure by JVT b) Assessment of community structure by JVT 	<ul style="list-style-type: none"> a) EA&IA, JVT b) EA&IA,, DC, JVT
Impacts on vulnerable PAPs					
9	Impacts on vulnerable households	<ul style="list-style-type: none"> – Vulnerable households, including informal settler, squatters, women headed household 	<ul style="list-style-type: none"> – Additional allowance for loss of land or structure (will be determined) – Prioritized employment under the ICGP sub-project 	<ul style="list-style-type: none"> a) Identification of vulnerable households 	<ul style="list-style-type: none"> a) EA&IA,
Temporary loss					
10	Temporary loss of access to cultivable land by owner cultivator. tenant/ sharecropper	<ul style="list-style-type: none"> – Legal owner of land – Tenant, sharecropper, and lessee – Unauthorized occupant such as squatter and encroacher 	<ul style="list-style-type: none"> – 60-day advance notice – Provision of cash compensation equivalent to expected income earned from land during the duration of access loss – Additional compensation and assistance for the vulnerable households (see No. 9) 	<ul style="list-style-type: none"> a) Identification of owner or other stakeholders by JVT b) Assessment of net income earned from land during the duration of access loss by JVT c) Identification of vulnerable households 	<ul style="list-style-type: none"> a) EA&IA,, JVT b) EA&IA,, DC, JVT c) EA&IA,
11	Temporary loss of access to residential houses/ commercial	<ul style="list-style-type: none"> – Legal owner of land – Tenant 	<ul style="list-style-type: none"> – 60-day advance notice – Provision of land rental value during the 	<ul style="list-style-type: none"> a) Identification of owner or other stakeholders by JVT b) Assessment of 	<ul style="list-style-type: none"> a) EA&IA,, JVT b) EA&IA,,

No	Type of loss	Entitled Persons	Entitlement/ Compensation policy	Implementation issues/ Guidelines	Responsible organization
	structures by owners, rented or leased	t, sharecropper, and lessee – Unauthorized occupant such as squatter and encroacher	duration of access loss – Restoration and enhancement of affected land, structures and other assets. – Additional compensation and assistance for the vulnerable households (see No. 9)	rental value of structure with equal livelihood level by JVT c) Identification of vulnerable households	DC, JVT c) EA&IA,
Any other loss not identified					
1 2	Unforeseen impact		– Documentation of unforeseen impacts, and elaboration of mitigation measures in accordance with this ARA-PF.	a) Identification of unforeseen impacts through periodical monitoring	a) EA&IA,

Note: EA: Executing agency, IA: Implementing Agency, DC: Deputy Commissioner, JVT :Joint Verification Team, PAs: Project affected person, PVAT: Property Valuation Advisory

7 Compensation Procedure of Affected Assets to Regain Complete Equivalent Assets

7.1 Surveys and Documentation

The ICGP considers Executing agency (EA) will be LEGD and Implementing Agency (IA) will be CC. If any sub-projects are confirmed to cause unavoidable land acquisition and involuntary resettlement after the detailed design phase, the EA and IP shall conduct various surveys to prepare the RAPs, ARAPs and IPP. The Project Management Office (PMO) in LGED and Project Implementation Unit (PIU) in CCs will assist the preparation of the above documents.

7.2 Preliminary Screening

The initial step of a resettlement planning during the sub-project detailed design phases is to carry out a preliminary screening survey to identify the occurrence of land acquisition and involuntary resettlement, and their scale associated with individual sub-projects (or group of sub-projects). The information collected during the screening survey will be used for identifying the possible scale of impacts. Based on the survey result, necessary level and depth of subsequent field surveys will be determined.

If the screening survey indicates that any sub-project will cause land acquisition or involuntary resettlement, further field surveys and consultations with key stakeholders will be necessary. A standard checklist form for the preliminary screening survey is included in Attachment 1.

7.3 Necessary Surveys

The EA (PMO) and IA (PIUCC) needs to carry out necessary surveys. It will be supported by the Design, Supervision and Monitoring (DSM), which will be recruited under the PMO. Within the DSM, the Environmental Specialist (ES), Rehabilitation and Resettlement Specialist (RRS),

and Sociologist/Gender Specialist are expected to be appointed. The PIUCC will appoint at least one environmental and social expert (ESE) to undertake the environmental and social considerations of sub-projects. recruited that and CC based Rehabilitation and Resettlement Expert (RRE)⁵, needs to carry out necessary surveys if land acquisition and involuntary resettlement are found to be necessary during the preliminary screening survey. For the ICGP nominated sub-project, four types of surveys may be needed: 1) a PAPs census; 2) a socioeconomic survey; 3) a survey for inventory of losses; and 4) a market price survey. A sample format for these surveys are in Attachment 2.

Prior to undertaking the surveys, the EA and IA needs to prepare for the dissemination of sub-project information, including sub-project types, result of the preliminary screening survey, contents and implementation schedule of a census and other surveys, and other background information to key stakeholders.

7.3.1 PAPs Census

The EA and IA will conduct a PAPs census to identify the demographic characteristics of PAPs. The PAPs census shall cover 100% of affected households and entities, and should identify and record all PAPs. The census will identify details of PAPs, assets to be affected and their values, and main sources of livelihoods. The result will be the basis to prepare an inventory of losses for each PAP.

Furthermore, the EA and IA needs to identify individuals and groups who may be differentially or disproportionately affected by the sub-project because of their vulnerable status. Where such individuals and groups are identified, the EA and IA needs to propose and implement measures so that adverse impacts do not fall disproportionately on them, and they are not disadvantaged in relation to sharing the benefits and opportunities resulting from the development. The following criteria will be adopted by the EA and IA for the screening or identification of vulnerable households who are entitled to receive special assistance from the ICGP nominated sub-project.

- 1) Household headed by women
 - Widowed, divorced or separated as confirmed by neighbors and village chairman
 - Carrying the whole responsibility of raising her family
 - With household members below 18 years of age
- 2) Household headed by the elderly
 - With age of 65 years old and above, regardless of gender and marital status as confirmed by neighbors and village chairman
 - Carrying the whole responsibility of raising the family
 - Not receiving regular support from children and/or relatives
 - With household members below 18 years of age
- 3) Poor Household
 - Household income below BDT 5,000 per month⁶

⁵ The precise arrangement of the consultants and implementing structure is yet to be determined but, these consultants will be required for CC to prepare the documents.

⁶ Calculated from the date in the “Report of the household income & expenditure survey 2010, Bangladesh Bureau of Statistics Statistic Division Ministry of Planning”. The lower poverty line per capita (National) is mentioned as Tk. 1,102.84. The average household size is 4.5 (National) that Tk. 4,962 per household can be considered as low income household. Therefore, this DRAP-PF indicated Tk.5,000 as low income household. However, this is amount is still indicative that it should be revisited at the time of survey implementation depending on up to date information from National senses or others.

- Carrying the whole responsibility of raising the family as confirmed by neighbors and village chairman
 - With household members below 18 years of age
- 4) Household headed by indigenous person
- Indigenous person or ethnic minority confirmed by neighbors and village chairman
 - Carrying the whole responsibility of raising the family
 - With household members below 18 years of age

7.3.2 Socioeconomic Survey

A detailed socioeconomic survey shall be carried out by the EA and IA for at least 20% of the affected households identified in the census. This survey will establish baseline information on major economic activities, detailed livelihood sources and incomes, possessed assets, and other socioeconomic indicators in the sub-project affected area.

Based on the result, the EA and IA will prepare RAPs, ARAPs and IPP if required. In addition, support for restoration and rehabilitation of livelihoods will be determined, and incorporated into the above documents.

7.3.3 Inventory of Losses

After the determination of the detailed design of each sub-project, an inventory of losses will be prepared to ascertain the types of affected assets and their values. The inventory will also be used for determining necessary restoration and rehabilitation assistance measures. More specifically, this inventory of losses will include all types of losses incurred by PAPs such as 1) area of land to be acquired, 2) type and area of affected structures (houses, shops, fences, sheds, toilets, wells, etc.), 3) area of crop production, 4) number of affected trees by type, 5) loss of income or livelihood, 6) loss of employment, and 7) loss of access to common property resources, if any. Vulnerability status of each PAP should also be described where appropriate.

7.3.4 Market Price Survey

To determine the replacement cost or current market prices of the affected properties, the EA and IA shall conduct a market price survey. The coverage of affected properties and the methodology of obtaining their market prices are stated below.

- **Lands:** It will include all kinds of lands, such as agricultural, homestead, commercial, orchard, garden, water bodies, and fallow. The replacement cost will be obtained through a combination of surveys: 1) a random sampling of 5 to 10 landowners in and adjacent to the sub-project site; 2) if available, hearing from recent buyers' and sellers of similar lands in the similar local areas; 3) some deed writers at the land registration offices, who recently handled transactions in those or adjacent local areas; and 4) interviews with school or Madrasha teachers, Imams of mosques, local elites including retired government officials.
- **Houses and other built structures:** Compensation price of houses and other built structures will be determined based on the current market prices of the different kinds of building materials in the local markets.
- **Trees:** Compensation will be determined by surveying the current prices of different varieties of trees in the local markets. These prices will also apply for the timber, but the compensation for the perennial fruits will be determined differently.

- **Fruits and other seasonal and perennial crops:** Compensation will be determined by surveying current prices in the local markets. For the seasonal crops, compensation will be paid for only one crop, and that for the perennial crops will be paid for three crops, i.e., three times the value assessed by the Joint Verification Team.
- **Unforeseen losses:** Compensation for any unforeseen losses will be determined by using methods that will be considered most appropriate.

These above surveys to determine the current market prices will begin as soon as the land acquisition requirements are identified in sub-project areas. Reports on the current market prices of the different asset categories will be prepared by sub-projects or other logical spatial units.

7.4 Database

All information collected through the above surveys will be entered onto a computer database by the RRS of DSM consultants. This database will form the basis of information for preparation and implementation of the RAPs, and ARAP. The dataset of the basic information will also facilitate the effective and efficient monitoring of compensation and other assistance activities.

8 Countermeasures to Improve the Livelihoods and Living Standards of Persons who are Resettled

8.1 Preparation of Abbreviated Resettlement Action Plans (ARAPs)

Based on the results of the above surveys, the EA and IA, with the assistance of RRS of DSM consultants, shall prepare an ARAP for sub-projects which will cause land acquisition and involuntary resettlement for less than 200 PAPs. The contents to be covered by the documents are listed as follows:

- PAP census and their socioeconomic information
- Inventory of losses
- Valuation of lost assets at market value
- Description of compensation and restoration and rehabilitation assistance
- Entitlements for the compensation and assistance under the ICGP
- Consultation with PAPs
- Grievance redress mechanism
- Monitoring and evaluation
- Institutional and implementation arrangements
- Implementation schedule
- Budget

8.2 Land Acquisition, Involuntary Resettlement, Compensation, and Restoration and Rehabilitation Assistance

The sub-project will basically follow the GOB's legal procedures for land acquisition stipulated in the ARIPO. However, as there are many gaps between the ARIPO and the JICA Guidelines, additional issues, including but not limited to compensation at full replacement cost, inclusion of PAPs without titles in eligible persons, restoration and rehabilitation assistance, and public consultations and participation, need to be addressed in accordance with the policy presented in this document

If involuntary resettlement of less than 200 PAPs occurs, the EA and IA is required to prepare an ARAPs. The ARAP will be formulated based on the census and other relevant surveys. After the finalization of the ARAP, resettlement activities will be implemented in accordance with the ARAP by the EA and IA with assistance from DSM consultants and implementing NGOs (INGOs). Compensations for PAPs shall be paid and restoration and rehabilitation assistance needs to be provided prior to the resettlement activities.

The implementation steps of the ARAPs will include: 1) identification of cut-off date; 2) verification of rights to concerned assets; 3) determination of unit prices; 4) compensation, and restoration and rehabilitation assistance; and 5) implementation of land acquisition and involuntary resettlement activities. Details of each step under the ICGP are described below.

8.2.1 Identification of Cut-off Date

At the very beginning of the process of resettlement and land acquisition, all PAPs will be properly identified and recorded based on the census and socioeconomic surveys.

The cut-off date is the beginning date of the PAPs census in each sub-project site. Sub-project-specific cut-off date shall be specified for each sub-project, and must be informed in advance of the commencement of involuntary resettlement and land acquisition activities.

8.2.2 Verification of Rights to Concerned Assets

The EA and IA with assistance from the RRE and INGOs, needs to verify the rights of PAPs who claim the compensation and other entitlements of affected land and assets. The verification will be undertaken based on the result of the census survey. With or without legal titles over the lands and affected assets will not affect the eligibility of the PAPs.

The detailed information on affected lands and other assets will be surveyed. The boundaries of land to be affected will be properly determined, and the area of affected lands will be measured. Such information will be utilized for the calculation of compensation amount.

8.2.3 Determination of Unit Prices

For the purpose of determining the unit prices for calculating the replacement costs, the EA and IA will verify the prevailing market unit prices of lands and other assets to be affected. The unit prices of affected lands and other assets will be assessed by the market price survey described in this document.

8.2.4 Compensation, and Restoration and Rehabilitation Assistance

Compensation amount will be calculated by multiplying the unit prices by actual size or number of affected properties, such as the size of affected lands or lost assets, numbers of replacement construction materials, number of trees, income lost days, and volume of crops. The basis for the unit prices will be disclosed to PAPs in the consultation about the compensation amount.

Contents of restoration and rehabilitation assistance will be determined based on the results of relevant surveys. Based on the socioeconomic data gained from the surveys, the EA will classify the income sources of the PAPs to be affected. Each type of livelihood has different approaches of intervention in restoring adversely affected incomes of PAPs. If they depend on agriculture, the first priority is to provide them with replacement land. If they are involved in micro business, they will receive cash compensation equivalent to three months of lost incomes or minimum wage rates for employees of micro business. In addition, a detailed plan and scoping for the income generation program will be designed by DSM consultants and INGOs. The EA and IA

shall commit for adequate budgetary support. Moreover, it will advise civil work contractors to give preference for employment to any members of the PAPs’ households during the construction of sub-projects.

8.2.5 Land Acquisition and Involuntary Resettlement

Land acquisition and involuntary resettlement can be initiated after confirming all the necessary compensations are paid and restoration and rehabilitation assistance is provided. The restoration and rehabilitation assistance will continue to be provided after the commencement of the construction activities.

For PAPs dependent on agriculture, provision of alternative land should be prioritized. The other PAPs are also qualified to receive alternative lands as compensation. The EA and IA will allocate lands for the PAPs within their jurisdictions to the extent possible. The alternative lands should be close to the affected lands wherever possible, and have the same or more productivity. The place to which PAPs will relocate shall be conducive to social rehabilitation, accessible to social services and drinking water, and with space for sanitary latrines in accordance with the ARAP. The timing of resettlement will be made convenient to PAPs.

9 Grievance Redress Mechanism

9.1 General

During the ARAP implementation process, the EA and IA shall establish a Grievance Redress Mechanism (GRM) to receive PAPs’ grievances about the implementation of ARAPs under the ICGP. The GRM is intended to seek resolutions of the grievances promptly without resorting to expensive and time-consuming legal procedures. This will enable PAPs to receive compensation and other entitlements in a short time. However, it should be noted that the GRM shall not impede access of PAPs to the existing judicial or administrative remedies. PAPs shall be informed properly that they have a right to raise grievances against adverse impacts under the GRM.

9.2 Grievance Redress Committee

Under the GRM, a grievance redress committee (GRC) shall be established for each or group of sub-project that requires land acquisition and involuntary resettlement. The GRC receives all the grievances related to land acquisition and resettlement impacts such as right of ownership, entitlement to compensation and other assistance, and any other issues raised by the PAPs. The GRC for a sub-project shall comprise the following members (tentative) in Table 3.

Table 3: Tentative Members of GRC

CC Engineer (Environmental and Social Expert), LGED/Representative from PMO and PIU	- Convener
INGO	- Member Secretary
PIUCC/Stakeholder Meeting/SC member	- Member
CC Mayor or his/her delegated Councilor	- Member
Female Councilor	- Member
One representative from PAPs	- Member

9.3 Procedure

Grievances of PAPs will first be brought to the RRE or INGO. If grievance is lodged only in verbal form, the RRE or INGO shall write it down at no cost. Grievances not redressed by RRE

and INGO shall be brought to the GRC. The GRC will meet every month, and determine the responses to individual grievances within 15 days upon the date of receipt.

If PAPs are not satisfied with the decision of the GRC, they can attend the next meeting to appeal for the reconsideration of the GRC decision. Grievances not redressed by the GRC will be sent to and addressed by the Inter-ministerial Steering Committee (ISC). If they are related to land acquisition, Deputy Commissioner (DC) will address them. Further grievances will be referred by PAPs to the appropriate courts of law. All grievances received shall be recorded, and the record shall include contact details of complainant, the date of receipt of grievance, nature of grievance, agreed corrective actions and the date when the actions were affected, and final outcome. All expenses incurred in arranging grievance negotiations and meetings of GRC as well as logistics required, shall be arranged by EA and IA.

Table 4: Procedures for Grievance Redress

	Concerning Land	Concerning structures and other assets
Step 1	PAPs lodge a grievance to RRE/INGO, who resolve it within 15 days upon the receipt.	
<i>If no resolution is reached, then...</i>		
Step 2	PAPs lodge the grievance to GRC for resolution within 15 days. PAPs can appeal in the next. GRC if not satisfied with the decision of GRC.	
<i>If no resolution is reached, then...</i>		
Step 3	PMO, PIUCC and/or GRC assists the PAP in lodging the grievance to ISC or DC. DC appoints an arbitrator under Section 27 of the ARIPO.	PMO, PIUCC, and/or GRC guide the PAPs in lodging the grievance to the District Court ⁷ .
Step 4	Arbitrator hears the grievances and renders decision within 30 days upon appointment. If the PAPs is not satisfied with the decision of arbitrator, DC forms an Arbitration Appellate Tribunal.	The District Court will assess the merit of grievance and schedule the hearing. The decision of the District Court is final and binding.
Step 5	Arbitration Appellate Tribunal hears and assesses the merit of grievance. The decision is final and binding.	Not applicable.

Note: ARIPO: Acquisition and Requisition of Immovable Property Ordinance 1982; DC: Deputy Commissioner; GRC: Grievance Redress Committee; INGO: Implementing Non-Government Organization; ISC: Inter-ministerial Steering Committee; PIUCC: Project Implementing Unit under CC; PMO: Project Management Office; PAPs: Project-affected Persons; RRE: Rehabilitation and Resettlement Expert (CC based)

10 Identification of Relevant Organization and Their Responsibilities

10.1 Entities Responsible for Resettlement and Land Acquisition

For the effective and efficient implementation of the ARAP, it is critical to institute a firm implementation arrangement within the sub-project implementation. The EA and IA are responsible for land acquisition and involuntary resettlement under the ICGP nominated sub-project. More specifically, PMO under the LGED (EA) and PIUCC under respective CCs are primarily responsible for the implementation of activities related to land acquisition and involuntary resettlement. They need to take necessary actions, including constituting various organizations and mobilizing INGOs.

⁷ As there is no CC Court, all the grievance should be lodged to District Court.

Relevant entities in relation to the preparation, implementation, and monitoring of the ARAP are presented below.

10.1.1 LGED

As the LGED being the Executing Agency that it is responsible for overall activities related to land acquisition and involuntary resettlement. The Project Management Office (PMO) will be established within the LGED headquarters for the implementation of the overall sub-project activities, and the PMO needs to perform primary responsibilities for activities related to the land acquisition and involuntary resettlement. It will recruit the Design Supervision Monitoring (DSM) consultant team. For the land acquisition and involuntary resettlement issues, especially the Rehabilitation and Resettlement Specialist (RRS) is required for the DSM. INGOs will be also recruited for the implementation of activities on the ground, especially household surveys and consultations with PAPs. The RRS in the DSM consultant will assist the PMO in overseeing the activities of INGOs.

The PMO will have supervisory roles, whilst the CC level, Environmental and Social Expert (ESE) in the Project Implementation Unit (PIU) will be responsible for the actual implementation of land acquisition and involuntary resettlement activities. The PMO will oversee the PIUCCs' performance and support the preparation of required documents such as ARAPs.

The ESE at the CC offices, with assistance of the RRS, and INGOs, will implement the necessary actions. They will include disclosure of sub-project information, detailed surveys on PAPs and other stakeholders, and consultation with PAPs, preparation and implementation of ARAPs. The monitoring reports on the progress of land acquisition and involuntary resettlement activities need to be elaborated by the ESE, and be submitted to the PIUCC, which will subsequently submit it to the PMO. The reports will then be submitted to JICA for its approval.

The other PIUCC staff (i.e., engineers of each CC) will also support the ESE, the RRS from DSM guide the ESE. The ESE will appoint the INGOs in conducting detailed surveys and providing other field-level assistance.

The PMO will supervise all the activities by the PIUCCs. It shall, through the RRS and PMO collect relevant information and assess the progress of activities related to land acquisition and involuntary resettlement. It will assess the ARAPs submitted by concerned PIUCCs. After the review of the ARAPs by the PD of the PMO, the PMO will submit it to JICA for its approval.

10.1.2 CCs

As the CC will be the Implementing Agency (IA) for the ICGP nominated sub-project the IA is responsible for the implementation of sub-projects in general. For the purpose of the sub-project implementation, the Project Implementation Unit (PIU) will be formed in each CC (PIUCC), and the PIUCC will have responsibilities for the implementation of land acquisition and involuntary resettlement activities, including the preparation of the ARAPs. The DSM consultants, in particular the RRS, will assist PIUs in preparing and implementing the ARAPs, and the INGOs will engage in field-level activities.

The PIUCC, with assistance of the RRS and INGOs, will disclose relevant information to and hold consultation meetings with PAPs and other stakeholders. It will conduct necessary surveys to identify socioeconomic conditions of PAPs, and make inventory of losses, and determine unit prices for calculating compensation and entitlements. Based on the survey results and consultations, it will elaborate the draft ARAPs. Further consultations will be held to finalize the

ARAPs. After the finalization of the ARAP, the PIUCC shall submit it to the PMO for its approval.

The PIUCC is responsible for the implementation of the ARAPs. It needs to secure the budget for the implementation of the ARAPs, and interact with PAPs in terms of prior notification, compensation, and grievances. It shall also perform the monitoring on the progress of the related activities, and will elaborate a report on a quarterly basis.

10.1.3 Design, Supervision and Monitoring (DSM) Consultants

The DSM Consultants will be recruited by the PMO to provide assistance to the PMO and PIUCCs. They include Rehabilitation and Resettlement Specialist (RRS), Sociologist/Gender Specialist and Environmental Specialist (ES) in regards to prevent the adverse impacts by the sub-project implementation. They will support and supervise the Environmental and Social Expert (ESE) at the PIUCC level. The ESE will in charge of land acquisition and resettlement issues. The RRS Sociologist/Gender Specialist shall support the PMO to ensure that all sub-projects comply with the requirements of the JICA Guidelines especially in regards to the land acquisition and involuntary resettlement. They are responsible for regular reviewing and updating of the DRAP-PF, assisting PMO and PIUCCs in the preparation and implementation of the ARAPs, and monitoring on activities related to land acquisition and involuntary resettlement.

10.1.4 Implementing Non-Government Organization

The Implementing Non-Government Organizations (INGOs) with guidance and supervision of the Rehabilitation and Resettlement Specialist (RRS), Sociologist/Gender Specialist and Environmental Specialist (ES), and ESE at PIUCC will engage in the preparation and implementation of the ARAPs. The INGOs will work at the level of grassroots as a catalyst to interact with PAPs. They should have enough capacity to identify problems or complaints at the grassroots level, and assess the needs of PAPs for the restoration of income and livelihoods.

The roles of the INGOs are basically to assist the PMO and PIUCC at the field level in accordance with the guidance from their specialists/experts. The INGOs will assist in: 1) disclosure of sub-project information; 2) public consultation meetings; 3) socioeconomic surveys on PAPs including those on the inventory of losses and replacement cost; 4) consultation with PAPs and other stakeholders; 5) processing the collected data for the preparation of ARAPs; 6) implementation of ARAPs including payment of compensation and entitlements, and restoration and rehabilitation assistance; and 7) monitoring on the implementation of the ARAPs. The sample questionnaires to be used in the surveys are attached as Attachment 2.

10.1.5 Deputy Commissioners

The office of Deputy Commissioner (DC) will be responsible for land acquisition, in particular the assessment of affected assets under the ARIPO. It will appoint representatives as member of the Joint Verification Team (JVT) and Property Valuation Advisory Team (PVAT) for quantifying losses and determining valuation of affected properties. The Executing Agency (EA) and Implementing Agency (IA) and INGOs shall liaise with concerned DC offices to take necessary procedures.

10.1.6 Relevant Organizations for Implementation of ARAP

The Executing Agency (EA) and Implementing Agency (IA) shall constitute several committees or organizations for the implementation of the ARAPs. They include Joint Verification Team (JVT), Property Valuation Advisory Team (PVAT), and Grievance Redress Committee (GRC).

a) Joint Verification Team

The Joint Verification Team (JVT) will be formed in each CC. The major responsibility of the JVT is to review the field data collected by the INGO together with the DCs’ assessment on the loss of physical assets. The JVT will scrutinize the list of PAPs and affected assets, and verify and finalize the list through conducting joint verification activities. The entitlements of PAPs will be determined by using the assessment result of the JVT as one of the important determinants. The JVT will be a three-member body and be comprised as follows:

- Environmental and Social Expert (ESE) under the PIUCC or representative from PIUCC: Convener
- Representative of DC office: Member
- INGO: Member Secretary

b) Property Valuation Advisory Team

A Property Valuation Advisory Team (PVAT) will be formed in each CC. The PVAT will determine the market price and replacement cost of lands or other affected properties. Based on the assessment of the PVAT, the compensation amount will be finalized. The PVAT will be comprised as follows:

- Environmental and Social Expert (ESE) under the PIUCC or representative from PIUCC: Convener
- Representative of DC office: Member
- INGO: Member Secretary

c) Grievance Redress Committee

The Grievance Redress Committee (GRC) will be formed for each sub-project. Representatives of PAPs will be involved in the GRCs to review and resolve disputes related to compensation and other involuntary resettlement entitlements.

10.2 Roles and Responsibilities of Relevant Entities

Details on activities and responsibilities of relevant entities described above related to ARAP activities are presented in Table 5.

Table 5: Roles and Responsibilities (Tentative)

Activity	Implementing/ Responsible Entity
1. Detailed design phase	
Recruitment of Design Supervision and Monitoring consultant Team (DSM)	PMO
Recruitment of Rehabilitation and Resettlement Specialist, Sociologist/Gender Specialist, Environmental Specialist	PMO
Appointment of Environmental and Social Expert (ESE)	PMO, PIUCC
Recruitment and mobilization of INGO	PMO (DSM), PIUCC (ESE)
Information disclosure on details of sub-projects	DSM, ESE, INGO
Preliminary screening of land acquisition and resettlement	DSM, ESE, INGO
Consultation with potential PAPs and local stakeholders	DSM, ESE, INGO
2. ARAP preparation phase	
PAP census and socioeconomic survey	DSM, ESE, INGO
Preparation of inventory of losses	DSM, ESE, INGO

Market price survey	DSM, ESE, INGO
Consultation with PAPs and other stakeholders	DSM, ESE, INGO
Preparation of draft ARAP	DSM, ESE, INGO
Disclosure of final entitlement packages and of draft ARAP	DSM, ESE, INGO
Finalization of ARAP and its submission to JICA	PMO, PIUCC
3. ARAP implementation phase	
Budget allocation and approval	PMO, PIUCC
Disbursement of funds	PMO, PIUCC
Payment of compensation to PAPs for land and other properties	PMO, PIUCC
Commencement of restoration and rehabilitation assistance	PMO, PIUCC, EMA
Advance notice to PAPs on schedule of clearing of land and resettlement	PMO, PIUCC, EMA
Clearance of lands, and resettlement	PMO, PIUCC, EMA
Monitoring of implementation status of ARAP	PMO, PIUCC, EMA
Overall monitoring of progress of land acquisition and resettlement activities	PMO, PIUCC, EMA
Resolution of grievances of PAPs	PMO, PIUCC, EMA, GRC
Preparation of quarterly monitoring report	PMO, PIUCC, EMA
Submission of monitoring report to JICA	PMO, PIUCC

Legend: ARAP: Abbreviated Resettlement Action Plan; DC: Deputy Commissioner; ESE: Environmental and Social Expert; EMA: External Monitoring Agency; GRC: Grievance Redress Committee; INGO: Implementing Non-Government Organization; PAP: Project affected person; PIUCC: Project Implementing Unit in the CCs; PMO: Project management Office

11 Implementation Schedule

For each sub-project or group of sub-projects involving involuntary resettlement of less than 200 PAPs, an ARAP shall be prepared and implemented. Each ARAP will have a separate time bound implementation schedule. The standard implementation schedule of an ARAP is presented in Table 6.

Table 6: Standard Implementation Schedule of ARAP

No	Land Acquisition and Resettlement Activities	Start Date	Completion Date	Duration (days)
1	Hiring, mobilization and deployment of INGO	1st of Month 1	30th of Month 1	30
2	Information campaign on a sub-project and possible resettlement	1st of Month 2	30th of Month 8	240
3	Consultation and focus group discussion	1st of Month 2	30th of Month 8	240
4	Organization of internal monitoring team	1st of Month 1	15th of Month 1	15
5	Formation of GRC and other committees and teams	15th of Month 1	30th of Month 2	15
6	Preliminary screening survey based on detailed design of sub-project	1st of Month 2	7th of Month 2	7
7	Implementation of a census survey, socioeconomic survey, and other surveys	15th of Month 2	15th of Month 3	30

No	Land Acquisition and Resettlement Activities	Start Date	Completion Date	Duration (days)
8	Identification of entitled PAPs	15th of Month 2	15th of Month 3	30
9	Data processing, fixation of property value, and determination of individual entitlements	1st of Month 3	30th of Month 3	30
10	Agreement of entitlements with PAPs, and preparation of land acquisition documents, and an ARAP if necessary.	1st of Month 3	30th of Month 3	30
11	Preparation and submission of land acquisition and/or resettlement budget	15th of Month 3	15th of Month 4	30
12	Approval of land acquisition and/or resettlement budget by the EA (LGED) or IA (CCs)	15th of Month 4	30th of Month 4	15
13	Release of funds for compensation, and payment of compensation to PAPs, and provision of restoration and rehabilitation assistance	1st of Month 5	30th of Month 8	120
14	Documentation and resolution of grievances from PAPs	1st of Month 2	30th of Month 8	240
15	Consultation with PAPs on schedule of clearing lands, or relocation if necessary	1st of Month 5	30th of Month 5	30
16	Clearing of lands, or relocation if necessary	15th of Month 5	30th of Month 5	105
17	Training and income generation programs if necessary	1st of Month 5	30th of Month 8	120
18	Elaboration and submission of the completion report by INGO to the PMO	1st of Month 9	15th of Month 9	15
19	Award of civil work contract to sub-project contractor, and the mobilization of the contractor	15th of Month 9	-	-
20	Post-resettlement and acquisition monitoring on the impacts of sub-projects, and adequacy of the compensation and other entitlements	150 days after the 30th of Month 8		

Source: ICGP with reference to the JICA Preparatory Survey for the Northern Region RD and Local Governance Improvement Project 2012

It is expected to take about nine months to complete the ARAP preparation and implementation, except for the external monitoring. This duration may vary depending on the individual situations of sub-projects

12 Cost and Resource

The cost for the preparation of ARAP as well as the resources required for the compensation shall be covered by the Bangladesh fund. The EA (LGED) or IA (CCs) will need to secure the budget with an assistance of GOB.

The requirements of the ARAP will be identified at the detailed design phase, and depending on the scale of the project, the cost for the ARAP preparation will be calculated. The ARAP will estimate the amount of the cost for the land acquisition and compensation for the unavoidable involuntary resettlement, and potential resources for them.

13 Monitoring and Reporting System

13.1 Monitoring System

Under the ICGP sub-project implementation, a monitoring system needs to be established to ensure the effective and efficient implementation of land acquisition and involuntary resettlement. More specifically, the objectives of the monitoring are to: 1) check if compensation, restoration and rehabilitation assistance, and other entitlements are sufficiently provided; 2) see if the standards of living of PAPs are restored or improved; 3) ascertain whether land acquisition and resettlement are implemented as per the schedule; and 4) identify problems and resolve them.

The two-tiers of monitoring mechanism will be established under the ICGP. The first tier of the monitoring mechanism is at the field level. The Project Implementation Unit (PIUCC) and mainly the Environmental and Social Expert within the PIUCC are responsible for the field-level monitoring. Field-level data and information will be collected by them. The INGOs will help them to collect necessary data and information.

The second tier of the monitoring mechanism will be established at the Project Management Office (PMO) at the LGED headquarters. The PMO with the assistance of a RRS and Sociologist/Gender Specialist in the DSM will be in charge of overall monitoring and will check the compliance of field-level activities with this DRAP-PF and other relevant laws and guidelines. The PMO is also responsible for the reporting to JICA on the progress of land acquisition and involuntary resettlement.

In addition, an external independent monitoring will be conducted to see the social impacts of sub-projects, in particular whether entitlements are timely and sufficiently provided. This external monitoring will contribute to increase in the objectiveness and transparency of the monitoring and evaluation. For this purpose, an independent external monitoring agency (EMA) with experiences in involuntary resettlement and rehabilitation and restoration assistance will be engaged.

13.2 Monitoring at the LEGD and CCs

The LGED (PMO) and CCs (PIUCCs) will monitor the implementation status of land acquisition and involuntary resettlement activities. The RRS and Sociologist/Gender Specialist in the DSM and INGOs will help them for the monitoring.

The INGO, with guidance from the RRS and Sociologist/Gender Specialist in the DSM, will collect information on the progress of the ARAP. The progress of each activity listed in the ARAP will be checked by interviews and consultations with PAPs, sample on-site investigations, and other appropriate means. The collected information will be consolidated in a quarterly progress report by the CCs (PIUCCs), and then the report will be submitted to the LGED (PMO). The report will contain the following: 1) accomplishments to-date; 2) objectives attained and not attained during the period of sub-projects; 3) problems and challenges regarding land acquisition and involuntary resettlement; and 4) proposed countermeasures for the next quarter. Such information shall be described in a quantitative way as much as possible. The monitoring report will be integrated by the LEGD to be submitted to JICA.

The indicators to be covered by the monitoring activities are listed in Table 7.

Table 7: Monitoring Indicators

Monitoring Issues	Monitoring Indicators
Budget and timeframe	<ul style="list-style-type: none"> - Have all land acquisition and involuntary resettlement staff been appointed and mobilized for field and office work on schedule? - Have capacity building and training activities been completed on schedule? - Are involuntary resettlement implementation activities being achieved against agreed implementation plan? - Are funds for land acquisition and involuntary resettlement being allocated to the EA on time? - Have funds been disbursed according to ARAP? - Has the land made encumbrance free and handed over to the contractor in time for sub-project implementation?
Delivery of PAPs entitlements	<ul style="list-style-type: none"> - Have all PAPs received entitlements according to numbers and categories of loss set out in the entitlement matrix? - How many affected households relocated and built their new structure at new location? - Are activities related to income and livelihood restoration being implemented as planned? - Have affected businesses received entitlements? - Have the squatters and encroachers displaced due to the sub-project been compensated? - Have the community structures (e.g., mosque, community organization) been compensated for and rebuilt at new site? - Have all processes been documented? - Have resettlement information brochures/leaflets been prepared and distributed?
Consultations, grievances, and special issues	<ul style="list-style-type: none"> - Have consultations taken place as scheduled, including meetings, groups, and community activities? - Have any PAPs used the grievance redress procedures? - What grievances were raised? - What were the outcomes?

Monitoring Issues	Monitoring Indicators
	<ul style="list-style-type: none"> - Have conflicts been resolved? - Have grievances and resolutions been documented? - Have any cases been taken to court?
Benefit monitoring	<ul style="list-style-type: none"> - What changes have occurred in patterns of occupation compared to the pre-project situation? - What changes have occurred in income and expenditure patterns compared to pre-project situation? - Have PAPs income kept pace with these changes? - What changes have occurred for vulnerable groups?

Source: ICGP with reference to the reference to the JICA Preparatory Survey for the Northern Region RD and Local Governance Improvement Project 2012, which adapted from ADB (2005).

13.3 Monitoring by the PMO

The PMO is responsible for the overall monitoring on the progress of land acquisition and involuntary resettlement activities. It will verify the monitoring activities by the LGED and PIUs at concerned CCs.

The PMO will basically check the compliance with the ARAP and other relevant laws and guidelines. In particular, under such monitoring the PMO shall assess: 1) sub-project compensation and entitlement policies; 2) adequacy of organizational mechanism for implementing the ARAP; 3) restoration and rehabilitation assistance to PAPs; 4) complaints and grievances; and 5) provisions for adequate budgetary support by the LGED or CCs for implementing the ARAP. In the context of 3) above, the RRS and Sociologist/Gender Specialist within the DSM at the PMO will assess whether PAPs have been received sufficient compensation and other entitlements, and whether they have reestablished their structures and livelihoods. The restoration of their incomes up to the pre-project levels will be focused in particular. The RRS will also appraise the accounting documents which record the payments of compensation to PAPs by the LGED or CCs.

13.4 External Monitoring

The external monitoring, which will be conducted by the External Monitoring Agency (EMA), will focus on social impacts of sub-projects on PAPs, and status of entitlement provision to PAPs. The EMA will be recruited from an independent consult, academic research institution, or NGO which has enough experience in monitoring on land acquisition and involuntary resettlement.

The timing of the external monitoring are proposed as post-sub-project phase, since the expected size of land acquisition and involuntary resettlement are considered none. Such monitoring should be conducted six month-after the completion of land acquisition or involuntary resettlement.

Through consultations with the PAPs and on-site investigations, the EMA will assess the socioeconomic conditions of the PAPs, and aftermath impacts. Perceptions of the PAPs on their received entitlements are also confirmed. Baseline information on PAPs' income and livelihood level will be properly referred in the post-sub-project monitoring. Based on the monitoring, lessons learned from the land acquisition and resettlement activities will be derived, and they

will provide important feedback for future sub-projects involving land acquisition and resettlement.

The RRS and Sociologist/Gender Specialist within the DSM at the PMO shall provide necessary assistance and for the provision of field survey data and information and arrangement, the ESE at PIUCC will assist the EMA.

13.5 Reporting Requirements

The Project Director (PD) in the PMO will periodically prepare and send status reports to JICA on ARAP implementation by incorporating them in the Quarterly Project Progress Reports. A sample monitoring report format is given in Attachment 3. All relevant documents listed below shall be submitted together with the Reports, by the PMO to JICA.

- A draft ARAP approved by the LGED before sub-project appraisal
- The final ARAP approved by the LGED after the PAPs census has been completed
- An updated ARAP if updated during sub-project implementation phase
- Monitoring reports on land acquisition and resettlement

The RRS and Sociologist/Gender Specialist within the DSM at the PMO will assist the PD in periodic reviews and supervision during the implementation stage. They will assess the quarterly progress reports, which will be prepared by the PIUCC and submitted to PMO. The RRS and Sociologist/Gender Specialist will check the progress of all activities related to land acquisition and involuntary resettlement. They will report the assessment results to the PD, and recommend necessary actions if required.

The EMA is responsible for the post-sub-project monitoring, and will elaborate a monitoring report. The report shall be submitted to both the LGED and JICA directly.

14. Strategy to Secure Community Participation from Planning of the Resettlement

14.1 Consultation, Participation, and Disclosure

14.1.1 Public Consultation

The Executing Agency (EA) and Implementing Agency (IA), in the process of preparation and implementation of ARAPs, shall consult with PAPs and other stakeholders for each sub-project that will cause land acquisition and involuntary resettlement. The consultation aims to identify the present status of sub-project sites and the perceptions of PAPs and other stakeholders, and incorporate them into an ARAP. This will enable the sub-project to formulate a more appropriate ARAP, and eventually contribute to reducing the risk of social conflicts which may be caused by sub-project implementation.

The consultation will be held mainly in the form of focus group discussions with PAPs and other stakeholders. Individual interviews with PAPs and key informants and public consultation meetings will also be held where appropriate. The consultation shall be undertaken in an atmosphere free of intimidation or coercion. It shall also be gender inclusive and responsive. In holding consultation meetings, the EA shall pay due attention to vulnerable groups.

Prior to the consultation, relevant and adequate information shall be disclosed timely in a manner that is understandable and readily accessible to the PAPs.

14.1.2 Information Disclosure

Information on details of sub-projects shall be disclosed to the PAPs and other stakeholders prior to the consultation. Such information needs to include the location of sub-project site, type of construction work, possible impacts of land acquisition and involuntary resettlement, and procedures for compensation and restoration and rehabilitation assistance.

Such information should be disclosed at the convenient places such as the CC offices or other convenient places nearby the sub-project sites so that PAPs and other stakeholders can easily access the information. All information needs to be presented in a local language which is understandable to PAPs. For illiterate people, suitable other communication methods such as briefing them, holding discussions and meetings, broadcasting in the radio/television etc. will be used.

If there is no ARAP is prepared, the EA will disclose the information on sub-projects at the CC offices or other convenient places nearby the sub-project sites.

The ARAP should be made available to the PAPs and other stakeholders. It shall be disclosed at the CC offices or other convenient places for PAPs. A summary of the ARAP will be prepared for the distribution to PAPs and other stakeholders. The status of disclosure will be reported to JICA by the EA.

14.1.3 Identification of Stakeholders of the Project

It should be ensured that a wide range of stakeholders are informed of details of sub-projects and possible adverse impacts related to land acquisition and involuntary resettlement. Timing, frequencies, and topics will be different from stakeholders to stakeholders according to their degree of involvement, positions, and responsibilities.

The potential stakeholders are the PAPs identified at the detailed design phase of the ICGP nominated sub-project, including land owners and occupants to be affected by land acquisition and involuntary resettlement. Lack of legal rights to the affected assets does not hinder the entitlement under the ICGP. Communities and local business entities, including shopkeepers, fishermen, boatmen, and businessmen are also important stakeholders who should be closely consulted. During the preparation of ARAPs, views of these stakeholders shall be incorporated properly.

Other stakeholders include Departments of Environment (DoE), and Public Works and other government agencies. JICA is also a key organization to ensure appropriate procedures. The EA needs to communicate with them to complete land acquisition and resettlement smoothly.

Contractors, sub-contractors and suppliers during the construction period will be also informed of the contents of ARAPs prior to the commencement of their works. INGOs, which will directly contact with PAPs at the grassroots level, are also important stakeholders since they will directly contact with PAPs.

14.1.4 Process of Consultation and Responsible Entity

The details on the process of consultation and disclosure and the responsible entities at each phase are described in Table 8.

Table 8: Process of Consultation and Disclosure, and Responsible Entity at Each Stage

Phase	Consultation and disclosure	Detailed action	Responsible Entity
Detailed design phase	<ul style="list-style-type: none"> - Information disclosure on details of sub-projects, and preliminary screening of land acquisition and resettlement - Consultation with potential PAPs and local stakeholders 	<ul style="list-style-type: none"> - Leaflets containing information on the ICGP and sub-projects will be prepared and distributed to potential PAPs and local stakeholders. - Consultation with PAPs will be held. Public notice will be posted on convenient places and newspapers. - PAPs will be informed of preliminary possibility of land acquisition and involuntary resettlement, and the tentative alignment and location of sub-projects. 	EA (LEGD=PMO/DSM) IA (CCs=PIUCCs) INGO
ARAP preparation phase	- Consultation with PAPs and other stakeholders	<ul style="list-style-type: none"> - Further consultations will be held with PAPs about entitlements, procedures, schedule, and any other issues raised by the PAPs. - Summary ARAP will be made available to all PAPs at the convenient place and in local language. - Draft ARAP will be explained to all PAPs in local language. 	EA (LEGD=PMO/DSM) IA (CCs=PIUCCs) INGO
	- Disclosure of final entitlement packages and of draft ARAP	<ul style="list-style-type: none"> - Feedback from PAPs and other stakeholders will be sought and incorporated into the draft ARAP. 	EA (LEGD=PMO/DSM) IA (CCs=PIUCCs) INGO
	- Finalization of ARAP	<ul style="list-style-type: none"> - ARAP will be elaborated by EA. - ARAP will be approved by JICA (prior to award of contract). - Final ARAP will be disclosed to PAPs and other stakeholders. 	EA (LEGD=PMO/DSM) IA (CCs=PIUCCs) INGO
ARAP implementation phase	- Consultation with PAPs during ARAP implementation	<ul style="list-style-type: none"> - Consultations will be held with PAPs on entitlements and any other issues raised by the PAPs. 	EA (LEGD=PMO/DSM) IA (CCs=PIUCCs)

			INGO
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Legend: EA: Executing Agency, PMO: Project Management Office, IA: Implementing Agency, DSM: Design Supervision Monitoring, PIUCC: Project Implementation Unit CC, INGO = Implementing NGO

Attachment 1 Checklist for Preliminary Screening Survey

1. Land Acquisition

Probable effects	Yes	No	Unclear	Remarks
1 Will there be any land acquisition?				
2 Is the site for land acquisition identified?				
3 Is the ownership status and current usage of the land to be acquired identified?				
4 Will the sub-project be implemented within an existing Right of Way (ROW)?				
5 Will there be loss of shelter and residential land due to land acquisition?				
6 Will there be loss of agricultural and other productive assets due to land acquisition?				
7 Will there be losses of crops, trees, and fixed assets due to land acquisition?				
8 Will there be loss of businesses or enterprises due to land acquisition?				
9 Will there be loss of income sources and means of livelihoods due to land acquisition?				

2. Restrictions on land use or on access to land

Probable effects	Yes	No	Unclear	Remarks
10 Will people lose access to natural resources, communal facilities and services?				
11 If land use is changed, will it have an adverse impact on social and economic activities?				
12 Will access to land and resources owned communally or by the state be restricted?				

3. Quantification of private land required to be acquired

- 13 Is there any preliminary estimate of the land likely to be acquired by the Project? Yes No
 If yes, approximately how much? _____ decimal

4. Information on resettlement

14	Is there any estimate of the number of persons likely to be resettled due to the Project? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, approximately how many? _____ persons
15	How many of them belong to the following groups?
	Female-headed households approx. _____ persons
	Households below the poverty line * Income less than Tk. 5,000/household/month approx. _____ persons
	Children, the elderly and the disabled approx. _____ persons
	Landless people approx. _____ persons

	Indigenous people	approx. _____ persons
	Other groups not protected by the national compensation law	approx. _____ persons

Attachment 2: Sample Format of PAPs Census and Socioeconomic Survey Questionnaire

**Inclusive City Governance for City Corporation in Bangladesh (ICGP)
PAPs Census and Socioeconomic Survey Questionnaire for the Project Affected Households
(PART-1: Census Questionnaire)**

I. General

- i. Questionnaire No.: ii. Sub-project Name:
- iii. Name of Likely Affected Household Head:
- iv. Father’s Name:
- v. Ward: vi. CC:
- vii. Ethnic Group: 1. Bengali 2. (Specify) 3. (Specify)
- viii. Details of Family Members of affected household: (please fill appropriate code)

Sl. No.	Name of family member	Age (in years)	Sex	Marital Status	Education	Occupation

Codes: Sex: 1.Male 2.Female
Marital Status: 1. Married, 2. Unmarried, 3. Widow/Widower, 4. Separated, 5. Others
Education: 1.Illiterate, 2.Can sign only, 3. Can read and write, 4. Primary, 5. Below SSC, 6. HSC, 7. Graduate, 8. Above
Occupation: 1. Service (private/Government/NGO), 2. Business, 3 Day Labor, 4. Fisherman/Pisciculture, 5. Boatman, 6. Motor Driver, 7. Carpenter, 8. Mason, 9 Electrician/mechanics, 10. Housewife, 11. Unemployed, 12. Student, 13. Old, 14 Disabled, 15 Others (specify)

II. Details of Affected Land

- 1. Ownership of the Land: 1. Private 2. Government 3. Religious 4. Community 5. Others
- 2. Use of Land: 1. Cultivation 2. Orchard 3. Residential 4. Commercial
5. Pond/ditch without shrimp/fish farming 6. Pond/ditch under shrimp/fish farming
7. No use/ barren 8. Others (specify)
- 3. Affected area of the land plot (in decimal):
- 4. Total area of the affected land plot (in decimal):
- 5. Value of the affected land (per hectare):

1. Market Rate (if known) (Tk.).....2. Government Rate (if known) (Tk.).....

6. Status of affected land under possession

1. Titleholder (Private Owner) 2. Rented 3. Lease holder 4. Encroacher 5. Squatter

7. If you are not the titleholder, please specify the following:

1. Name of the Owner:
 2. Father's Name:
 3. Full Address:

8. If your land is required for the XX (sub-project sector and name), which process would you suggest to give up your land for the infrastructure development?

i) Voluntary donation or evacuate
 ii) Negotiation for payment with the LGED and CC through acquisition process

9. Will any employee/labor be permanently affected in connection with this land (if any)?

1. Yes 2. No
 i) If Yes, then how many will be affected?

10. Number of trees within the affected area (if any):

SL No.	Name of trees	Type of trees	Description of trees						Estimated annual value of only fruits terries (Tk.)
			Large		Medium		Small		
			No.	Estimated value	No.	Estimated value	No.	Estimated value	

Type Code: 1. Fruit bearing 2. Timber 3. Firewood

III. Details of Structures

11. Is there any structure (building) in the affected land? 1. Yes 2. No

12. If yes in Q 11,

a) Area of the affected structure (Square Meter).....
 b) Length (Meter) c) Width (Meter)

13. a) Area of the total structure (Square Meter)
 b) Length (Meter) c) Width (Meter)

14. Scale of Impact (considering total area of structure)

1) 25% 2) 50% 3) 75% 4) 100%

15. Type of construction materials used for the structure

1. Temporary (buildings with mud/brick/wood made walls, thatched/tin roof)
 2. Semi-Permanent (buildings, with tiled roof and normal cement wall & floor)
 3. Permanent (with RpCC, Single/ Double storey building)

16. Market Value of the Structure (Tk.).....

17. Use of the Structure (select appropriate code from below)
 1. Residential 2. Commercial 3. Residential & commercial. 4. School
 5. Community center/club 6. Religious (Mosque/temple/Girja) 7. Government office
 8. Others (e.g., Boundary Wall, Cattle Shed, Well/Tube Well, Latrine, farm house etc.)
 (specify).....

18. Status of the Respondents regarding Structure
 1. Legal Titleholder 2. Renter 3. Lease holder 4. Encroacher 5. Squatter
 If not legal owner, mention name of the Owner:
 Father's Name:

19. Is there any tenant of the Structure?
 1. Yes (Specify number) 2. No

20. Is any employee/ wage earner associated with commercial structure i)
 1. Yes 2. No
 ii) If Yes, How many? Male: Female:

IV. Resettlement & Rehabilitation

21. Vulnerability Status of the Household:
 i) Is it a woman-headed household? 1. Yes 2. No
 ii) Is it headed by physically/mentally challenged person? 1. Yes 2. No
 Note: Refer to the definition of vulnerable groups described in the Draft Resettlement Action Plan Policy Framework (DRAP-PF)

22. Average monthly income of the family (Tk.):

23. Average monthly expenditure of the affected family (Tk.):

24. Resettlement/ Relocation Option
 1. Self Relocation through purchasing new land 2. Relocation on residual land
 3. Project Assisted Resettlement

25. Compensation Option for Land loser
 1. Land for land loss 2. Cash for Land loss

26. Compensation Options for Structure Loser
 1. House/Shop for House/ Shop Loss 2. Cash for House/ Shop Loss

27. Income Restoration Assistance (the most preferred option)
 1. Employment opportunities in construction work
 2. Assistance/loan from other ongoing development scheme
 3. Vocational training
 4. Others (specify)

28. How would you like to spend the compensation money?
 1. To buy land 2. To shift a house 3. To build a house
 4. To get training for taking a new occupation 5. To get a job 6. To invest in business
 7. To market produce 8. To invest for self-employment
 9. To adjust a loan 10. Other (Please specify)

1 st	2 nd	3 rd

* Planning according to preference

29. What are the available sources/opportunities for employment in your locality?

- i)
- ii)
- iii)

30. Do you think that you or your family members need training to develop skills for taking up a new occupation? Yes/ No

If the answer is yes, please specify the name(s) or type(s) of training essential for you or your family members:

- i)
- ii)
- iii)

(Name of the Investigator)

Date:

(Signature of the Investigator)

PART-2: Socioeconomic Survey of the Project Affected Households

1. Household Information

1.1. Name of the Head of the Household:

1.2. Household Composition (Population):

Sl. No.	Cate	Male	Female	Total
1	Small Children (Below 5 Years)			
2	Aged between 6 to 15 Years			
3	Aged between 16 to 60 Years			
4	Aged above 60 Years			
	Total			

1.3. Settlement Type: 1. Rural 2. Semi-Urban 3. Urban

1.4. Ethnicity: i) Bengali ii) Tribal (Specify)

2. Economic Activity of Households

2.1. What are the economic activities of the household? (Please tick all that apply).

Sl. No.	Type of Activities	Main	Allied/secondary
1	Agriculture		
2	Share cropping		
3	Working for other farmers		
4	Agriculture day labor		
5	Non-agriculture day labor		
6	Rickshaw/van puller		
7	Motor driver		
8	Mason		
9	Carpenter		
10	Mechanics/electrician		
11	Fishing		
12	Teacher		
13	Business/shop keeping		
14	Service for Government and NGO		
15	Others (Specify)		

3. Total Landholding of Household

(in hectare)

Cultivable	Residential	Water bodies/ Non-Cultivable	Total Land Area

4. Major Crop Produce in the Previous Year

Sl. No.	Type of Crops	Area under each crop (Decimal)	How many times/ seasons per Year	Total Yield (kg)	Price per kg (Tk.)
1	Rice				
2	Wheat				
3	Pulses				
4	Oil seeds				
5	Potato				
6	Vegetables				
7	Others				

5. Annual & Monthly Income of the Household

Sl. No.	Source	Monthly income (Tk.)	Annual Income (Tk.)
1	Agriculture		
2	Service		
3	Business		
4	Labor		
5	Fishery (pisciculture/shrimp farming)		
6	Professional		
7	Remittance		
8	Any other (specify)		
	Total		

6. Consumption Pattern

Kindly indicate the consumption/expenditure on different items in the previous year.

Sl. No.	Particulars / Source	Expenditure (Tk.)	
		Monthly	Annual
1	Food		
2	Transportation		
3	Clothing		
4	Health		
5	Education		
6	Communication		
7	Social functions		
8	Agriculture inputs (such as seeds, hiring of farmhands)		
9	Consumption of fuel for household		
10	Fuel/ Electric Bill		
11	Others Specify.....		
	Total (1-11)		

7. Possession of Asset

In the table below, please specify the type and quantity of assets possessed by the household.

Sl. No.	Item	Quantity
1	Radio	
2	Bicycle	
3	Television	
4	L.P.G connection/ Gas cylinder	
5	Computer	
6	Refrigerator	
7	Washing machine	
8	Motor cycle/Scooter/Auto rickshaw	
9	Car	
10	Rickshaw/Van	
11	Power tiller	
12	Boat/trawler	
13	Phone/mobile	
14	Solar panels	
15	Cow/bullock	
16	Goat/sheep	
17	Poultry	
18	Any other (specify.....)	

8. Indebtedness

8.1. Do you have any debt or loan? 1. Yes 2. No

8.2. If yes, please indicate your borrowings in the previous year. (Tk.)

Sl. No.	Source	Total Amount taken	Total Amount returned	Balance	Interest Rate (%)
1	Bank				
2	NGO				
3	Relative/Friend				
4	Private money lender				
5	Other				
Total					

9. Coverage under Government/Other Development Schemes

9.1. Did you derive any benefit from any project or scheme? 1. Yes 2. No

9.2. If 'Yes', kindly give us the following details

Source	Name of scheme	Type of help: 1. Loan; 2. Training; 3. Employment, 4. Grant; 5. Health care; 6. Others
Government		
NGO		
Funding agency		
Other		

9.3. If "1 Loan", kindly indicate the amount:

9.4. If "2 Training", kindly indicate the type of training:

9.5. After using this project or scheme, did your annual income increase? 1 Yes 2 No

9.6. If "Yes", how much?

9.7. If "No", why?

10. Health Status

10.1. Please provide information on major illnesses of family members in the previous year (if any).

No. of Cases/ Persons	Type of disease/ illness*	Treatment Taken**	Did you take treatment in time 1-yes, 2- No	Any difficulties to access to 1. Long distance 2. Bad road condition

*1. Waterborne diseases (Diarrhea, dysentery, cold/cold fever etc.,) 2. Typhoid

3. Cardinal 4. Rheumatic fever 5. Others (specify)

** 1. Allopathic 2. Homeopathic 3. Herbal 4. Traditional 5. No treatment

11. Status of Women

11.1. Kindly indicate the type(s) of economic and non-economic activities that the female members of your family are engaged in.

Sl. No.	Economic/Non-economic Activities	Yes/No	If yes, no. of women engaged in it
1	Cultivation/crop processing		
2	Allied activities (dairy, poultry, sheep rearing, etc.)		
3	Trade and business		
4	Agricultural labor		
5	Non agricultural labor		
6	Handicrafts/sewing		
7	Service for Government or NGO		
8	Others (Specify):		

11.2. Does your female member have any involvement in decision making on household matters? 1. Yes 2. No

11.3. If “Yes”, please choose “1” (=Yes) or “2” (=No) on the following matters.

Sl. No.	Matter	1 Yes, 2 No
1	Financial matter	
2	Education of child	
3	Health care of child	
4	Purchase of assets	
5	Day-to-day activities	
6	Social functions and marriages	
7	Business investment	
8	Others	

12. Do any female member of your household take part in a social or community organization, or a Local Government body?

1. Yes 2. No

12.1. If “Yes”, specify: Name of organization: Position:

13. Amenities

13.1. Source of Drinking Water:

1. Piped-water supply 2. HTW 3. Shallow TW 4. Deep TW 5. Well
6. River/canal/pond 7. Rain harvesting 8. Bottled water 9. Others

13.2. Type of Toilet:

1. Sanitary 2. Open/hang 3. No toilet

13.3. Fuel for cooking:

1. Electricity 2. Wood 3. Gas 4. Diesel/Kerosene 5. Solar

13.4. Sources of lighting:

1. Electricity 2. Diesel/Kerosene 3. Solar 4. Others (specify)

14. Housing Structure/ Building Information

14.1. Use of Structure

1. Area of Residential housesquare meter.

14.2. Type of Construction materials used

1. Mud, thatched and tin 2. Thatched, wood and tally/tin 3. Tin and bricks
4. Brick/Cemented 5. Others

15. Transport Usage

15.1. Is your house immediately connected to a road?

1. Yes 2. No

15.2. If Yes, to which road?

1. Village Road 2. Union Road 3. CC road 4. National Highway

15.3. Distance to the road in meters:

15.4. How is the condition of the connected road?

1. Good 2. Average 3. Poor 4. Very Poor

15.5. How often do you use the road for production/business activities?

15.6. Have you heard about this infrastructure development project (i.e., road)?

1. Yes 2. No

15.7. If yes, what do you think of/expect from the project (need to be amended depending on the sub-project type for positive impacts)?

1. Saving travel time 2. Saving fuel/repair/travel cost 3. Any other (specify)

15.8. Will you be willing to contribute/participate (i.e., land, money, toll /tax, physical labor) if road development is undertaken (need to be amended depending on the sub-project type)?

1. Yes 2. No

(Name of the Investigator) Date:

(Signature of the Investigator)

Attachment 3 Sample Format for Monitoring Report

1. Progress of land acquisition and involuntary resettlement

Involuntary Resettlement activities	Planned total	Unit	Progress in quantity			Progress in %		Expected date of completion	Responsible organization
			During the quarter	Till the last quarter	Up to the quarter	Till the last quarter	Up to the quarter		
<i>Preparation of ARAP</i>									
Employment of consultants		Man-month							LGED (PMO), CCs (PIUCC)
Implementation of census and socioeconomic survey									LGED (PMO), CCs (PIUCC)
Approval of ARAP			Date of approval: <u>DD/MM/YY</u>						LGED (PMO)
Finalization of PAPs list		No. of PAPs							LGED (PMO), CCs (PIUCC)
<i>Progress of compensation payment</i>									LGED (PMO), CCs (PIUCC)
Site 1		No. of PAHs							
Site 2		No. of PAHs							
Site 3		No. of PAHs							
Site 4		No. of PAHs							
<i>Progress of land acquisition</i>									LGED (PMO), CCs (PIUCC)
Site 1		ha							
Site 2		ha							
Site 3		ha							
Site 4		ha							
<i>Progress of asset replacement</i>									LGED (PMO), CCs (PIUCC)
Site 1		No. of PAHs							
Site 2		No. of PAHs							
Site 3		No. of PAHs							
Site 4		No. of PAHs							
<i>Progress of involuntary resettlement of PAPs</i>									LGED (PMO), CCs (PIUCC)
Site 1		No. of PAHs							
Site 2		No. of PAHs							
Site 3		No. of PAHs							
Site 4		No. of PAHs							

2. Public consultation

No	Date	Place	Contents of the consultation
1			
2			
3			

3. Monitoring on specific actions

Activities	Progress	Remarks
1. Pre-construction monitoring		
a) Have all land acquisition and resettlement staff been appointed and mobilized for field and office work on schedule?	Yes/ No Date of appointment:	
b) Have resettlement information brochures/leaflets been prepared and distributed?	Yes/ No Date of distribution	
c) Are resettlement implementation activities being achieved against the agreed implementation plan?	Yes/ No	
d) Are funds for land acquisition and resettlement being allocated to the EA on time?	Yes/ No	
e) Have funds been disbursed according to ARAP?	Yes/ No	
f) Have consultations taken place as scheduled, including meetings, groups, and community activities?	Yes/ No Date of consultation:	
g) How many affected households relocated and built their new structure at new location?	Number of affected households:	
h) Has the land made encumbrance free and handed over to the contractor in time for sub-project implementation?		
i) Have all PAPs received entitlements according to numbers and categories of loss set out in the entitlement matrix?		
j) Are activities related to income and livelihood restoration being implemented as planned?		
k) Have affected businesses received entitlements?		
l) Have all the squatters and encroachers displaced due to the sub-project been compensated?		
m) Have the community structures (e.g., Mosque, community organization) been compensated for and rebuilt at new sites?		
n) Have all processes been documented?		
2. Post acquisition/ resettlement monitoring: grievance redress		
a) Have any PAPs used the grievance redress procedures? How many?		
b) What grievances were raised? (Attach the summaries of grievances.)		
c) What were the outcomes? (Attach the summaries of the outcomes.)		
d) Have conflicts been resolved? (Attach the summaries of resolution. If unresolved, explain the details.)		
e) Have grievances and resolutions been documented?		
f) Have any cases been taken to court? (Attach the summaries of the cases)		
3. Post acquisition/ resettlement monitoring: assistance to PAPs		
a) Have capacity building and training activities been completed on schedule?		
b) What changes have occurred in patterns of occupation compared to the pre-project situation?		
c) What changes have occurred in income and expenditure patterns compared to the pre-project situation?		
d) Have PAPs income kept pace with these changes?		
e) What changes have occurred for vulnerable groups?		

Note: Relevant documents such as the inventory of loss of assets and record of consultation meetings shall be submitted together.

4. Preparation of involuntary resettlement sites (where necessary)

No.	Explanation of the site (e.g. Area, no. of resettled PAPs etc)	Status (Completion date/ not completed yet)	Details (e.g. Site selection, identification of candidate sites, discussion with the PAPs, development of the site etc.)	Expected date of completion
1				
2				
3				

Annex G-6 Environmental and Social Checklist

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
1 Permits and Explanation	(1) EIA and Environmental Permits	<p>(a) Have EIA/IEE reports been already prepared in official process?</p> <p>(b) Have EIA/IEE reports been approved by authorities of the host country's government (i.e., the Department of Environment)?</p> <p>(c) Have EIA/IEE reports been unconditionally approved? If conditions are imposed on the approval of EIA/IEE reports, are the conditions satisfied?</p> <p>(d) Have an Environmental Clearance Certificate (ECC) under the Environmental Conservation Rules 1997 officially obtained?</p> <p>(e) In addition to the above approvals, have other required environmental permits been obtained from the appropriate regulatory authorities of the host country's government?</p>	<p>(a) N</p> <p>(b) N</p> <p>(c) N</p> <p>(d) N</p> <p>(e) N</p>	<p>(a)(b)(c) EIA/IEE reports have not been prepared yet due to the following reasons: 1) Detailed designs of subproject nominated by ICGP have not been determined, 2) the final GoB categories of the subprojects will be determined at the detailed design periods, 3) the ICGP nominated subproject within the Batch 1 will not require EIA/IEE.</p> <p>(d)ECC will be obtained from the DoE by the subproject executing agency (PMO, LGED) based on the requests from the implementing agency (PIUCC) after the detailed design.</p> <p>(e)Beside ECC, there is no other permits required under the GoB regulation. All the subprojects need to obtain ECC from the DoE that executing agency (PMO, LGED) will apply the ECC based on the information from the implementing agency (PIUCC) at the time of subproject implementation.</p> <p>In order to take the necessary actions by the executing agency (PMO, LGED) and implementing agency (PIUCC), the ICGP prepared the Draft Environmental Framework (DEF:Annex5-3), which will guide the procedure for the required approvals.</p> <p>The ICGP also prepared ample EIA and IEE report for a subproject of flyover in Chittagong CC, which can be repeated for the similar subprojects, which require EIA/IEE.</p>
	(2) Explanation to the Local Stakeholders	<p>(a) Have contents of the project and the potential impacts been adequately explained to the local stakeholders based on appropriate procedures, including information disclosure? Is understanding obtained from the local stakeholders?</p> <p>(b) Have the comment from the stakeholders (such as local residents) been reflected to the project design?</p>	<p>(a) N</p> <p>(b) N</p>	<p>(a)(b) The contents and potential impacts have not been fully examined. These will be identified at the detailed design periods. Depending on the results of detailed design, explanation to the local stakeholders will be done by executing agency (PMO, LGED) and implementing agency (PIUCC).</p> <p>The ICGP prepared Draft Environmental Framework (Annex5-3) and Draft Resettlement Action Plan Policy Framework (DRAP-PF:Annex5-4) will guide the above process.</p>

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(3) Examination of Alternatives	(a) Have alternative plans of the project been examined with social and environmental considerations?	(a) N	(a) Alternatives for the subproject will be examined during the detailed design periods to minimize the adverse social and environmental impacts. It will include zero option as well.
2 Pollution Control	(1) Air Quality	<p>(a) Is there a possibility that air pollutants emitted from the project related sources, such as vehicles traffic will affect ambient air quality? Does ambient air quality comply with the country's air quality standards? Are any mitigating measures taken?</p> <p>(b) Where industrial areas already exist near the route, is there a possibility that the project will make air pollution worse?</p>	<p>(a) Y/N</p> <p>(b) Y/N</p>	<p>(a)(b) The air quality of subproject site is not expected to make worse ambient air quality, since most of the road sector subprojects aim to reduce the traffic jam, which may eventually reduce the air pollution and improve the air quality. However, there is a possibility of air pollution increase in case of traffic volume was increased after the completion of the project. The detailed design of each subproject will address the potentials of adverse impacts. The construction activities may increase the emission of some air pollutants that emission should be minimized by using low-emission machines and keeping good maintenance. The amount of emission should comply with legal standards in Bangladesh. Although the DoE is in charge of monitoring of the air quality with their set standard, air quality near subproject sites better be monitored periodically by PIUCCs.</p>

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(2) Water Quality	<p>(a) Is there a possibility that soil runoff from the bare lands resulting from earthmoving activities, such as cutting and filling will cause water quality degradation in downstream water areas?</p> <p>(b) Is there a possibility that surface runoff from roads will contaminate water sources such as groundwater?</p> <p>(c) Do effluents from various infrastructure facilities comply with the country's effluent standards and ambient water quality standards? Is there a possibility that the effluents will cause areas not to comply with the country's ambient water quality standards?</p>	<p>(a) Y (b) N (c) Y</p>	<p>(a) In case of building drains, water pipelines, and bridge over water bodies, there may be a risk of water pollution. In case of building slaughter houses, public toilets, and other sanitary facilities, untreated runoff from the facilities may cause water pollution.</p> <p>EIA/IEE should be conducted and careful planning is necessary for these cases in order to avoid adverse impacts. In case of sanitary facilities, appropriate sewage treatment system, such as septic tank, must be installed.</p> <p>Soil runoff from the bare lands will be minimized by measures such as the compaction of road side.</p> <p>(b) There is no risk of the contamination of water sources because surface runoff from roads will contain little pollutants.</p> <p>(c) Effluents may be discharged from markets, bus and truck terminals, facilities for solid waste management (such as dumping site, waste bins and disposal facilities) and public and community toilets. The surface water treatment plant may cause water pollution by sludge and waste water from filtration ponds in the plant. However, prevention measures will be proposed in individual EIA/IEE and will be undertaken so that the effluents will not affect the water quality of nearby areas.</p>
	(3) Wastes	<p>(a) Are wastes generated from the infrastructure facilities properly treated and disposed of in accordance with the country's regulations?</p>	<p>(a) Y</p>	<p>(a) Infrastructure facilities such as markets, bus and truck terminals will discharge some amount of wastes, but they are properly treated and disposed of. The concrete measures need to be determined at the detailed design periods.</p> <p>A large quantity of waste may be produced during construction works, such as waste from the improvement of roads, sludge from the dredging of the canals, etc. Waste from construction must be disposed of properly. The details of proper measures need to be determined at the detailed design periods.</p>

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(4) Soil Contamination	(a) Are adequate measures taken to prevent contamination of soil and groundwater by the effluents or leachates from the infrastructure facilities and the ancillary facilities?	(a) Y	(a) Construction of facilities for solid waste management such as dumping site, etc. has a risk of soil contamination. Prevention measures will be proposed in individual EIA/IEE and will be undertaken so that the effluents will not affect the water quality of nearby areas.
	(5) Noise and Vibration	(a) Do noise and vibrations comply with the country's standards?	(a) Y/N	(a) Noise and vibration level may significantly increase in and around the subproject sites during the construction. However, noise and vibrations are not expected to change after the construction of subprojects. This may be altered at the detailed design periods.
	(6) Subsidence	(a) In the case of extraction of a large volume of groundwater, is there a possibility that the extraction of groundwater will cause subsidence?	(a) Y/N	(a) If the subprojects include use of ground water, ground sinking may be caused. Use of ground water should be avoided as much as possible at the detailed design periods.
	(7) Odor	(a) Are there any odor sources? Are adequate odor control measures taken?	(a) Y	(a) Infrastructure facilities such as dumping site, public and community toilets, and garbage bins and disposal facilities may cause odor. However, adequate measures such as adoption of sanitary latrines and compliance with relevant regulations will be undertaken.
3 Natural Environment	(1) Protected Areas	(a) Is the project site or discharge area located in protected areas designated by the country's laws or international treaties and conventions? Is there a possibility that the project will affect the protected areas?	(a) N	(a) No subprojects will be located in and adjacent to the national parks.

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(2) Ecosystem	<p>(a) Does the project site encompass primeval forests, tropical rain forests, ecologically valuable habitats (e.g., coral reefs, mangroves, or tidal flats)?</p> <p>(b) Does the project site encompass the protected habitats of endangered species designated by the country's laws or international treaties and conventions?</p> <p>(c) If significant ecological impacts are anticipated, are adequate protection measures taken to reduce the impacts on the ecosystem?</p> <p>(d) Are adequate protection measures taken to prevent impacts, such as disruption of migration routes, habitat fragmentation, and traffic accident of wildlife and livestock?</p> <p>(e) Is there a possibility that installation of roads will cause impacts, such as destruction of forest, poaching, desertification, reduction in wetland areas, and disturbance of ecosystems due to introduction of exotic (non-native invasive) species and pests? Are adequate measures for preventing such impacts considered?</p> <p>(f) If the project site is located at undeveloped areas, is there a possibility that the new development will result in extensive loss of natural environments?</p> <p>(g) Is there a possibility that changes in localized micro-meteorological conditions, such as solar radiation, temperature, and humidity due to a large-scale timber harvesting will affect the surrounding vegetation?</p>	<p>(a) Y/N</p> <p>(b) N</p> <p>(c) N</p> <p>(d) Y/N</p> <p>(e) N</p> <p>(f) N</p> <p>(g) N</p>	<p>(a)(b) No subprojects will be located in the vicinity of protected area, reserved forest or ecologically important areas recognized by GOB or international conventions, because such subprojects will be excluded by one of the selection criteria. If the subprojects include land reclamation work, it may cause change of marine and coastal habitats such as mangrove and tidal flat. If the subprojects include construction of water supply system, and if it causes change in flow condition, it may also cause change in habitat of fauna and flora.</p> <p>(c) No significant ecological impacts are anticipated.</p> <p>(d) There is no or very minor risk of impacts on wildlife and livestock because subprojects will be implemented only on existing roads and markets, and in urban areas. If the subprojects include land reclamation work, it may cause fragmentation of habitat of coastal and marine fauna and flora including water birds.</p> <p>(e) No road construction will cause significant impacts on natural environment and ecosystems.</p> <p>(f) No subprojects will be located at undeveloped areas.</p> <p>(g) No subprojects will involve any large-scale timber harvesting.</p>
	(3) Hydrology	<p>(a) Is there a possibility that hydrologic changes due to the project will adversely affect surface water and groundwater flows?</p>	<p>(a) Y/N</p>	<p>(a) Some types of subprojects (i.e., construction of deep wells and water intakes for water supply system, bridges, and drains) may have impacts on local flow condition and hydrology. Detailed impact assessment should be done at the detailed design periods.</p>

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(4) Topography and Geology	(a) Is there a possibility the project will cause large-scale alteration of the topographic features and geologic structures in the project site and surrounding areas? (b) Is there any soft ground on the route that may cause slope failures or landslides? Are adequate measures considered to prevent slope failures or landslides, where needed? (c) Is there a possibility that civil works, such as cutting and filling will cause slope failures or landslides? Are adequate measures considered to prevent slope failures or landslides? (d) Is there a possibility that soil runoff will result from cut and fill areas, waste soil disposal sites, and borrow sites? Are adequate measures taken to prevent soil runoff?	(a) Y/N (b) Y (c) Y (d) Y	(a) Some subprojects requiring earthwork such as the land reclamation, the construction of dumping site, etc. may cause change of topography and geological features in and around the site. Detailed impact assessment should be done at the detailed design periods. (b) The slope of embankment is planned to be adequately compacted to prevent slope failures. Thus, no significant landslide and slope failures are anticipated. (c) There is a certain possibility of small-scale slope failures caused by civil works. Therefore preventive measures against slope failures will be undertaken. (d) There is a certain possibility of soil runoff from cut and fill areas. Therefore preventive measures will be undertaken.

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
4 Social Environment	(1) Resettlement and land acquisition	<p>(a) Is involuntary resettlement or land acquisition caused by project implementation? If they are caused, are efforts made to minimize the impacts caused by the resettlement?</p> <p>(b) Is adequate explanation on compensation and assistance related to resettlement and land acquisition given to affected people prior to the resettlement?</p> <p>(c) Is the resettlement or land acquisition plan, including compensation with full replacement costs, restoration of livelihoods and living standards, developed based on socioeconomic studies on resettlement and land acquisition?</p> <p>(d) Are the compensations going to be paid prior to the resettlement and land acquisition?</p> <p>(e) Is the compensation policies prepared in document?</p> <p>(f) Does the resettlement or land acquisition plan pay particular attention to vulnerable groups or people, including women, children, the elderly, people below the poverty line, ethnic minorities, and indigenous peoples?</p> <p>(g) Are agreements with the affected people obtained prior to the resettlement and land acquisition?</p> <p>(h) Is the organizational framework established to properly implement resettlement and land acquisition? Are the capacity and budget secured to implement the plan?</p> <p>(i) Are any plans developed to monitor the impacts of resettlement and land acquisition?</p> <p>(j) Is the grievance redress mechanism established?</p>	<p>(a)N (b)Y (c)Y (d)Y (e)Y (f)Y (g)Y (h)Y (i)Y (j)Y</p>	<p>(a) No subprojects will expect any land acquisition and involuntary resettlement (all are planned in the CC owned land). However, these will be determined at the detailed design periods. In case involuntary resettlement are required, the necessary documents' preparation to minimize the adverse impacts will be taken by the executing agency (PMO, LGED) and implementing agency (PIUCC) accordance with the JICA Guideline (i.e., RAP, ARAP, IPP). These will be submitted to the JICA prior to the subproject implementation. The required documents are mentioned in the ICGP prepared DRAP-PF, which covers following (b)(c)(d)(e)(f)(g)(h)(i)(j) items to guide the PMO and PIUCC.</p> <p>(b) Adequate explanation, compensation and other assistance will be provided prior to the resettlement or land acquisition in accordance with the DRAP-PF.</p> <p>(c) For the more than 200 involuntary PAPs projects, each subproject need to prepare Resettlement Action Plan (RAP). For the less than 200 PAPs subproject, each subproject need to prepare Abbreviated Resettlement Action Plan (ARAP).</p> <p>(d) Compensations will be paid prior to the resettlement and land acquisition in accordance with the DRAP-PF.</p> <p>(e) Compensation policies will be presented in the RAP and ARAP.</p> <p>(f) The RAP and ARAP will pay special attention to vulnerable groups in accordance with the DRAP-PF. In case the PAPs included indigenous people, Indigenous Peoples Plan (IPP) will be required.</p> <p>(g) Agreements with the affected people will be obtained prior to the resettlement and land acquisition.</p> <p>(h) The organizational structures will be established. The capacity of the executing agency (PMO, LGED) will be supported by the Resettlement Specialists to be recruited under the JICA project.</p> <p>(i) Monitoring plans will be included in the RAP and ARAP.</p> <p>(j) The grievance redress mechanism will be established.</p>

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(2) Living and Livelihood	<p>(a) Is there any possibility that the project will adversely affect the living conditions of the inhabitants other than the target population? Are adequate measures considered to reduce the impacts, if necessary?</p> <p>(b) Is there any possibility that diseases, including infectious diseases, such as HIV will be brought due to immigration of workers associated with the project? Are adequate considerations given to public health, if necessary?</p> <p>(c) Is there any possibility that the project will adversely affect road traffic in the surrounding areas (e.g., increase of traffic congestion and traffic accidents)?</p> <p>(d) Is there any possibility that roads will impede the movement of inhabitants?</p> <p>(e) Is there any possibility that structures associated with roads (such as bridges) will cause a sun shading and radio interference?</p>	<p>(a) Y (b) Y (c) Y (d) N (e) N</p>	<p>(a) The subprojects may positively affect local economy by providing employment opportunities for construction periods and extend the current business in providing better infrastructure. The adverse impacts such as loss of income, jobs, properties during the construction periods and the completion of the subprojects may identified at the detailed design period.</p> <p>For the adverse impacts, mitigation measure for the person affected by the project (PAPs) should be taken care by the executing agency (PMO, LGED) and implementing agency (PIUCC). These measures can be monetary compensation, provision of training for alternative income source findings. This need to be suggested at the time of detailed design.</p> <p>(b) There is a certain risk of health problems, thus measures such as safety and health education to construction workers will be undertaken at the detailed design period.</p> <p>(c) Increase of traffic may be caused during the construction period and traffic accidents may increase during construction and after the completion of roads. Adequate road safety measures, including the installation of warning signs, guards, and speed breakers, will be undertaken. The concrete measures will be identified at the detailed design period.</p> <p>(d) There is no risk of the impediment of local people's movement. It will be confirmed at the detailed design period.</p> <p>(e) There is no possibility of a sun shading and radio interference. It will be confirmed at the detailed design period.</p>
	(3) Heritage	<p>(a) Is there a possibility that the project will damage the local archeological, historical, cultural, and religious heritage? Are adequate measures considered to protect these sites in accordance with the country's laws?</p>	<p>(a) N</p>	<p>(a) The subprojects do not anticipate any adverse impacts on cultural sites. It will be confirmed at the detailed design period. In case of any adverse impacts on local archeological, historical, cultural, and religious sites were identified during the detailed design period, PMO and PIUCC need to obtain consultation (i.e., no objection of construction) from owners of properties prior to the subproject implementation (construction).</p>

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(4) Landscape	(a) Is there a possibility that the project will adversely affect the local landscape? Are necessary measures taken?	(a) N	(a) The subproject will not adversely affect the local landscape. It will be confirmed at the detailed design period.
	(5) Ethnic Minorities and Indigenous Peoples	(a) Are considerations given to reduce impacts on the culture and lifestyle of ethnic minorities and indigenous peoples? (b) Are all of the rights of ethnic minorities and indigenous peoples in relation to land and resources respected?	(a) Y (b) Y	(a) Special attention to ethnic minorities and indigenous peoples will be given if they are identified in subproject sites. (b) All rights of ethnic minorities and indigenous peoples will be respected if they are identified in subproject sites.
	(6) Working Conditions	(a) Is the project proponent not violating any laws and ordinances associated with the working conditions of the country which the project proponent should observe in the project? (b) Are tangible safety considerations in place for individuals involved in the project, such as the installation of safety equipment which prevents industrial accidents, and management of hazardous materials? (c) Are intangible measures being planned and implemented for individuals involved in the project, such as the establishment of a safety and health program, and safety training (including traffic safety and public health) for workers? (d) Are appropriate measures taken to ensure that security guards involved in the project not to violate safety of other individuals involved, or local residents?	(a) Y (b) Y (c) Y (d) Y	(a) The executing agency (PMO, LGED) and implementing agency (PIUCC) will comply with any laws and ordinances regarding working conditions of Bangladesh. (b) Construction workers will be provided with necessary safety equipment. (c) Construction workers will be provided with safety and health educations. (d) Security guards will be educated not to violate safety of local residents.
5 Others	(1) Impacts during Construction	(a) Are adequate measures considered to reduce impacts during construction (e.g., noise, vibrations, turbid water, dust, exhaust gases, and wastes)? (b) If construction activities adversely affect the natural environment (ecosystem), are adequate measures considered to reduce impacts? (c) If construction activities adversely affect the social environment, are adequate measures considered to reduce impacts?	(a) Y (b) Y (c) Y	(a)(b)(c) Adequate measures will be undertaken to mitigate environmental and social impacts in accordance with the ICGP prepared Draft Environmental Framework (DEF) and Draft Resettlement Action Plan Policy Framework (DRAP-PF).

Category	Environmental Item	Main Check Items	Yes: Y No: N	Confirmation of Environmental Considerations (Reasons, Mitigation Measures)
	(2) Monitoring	(a) Does the proponent develop and implement monitoring program for the environmental items that are considered to have potential impacts? (b) What are the items, methods and frequencies of the monitoring program? (c) Does the proponent establish an adequate monitoring framework (organization, personnel, equipment, and adequate budget to sustain the monitoring framework)? (d) Are any regulatory requirements pertaining to the monitoring report system identified, such as the format and frequency of reports from the proponent to the regulatory authorities?	(a) Y (b) - (c) Y (d) Y	(a) The executing agency (PMO, LGED) and implementing agency (PIUCC) will develop and implement environmental and social monitoring plan in accordance with the DEF and DRAP-PF. (b) Monitoring items, methods, and frequencies will be determined in accordance with the DEF and DRAP-PF. (c) The executing agency (PMO, LGED) and implementing agency (PIUCC) will establish the adequate monitoring framework in accordance with the DEF and DRAP-PF. (d) Format and frequency of monitoring reports will be determined in accordance with the DEF and DRAP-PF.

[Legend] RAP: Resettlement Action Plan, ARAP: Abbreviated Resettlement Action Plan, DRAP-PF: Draft Resettlement Action Plan Policy Framework, DEF: Draft Environmental Framework, LGED: Local Government Engineering Division, PMO: Project Management Office, PIUCC: Project Implementation Unit City Cooperation

- 1) Regarding the term "Country's Standards" mentioned in the above table, if environmental standards in the country where the project is located diverge significantly from international standards, then appropriate environmental considerations must be made. In cases where local environmental regulations are yet to be established in some areas, considerations should be made based on comparisons with appropriate standards of other countries (including Japan's experience).
- 2) Environmental checklist provides general environmental items to be checked. It may be necessary to add or delete an item taking into account the characteristics of the project and the particular circumstances of the country and locality in which the project is located.

Annex H-1: Responsible Department or Official and Challenges in Implementation of Infrastructure Projects

No.	Activity	Responsible Dept.	Approval/decision making process	Constrains and Challenges
Sub-project Preparation				
1	Determination of Sub-project	Eng. Dept.	Eng. Dept. - Councilor - Mayor	Process of decision making is not clear There is no certain selection criteria
2	Detail Design	Eng. Dept.	Eng. Dept. - CEO - Mayor	Insufficient experience in design of large scale Insufficient number of officer
3	Bidding document	Eng. Dept.	Eng. Dept. - CEO - Mayor	Insufficient experience on large scale project Insufficient number of officer
4	Announcement	Eng. Dept.	Eng. Dept. - CEO - Mayor	
5	P/Q evaluation	Eng. Dept.	Evaluation Committee/Eng. Dept. - Mayor	Insufficient experience in large scale project
6	Bidding evaluation	Eng. Dept.	Evaluation Committee/Eng. Dept. - Mayor	Insufficient of officer
7	Contract approval	Eng. Dept.	Mayor	
8	Contract signing	Eng. Dept.	Mayor	
Sub-project Implementation				
1	Supervision for civil works	Eng. Dept.	Eng. Dept. - CEO - Mayor	Quality control Technical inspection (knowledge and facilities)
2	Payment to contractor	Account Dept.	CEO - Mayor	

3	Disbursement application	Account Dept.	CEO - Mayor	
4	Final inspection	Eng. Dept.	Eng. Dept. - Mayor	
After Completion				
1	Operation and Maintenance	Eng. Dept.	Eng. Dept.- (if necessary CEO – Mayor)	Insufficient fund, experience and manpower

Annex H-2: O&M Performance of CCs

NCC

1) Water Supply

NCC is not in charge of operation and maintenance of water supply.

2) Street Lighting

Target	Replacement of Street Lighting arrangement with required Accessories: 2,000 nos. Replacement of Street Light Shade: 50 nos. Replacement of Street Light Cable: 5,000 m Installation of Street Light with Accessories: 100 nos.
Annual Budget	1.00 crore BDT
Source of Budget	NCC own budget
How the necessity of maintenance is identified	The necessity of maintenance is identified through the information provided by the public & public's representatives in black & white, SMS and routine inspection served by the staffs of Electrical Section, Engineering Department, NCC.
Relevant Organization	
Engineering Department (Electrical Section)	
Leader : Superintending Engineer	
Number of Staffs : 12 nos.	
Responsibilities : Preparation of estimates, Invitation of Tenders for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory list for existing structures etc.	

3) Transport

Target	50,000 sqm.
Annual Budget	4.90 crore BDT
Source of Budget	NCC own budget
How the necessity of maintenance is identified	The necessity of maintenance is identified through the information provided by the public & public's representatives in black & white, SMS and routine inspection served by the staffs of Works Section, Engineering Department, NCC.
Relevant Organization	
Engineering Department (Works Section)	
Leader : Superintending Engineer	
Number of Staffs : 25 nos.	
Responsibilities : Preparation of estimates, Invitation of Tenders for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory list for existing structures etc.	

4) Drain

Target	4.00 km
Annual Budget	6.00 crore BDT
Source of Budget	NCC own budget
How the necessity of maintenance is identified	The necessity of maintenance is identified through the information provided by the public & public's representatives in black & white, SMS and routine

	inspection served by the staffs of Works Section, Engineering Department, NCC.
Relevant Organization	
Engineering Department (Works Section)	
Leader	: Superintending Engineer
Number of Staffs	: 26 nos.
Responsibilities	: Preparation of estimates, Invitation of Tenders for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory list for existing structures etc.

CoCC

1) Water Supply

Target	Tube well: 23 Tank: 6 Distribution Pipe: 163 km
Annual Budget	1.90 crore BDT
Source of Budget	Revenue, GOB, Foreign Aid
How the necessity of maintenance is identified	Based on inventory, Request from residents

Relevant Organization

Infrastructure Division, Water Department

Leader: Mr. Jamal Uddin, Superintending Engineer.

Number of Staffs: 19+41=60

Responsibility:

- Operation of tube well
- Maintenance of tube well, tank, and distribution pipe

Health Department

Leader: Mr. Abdus Samad Fakir, Medical Officer

Number of staffs: 12

Responsibility:

- Conservancy & Waste Management
- Providing Health facility, like Vaccination, EPI, ARV etc.
- Hygiene, Sanitation.

Finance Department

Leader: Mr. Samsul Alam, Secretary, Comilla City Corporation.

Number of staffs: 26

Responsibility:

- Collection of charges
- Assessment
- Revenue

2) Street Lighting

Target	Length of Street Lighting: 232 km. Total Light point : 5,600 nos.
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Annual Budget	1.50 crore BDT
Source of Budget	CC annual expenditure
How the necessity of maintenance is identified	Based on inventory, Request from residents

3) Transport and Drain

Target	Road (Paved): 328 km Road (earthen): 154 km Masonry drain: 65.50 km Earthen drain: 105 km
Annual Budget	15 crore BDT (road) 10 crore BDT (drain)
Source of Budget	Revenue, GOB, Foreign Aid
How the necessity of maintenance is identified	From previous study.
Relevant Organization	
<p>Infrastructure Division, Transport (Road & Drain) Department Leader: Mr. Jamal Uddin, Superintending Engineer. Number of Staffs: 15 nos. Responsibility:</p> <ul style="list-style-type: none"> ▪ Operation & Maintenance of Road & Drain 	

RpCC

1) Water Supply

Target	Tube well: 2 Tank: 2 Distribution Pipe: 10 km
Annual Budget	5.00 crore BDT
Source of Budget	CC annual expenditure
How the necessity of maintenance is identified	Based on inventory, Request from residents, Along the O & M master plan, etc.
Relevant Organization	
<p>Infrastructure Division, Water Department Leader: Md. Amdad Hossain, Executive Engineer. Number of Staffs: 29 Responsibility:</p> <ul style="list-style-type: none"> ▪ Operation of tube well ▪ Maintenance of tube well, tank, and distribution pipe <p>Health Department Leader: Md. Fazlul Kabir, Secretary Number of staffs: 33 Responsibility:</p> <ul style="list-style-type: none"> ▪ Conservancy & Waste Management ▪ Providing Health facility, like Vaccination, EPI, ARV etc. ▪ Hygiene, Sanitation. 	

<p>Finance Department Leader: Md. Abdul Hakim Miah, Accounts Officer. Number of staffs: 10 Responsibility:</p> <ul style="list-style-type: none"> ▪ Collection of charges ▪ Assessment ▪ Revenue
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2) Street Lighting

Target	Length of Street Lighting: 232 km. Total Light point : 5,600 nos.
Annual Budget	1.50 crore BDT
Source of Budget	CC annual expenditure
How the necessity of maintenance is identified	Based on inventory, Request from residents
<p>Relevant Organization</p> <p>Infrastructure Division, Electric Section Leader: Md. Amdad Hossain, Executive Engineer Number of Staffs: 24 Responsibility:</p> <ul style="list-style-type: none"> ▪ Operation & Maintenance of Street Light 	

3) Transport and Drain

Target	Road Length: 100 km Drain Length: 15 km
Annual Budget	20.00 crore BDT (road) 6.00 crore BDT (drain)
Source of Budget	CC annual expenditure
How the necessity of maintenance is identified	Based on inventory, Request from residents, Along the O & M master plan, etc.
<p>Relevant Organization</p> <p>Infrastructure Division, Transport (Road & Drain) Department Leader: Md. Amdad Hossain, Executive Engineer. Number of Staffs: 41 Responsibility:</p> <ul style="list-style-type: none"> ▪ Operation & Maintenance of Road & Drain 	

GCC

1) Water Supply

Target	Tube well: 43 nos. Tank: 3 nos. Distribution pipe: 146 km
Annual Budget	350 Lucs BDT
Source of Budget	GCC annual revenue & ADP.
How the necessity of	Based on inventory, Request from residents, Along the O & M master plan, etc.

maintenance is identified	
Relevant Organization	
Infrastructure Division, Water Department Leader: Md. Khairul Islam (Chief Engineer), Md. Akbar Hosain (Superintendent Engineer) Number of Staffs: 45 Responsibility: <ul style="list-style-type: none"> ▪ Operation of the well ▪ Maintenance of tube well, tank, and distribution pipe 	
Finance Department Leader: Md. Golam Kibria (Head Account Officer), Md. Saydur Rahman (Account Officer), Md. Nazrul Islam (Account Officer) Number of staffs: 12 Responsibility: <ul style="list-style-type: none"> ▪ Maintain of Audit ▪ Maintain of all receipt & Payment ▪ Preparation of Budget ▪ Internal Audit & Finance Control 	

2) Transport and Drain

Target	Road: 1,552.83 km Drain: 310.45 km
Annual Budget	66.81 crore BDT
Source of Budget	GCC Annual revenue & ADP
How the necessity of maintenance is identified	Based on inventory, Request for Residents, Along the O & M Master Plan
Relevant Organization	
Infrastructure Division, Road and Drain Leader: Md. Khairul Islam (Chief Engineer), Md. Akbar Hosain (Superintendent Engineer) Number of Staffs: 45 Responsibility: <ul style="list-style-type: none"> ▪ Maintain all Planning in GCC ▪ Operation and Maintenance (O & M) in GCC ▪ Constriction Road & Drain in GCC for Reducing Traffic congestion 	

ChCC

Target	Road Development/Improvement: 15 km Canal excavation: 3 km Retaining wall construction: 3 km School/Collage Building construction: 2 Bridge : 4 nos.
Annual Budget	960 crore BDT
Source of Budget	ChCC and GoB
How the necessity of maintenance is identified	Based on demand from citizens
Relevant Organization	

Engineering Department, ChCC

Leader: Mr. Muktar Alam, Chief Engineer, ChCC

Number of staffs: 1,668 (Civil – 500, Mechanical – 668, and Electrical – 500)

Responsibility: Repair, Maintenance and Construction of Urban Infrastructure facilities,
Vehicles and Equipments.

Accounts Department

Leader: Mr. Narayan Chandra Paul, Chief Accounts Officer, ChCC.

Number of staffs: 45 nos.

Responsibility: Maintaining ChCC Accounts

Annex H-3: Proposed O&M Organizational Structure

NCC

1) Water Supply

Target	Production Tube well: 06 nos. Distribution Network: 25 km Street Hydrant= 60 nos. Iron & Arsenic Removal Plant=06 nos.
Annual Budget	5.00 Crore BDT
Source of Budget	NCC Own Budget
Necessary Training to improve capacity for O&M	Sector wise training is required in home & abroad for NCC water section staffs to improve the capability for operation & maintenance of existing infrastructures along with the infrastructures to be implemented in NCC area.
Relevant Department : Engineering Department (Water Section) Leader : Superintending Engineer Number of Staffs : Responsibilities : Preparation of estimates, Invitation of Tenders for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory list for existing structures etc.	

2) Street Lighting

Target	Replacement of Street Light with Accessories: 5,000 nos. Replacement of Street Light Shade: 100 nos. Replacement of Street Light Cable: 10,000m
Annual Budget	8.00 crore BDT
Source of Budget	NCC Own Budget
Necessary Training to improve capacity for O&M	Sector wise training is required in home & abroad for NCC Electrical Section staffs to improve the capability for operation & maintenance of existing infrastructures along with the infrastructures to be implemented in NCC area.
Relevant Department Engineering Department (Electrical Section) Leader : Superintending Engineer Number of Staffs : 18 nos. Responsibilities : Preparation of estimates, Invitation of Tenders for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory list for existing structures etc.	

3) Transport

Target	100, 000 sqm.
Annual Budget	12.00 crore BDT
Source of Budget	NCC Own Budget
Necessary Training to improve capacity for O&M	Sector wise training is required in home & abroad for NCC Works Section staffs to improve the capability for operation & maintenance of existing infrastructures along with the infrastructures to be implemented in NCC area.
Relevant Department : Engineering Department (Works Section)	

Leader	: Superintending Engineer
Number of Staffs	: 33 nos.
Responsibilities	: Preparation of estimates, Invitation of Tender for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory list for existing structure etc.

4) Drain

Target	6.00 km
Annual Budget	10.00 crore BDT
Source of Budget	NCC Own Budget
Necessary Training to improve capacity for O&M	Sector wise training is required in home & abroad for NCC Works Section staffs to improve the capability for operation & maintenance of existing infrastructures along with the infrastructures to be implemented in NCC area.

Relevant Department

Engineering Department (Works Section)

Leader : Superintending Engineer

Number of Staffs : 33 nos.

Responsibilities : Preparation of estimates, Invitation of Tender for Procurement, Supervision of taken up sub-projects to be implemented under NCC. Ensuring quality as well as quantity of taken up sub-projects. Preparation of Maps & Inventory List for existing structure etc.

CoCC

1) Water Supply

Target	Tube well: 57 Tank: 19 Distribution Pipe: 261 km
Annual Budget	9.00 crore BDT
Source of the Budget	Revenue, GOB, Foreign Aid
Necessary training to improve capability for O&M	Training for water quality control, Operation of equipment etc.

Relevant Organization

Infrastructure Division, Water Department

Leader: Chief Engineer.

Number of Staffs: As per Organogram

Responsibility:

- Operation of tube well
- Maintenance of tube well, tank, and distribution pipe

Health Department

Leader: Chief Health Officer

Number of staffs: As per Organogram

Responsibility:

- Conservancy & Waste Management
- Providing Health facility, like Vaccination, EPI, ARV etc.
- Hygiene, Sanitation.

<p>Finance Department Leader: Chief Revenue Officer. Number of staffs: As per Organogram Responsibility:</p> <ul style="list-style-type: none"> ▪ Collection of charges ▪ Assessment ▪ Revenue <p>NGO Leader: Secretary Number of staffs: As per Organogram Responsibility:</p> <ul style="list-style-type: none"> ▪ Control all NGOs within City area ▪ Public Relation for Health
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2) Street Lighting

Target	Length of Street Lighting: 415 km. Total Light point : 10,600 nos.
Annual Budget	3 crore BDT
Source of Budget	Revenue, GOB, Foreign Aid

3) Transport and Drain

Target	Road (Paved): 450 km. Road (earthen): 50 km. Masonry drain: 150 km. Earthen drain: 30 km
Annual Budget	115 crore BDT (road) 50 crore BDT (drain)
Source of Budget	Revenue, GOB, Foreign Aid

Relevant Organization

Infrastructure Division, Transport (Road & Drain) Department
Leader: Chief Engineer
Number of Staffs: As per Organogram
Responsibility:

- Operation & Maintenance of Road & Drain

RpCC

1) .Water Supply

Target	Tube well: 2 Tank: 2 Distribution Pipe: 20 km
Annual Budget	8.00 crore BDT
Source of Budget	Revenue, GOB, Foreign Aid
Necessary training to improve capability for O&M	Training for water quality control, Operation of equipment etc.

Relevant Organization

Infrastructure Division, Water Department

Leader: Chief Engineer.

Number of Staffs: As per Organogram

Responsibility:

- Operation of tube well
- Maintenance of tube well, tank, and distribution pipe

Health Department

Leader: Chief Health Officer

Number of staffs: As per Organogram

Responsibility:

- Conservancy & Waste Management
- Providing Health facility, like Vaccination, EPI, ARV etc.
- Hygiene, Sanitation.

Finance Department

Leader: Chief Revenue Officer.

Number of staffs: As per Organogram

Responsibility:

- Collection of charges
- Assessment
- Revenue

NGO

Leader: Secretary

Number of staffs: As per Organogram

Responsibility:

- Control all NGOs within City area
- Public Relation for Health

2) Street Lighting

Target	Bulb Replacement: 4,000 Shed Replacement: 1,000 km Electricity Bill & others
Annual Budget	1.50 crore BDT
Source of Budget	CC annual expenditure
Necessary training to improve capability for O&M	Training for Operation & Maintenance etc.

Relevant Organization

Infrastructure Division, Electric Section

Leader: Chief Engineer.

Number of Staffs: As per Organogram

Responsibility:

- Operation & Maintenance of Street Light

3) Transport and Drain

Target	Road Length: 120 km Drain Length: 30 km
Annual Budget	30.00 crore BDT (road) 12.00 crore BDT (drain)
Source of Budget	CC annual expenditure
Necessary training to improve capability for O&M	Training for Operation & Maintenance etc
Relevant Organization	
<p>Infrastructure Division, Transport (Road & Drain) Department Leader: Chief Engineer. Number of Staffs: As per Organogram Responsibility:</p> <ul style="list-style-type: none"> ▪ Operation & Maintenance of Road & Drain. 	

GCC

1) Water Supply

Target	Tube well: 85 nos. Tank: 5 nos Distribution pipe: 500 km
Annual Budget	1,000 Lucs BDT
Source of Budget	GCC annual revenue & ADP
Necessary training to improve capability for O&M	Based on inventory, Request from residents, Along the O & M master plan, etc.
Relevant Organization	
<p>Infrastructure Division, Water Department Leader: Chief Engineer, Superintendent Engineer Number of Staffs: 45 nos Responsibility:</p> <ul style="list-style-type: none"> ▪ Operation of the well ▪ Maintenance of tube well, tank, and distribution pipe <p>Finance Department Leader: Head Account Officer, Deputy Account Officer, Account Officer Number of staffs: 27 Responsibility:</p> <ul style="list-style-type: none"> ▪ Maintain of Audit ▪ Maintain of all receipt & Payment ▪ Preparation of Budget ▪ Internal Audit & Finance Control 	

2) Transport and Drain

Target	Road: 3,863.96 km Drain: 772.52 km
Annual Budget	2,121.45 crore BDT

Source of Budget	GCC Annual revenue & ADP
Relevant Organization	
<p>Infrastructure Division, Road and Drain Leader: Chief Engineer, Additional Chief Engineer, Superintendent Engineer Number of Staffs: 365 nos Responsibility:</p> <ul style="list-style-type: none"> ▪ Maintain all Planning in GCC ▪ Operation and Maintenance (O & M) in GCC ▪ Constriction Road & Drain in GCC for Reducing Traffic congestion 	

ChCC

Target	Development of Roads: 45 km. Construction of Bridges: 20 nos. Construction of Overpasses: 06 nos. Canal Excavation, Retaining wall: 06 km. Construction of School cum Cyclone centre: 23 nos. Disaster Management Control centre cum Cyclone shelter – 01.
Annual Budget	1,860 Crore BDT
Source of Budget	ChCC/GoB funding
Necessary training to improve capability for O&M	Training for relevant Staff and Officer required such as preparation of O&M plan, implementation and monitoring procedure.
Relevant Organization	
<p>Engineering Department, ChCC Leader: Chief Engineer, ChCC Number of staffs: 1,668 (Civil – 500, Mechanical – 668, and Electrical – 500) Responsibility: Repair, Maintenance and Construction of Urban Infrastructure facilities, Vehicles and Equipments.</p> <p>Accounts Department Leader: Chief Accounts Officer, ChCC. Number of staffs: 45 nos. Responsibility: Maintaining ChCC Accounts</p>	

Annex K-1: Field Trip in Japan

1. Outline of the Field Trip

In June 2013, ICGP decided to have the Japan Field trip with 18 members of the counterpart of Bangladesh. Shown in Table 1-6, this field trip in Japan provides the participants to explore superior infrastructure development through city planning and inclusive governance of Japan and bring some lessons learned back to Bangladesh.

2. Expected Output

The field trip aims at:

- reviewing some of the best cases of environmentally conscious planning in Japan,
- sharing common issues of regional governments in Japan,
- learning both positive and negative experiences of infrastructure development and practices of good governance through long-term urban planning,
- learning cases and actions required for each CC's infrastructure development planning applicable to other cities

Through this field trip, the trainers are able to:

- explain governance system in Japan including relationship between central government and regional government and role demarcation with private sectors,
- explain opportunities and challenges of infrastructure development through good governance,
- indicate important lessons applicable to infrastructure development of each CC,
- consider essential environmental policies for urban development in Bangladesh,
- select priority projects at each CC,

For above mentioned purposes, the field trip includes daily discussions time to discuss why their own cities have not had proper planning and less infrastructure development compared to other countries. Additionally, they discuss the lessons learned from this trip and application of the specific cases which are suitable for the project.

Simultaneously the field trip includes intensive discussions on governance with participants, ICGP Team, and JICA Bangladesh senior members. These discussions include the further understanding of Inclusive City Government Improvement Action Plan (ICGIAP) and Administrative Reform Program (ARP). This will help in further understanding the ICGP's governance progresses and activities.

Table 1: Schedule of ICGP Japan Field trip

No.	Day		Time		Work (1st Group)	Work (2nd Group)	Accommodation
1	1-Jun	Sat	pm		Move : Dhaka to BKK	-	in flight / -
2	2-Jun	Sun	am		Move : BKK to Kyusyu	Move: Dhaka to BKK	Kyushu / in flight
3	3-Jun	Mon	9:00	- 12:00	Orientation	Move: Bangkok to Kyusyu	Kyushu
			13:30	- 14:30	Briefing of training plan, outputs etc		
			15:00	- 17:00	Mini Lecture: Regional Government in Japan		
4	4-Jun	Tue	am	- pm	Kita-kyusu City Eco Town (Field Visit)		Kyusyu
5	5-Jun	Wed	am	-	(Kita-Kyusyu City or TOTO Show Room etc)		Kobe
			pm	-	Kita-Kyusyu City (Lecture / Discussion)		
			Evening		Move: From Kyusyu to Kobe		
6	6-Jun	Thu	10:00	- 12:00	Kobe City (Courtesy Call to Mayor)		Kobe
			13:00	- 16:00	Kobe City (Lecture & Discussion)		
7	7-Jun	Fri	am	-	Kobe City or Hyogo Prefecture (Courtesy Visit & Discussion)		Kobe / In flight
			pm		Mid-Review / Discussion		
			mid night			Move: Kansai to BKK (0 : 30)	
8	8-Jun	Sat	-		Holiday	Move: BKK to Dhaka	Kobe
9	9-Jun	Sun	-		Holiday		Kobe
10	10-Jun	Mon	am		Kobe City (Field Tour)		Nagoya (or Toyota)
			pm		Move: Kobe → Nagoya (or Toyota)		
11	11-Jun	Tue	am		Toyota City (Lecture / Discussion)		Nagoya (or Toyota)
			pm		Toyota City Ecoful Town (Field Visit)		
12	12-Jun	Wed	am	-	Move: Nagoya to Tokyo		Tokyo
			pm	-	Discussion		
13	13-Jun	Thu	am	-	Discussion		Tokyo
			pm	-	Presentation		
14	14-Jun	Fri	am	-	Courtesy Visit to JICA HQ		in flight
			pm		Closing Ceremony		
			mid night	-	Move: Haneda to BKK		
15	15-Jun	Sat	am		Move: BKK to Dhaka		-

3. Selected Cities for the Field trip

The selected three cities to be visited are: Kitakyushu, Kobe, and Toyota. The first two cities are designated cities, which are given their own jurisdiction, almost like any prefecture, to govern their city. The latter city is a core city which acquires partial autonomy from prefecture. They are all appropriate choices to learn the Japanese regional autonomous bodies and their experiences. All the cities were selected as model city for New Age Energy and Social System City (Smart City) or Future City, which indicates that they have superior sustainability compared to other cities.

Table 1-7 is the outline of three cities.

Table 2: Outline of 3 Cities

	Kobe	Kitakyushu	Toyota
Population	1,542,128	976,846	421,487
Area (km ²)	552.83	486.8	918.5
Density (person/km ²)	2,790	2006.7	458.9
City type	Ordinance-designated	Ordinance-designated	Core

Source: Population Census 2010

Kitakyushu is located in the north end of the southernmost island of the four main islands of Japan. The city is famous for its steel industry, started in the 19th century, which prosperously developed Kitakyushu as a heavy industry town for over a century. However, due to its economic priority politics, the city suffered critical environmental degradation in 1960s. The city has now revitalized as an environmentally conscious city with public participation and private finance initiative. The city's field visit focuses on recycling economy town called Kitakyushu Eco-Town and new energy usage city called Kitakyushu Smart Community.

Following sites shown in Table 1-8 are visited in this city.

Table 3: Site Visit in Kitakyushu

Destinations	Contents concerning ICGP
Hydrogen town	Case of using next generation energy (Hydrogen)
Kitakyushu Eco Town	Advanced waste management system through circular economy
Kitakyushu smart community	Case of smart community that is independent from system power.

Kobe has a population of 1.5 million and located in Hanshin Economic Region. It has the second largest economic region in Japan in terms of production. The city has been popular as tourists' destination with its scenic beauty, foreign atmosphere as a port town, and attractive city planning full of amenity of urban life. In 1997, the city was hit by the Great Kansai and Awaji Earthquake and was severely damaged. The city, however, has recovered with the strong political will, public private partnership and citizen's participation towards a resilient city. The site visits teaches how Kobe succeeded as a resilient and glamorous city with superior city planning.

Table 4: Site Visits in Kobe

Destinations	Contents concerning ICGP
Sewage treatment facility	The facility not only contains sewage water treatment but also focuses on recycling the sludge, wastewater, generated gas, and sludge ashes.
Rokko island/ Port island	Town developed through the initiative of Kobe city. These man-made islands contain compact urban amenity, connected by public/road transit and serve as representative examples of land use in constricted area.
Tobu Clean Centre	Waste incinerator with a cogeneration system

Toyota is the business castle town of the world-famous Toyota Motors and has ample space compared to the former two cities with a low density. The city has one of the largest car ownership rates in Japan and their railroads are not as developed as those of other Japanese cities of the same size. The city has come up with a unique environment friendly infrastructure using its characteristics as a motorized city, and the field visit to this area focuses on efficient energy usage and better mobility among all the citizens.

Table 5: Site Visit in Toyota

Destinations	Contents concerning ICGP
City Hall	Public building equipped with renewable energy generators
Kaizu station area	Total car sharing system and electric bicycle stations, which make urban mobility smooth and environment friendly
Higashiyama Area	Using Home Energy Management System (HEMS) by Energy Data Management System, the site shows city energy and resource efficiency controlled by ICT
Toyota Ecoful town	Transportation Demand Management System and Energy Demand Response system

Annex K-2: Letter to Japanese cities from CC Mayors via JICA

To:

**The Chief Representative,
Japan International Cooperation Agency (JICA)
Bangladesh Office, Gulshan, Dhaka.**

Subject: Convey of Collaboration Letter

Dear Sir,

It is our immense pleasure to inform you that, the five City Corporation's Authority of Bangladesh which has been targeted by the Inclusive City Governance Project (ICGP) has expressed deepest gratitude and heartfelt thanked to the said Japanese City Corporation authority.

With the reference of the Minutes of Discussion on Preliminary Fact Finding Mission of ICGP dated, 24 July 2013, in these Minutes of discussion indicated further cooperation with City Corporations of Japan with the view of promotion of Confidence Building and Strengthening of newly established City Corporation of Bangladesh following the Rules and Regulation of two countries which will be a better way to journey.

Therefore, I collected our respective five city corporation's letter that request more intensive collaboration with the Japanese City Corporation.

I herewith send you these five city corporation letter (7 no's) to convey the Japanese City Corporations authority.

Soliciting you to take further necessary step and obliged thereby.

(Md. Nurullah)

Superintendent Engineer (UM)

&

Project Director, Inclusive City Governance Project (ICGP)

Local Government Engineering Department

Agargaon, Dhaka