

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

**Special Assistance for Project
Implementation (SAPI)
for
Inclusive City Governance Project
in Bangladesh**

Final Report

June 2015

JAPAN INTERNATIONAL COOPERATION AGENCY

PADECO Co., Ltd.

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Table of Content

List of Abbreviations.....	iv
Executive Summary	S-1
1. Outline of the Project	1
1.1 Background	1
1.2 Project Name and Location	2
1.3 Component of ICGP.....	2
1.4 Cost Breakdown by Component	3
1.5 Executing Agency and Implementation Structure.....	3
1.6 Objective	4
1.7 Schedule and Output of the Project.....	4
2. Updates of Current Situation of Urban Sector	5
2.1 Current situation of Urban Development Projects by Other Donors	5
2.2 Review of NOBIDEP and Lessons	6
2.3 Latest Information on Target CCs.....	8
3. Establishment of Relevant Implementation Bodies.....	12
3.1 Project Coordination Office (PCO).....	12
3.2 Project Implementation Unit (PIU)	12
3.3 Task Team for Infrastructure (TTI)	12
3.4 Task Team for Governance (TTG)	12
3.5 Steering Committee (S/C)	12
3.6 Working Group (Governance) (WGG).....	12
3.7 Monitoring Group (M/G)	13
3.8 Status of the Relevant Implementation Bodies	13
4. Preparation of Operation Guidelines	14
4.1 Operation Guideline	16
4.2 ICGIAP Implementation Guideline.....	17
4.3 Subproject Implementation Guidelines	19
4.4 Operation and Maintenance Action Plan Guideline	22
5. Implementation of Infrastructure Subprojects.....	24
5.1 Summary of Batch 1 Subprojects.....	24
5.2 Progress of Tendering.....	25
5.3 Progress of Construction Works	26
5.4 Risks during Implementation and Recommendation	32
6. Implementation of ICGIAP	34
6.1 Progress of ICGIAP Implementation	34
7. Orientations and Workshops.....	42
7.1 Kick-off Orientation Workshop.....	42

7.2	Orientation Workshops.....	42
7.3	Review Workshops.....	44
8.	Trainings.....	46
8.1	Procurement Trainings including Anti-Corruption.....	46
8.2	Trainings on Cost Estimate by LGED Software	47
8.3	Support on Preparation of Training Plan.....	47
9.	Coordination between ICGP and MGSP	49

Annexes

Annex-1	Detail of the Latest Information of Target CCs.....	A1-1
Annex-2	ICGIAP Yearly Implementation Plan (up to 1st PR).....	A2-1
Annex-3	ICGIAP Quaterly Implementation Plan	A3-1
Annex-4	Minutes of the First Joint Coordinating Committee (JCC) Meeting	A4-1
Annex-5	Minutes of the Kick-off Workshop.....	A5-1
Annex-6	Minutes of the 1st Review (Interim) Workshop	A6-1
Annex-7	Minutes of the 2nd Review (Final) Workshop	A7-1
Annex-8	Yearly Schedule of Training and Workshop	A8-1
Annex-9	Cost Estimate for Training in Japan	A9-1
Annex-10	Overall Training Plan	A10-1

List of Figures

Figure 1-1 Target Area of the Project	2
Figure 1-2: Implementation Structure of ICGP.....	3
Figure 2-1: Location of Target Pourashavas under UGIIP 3	5
Figure 4-1: Overall Schedule of Infrastructure Implementation	19
Figure 4-2: Implementation Structure	22
Figure 7-1: Photos of the Orientation Workshops in City Corporations (1).....	42
Figure 7-2: Photos of the Orientation Workshops in City Corporations (2).....	43
Figure 7-3: Photos of the Final Workshop	45
Figure 8-1: Photos of the First Procurement Seminar	46
Figure 8-2: Photos of the Second Procurement Seminar	47

List of Tables

Table 1-1: Breakdown of Project Cost and Funding	3
Table 2-1: Principles for Guideline Preparation.....	7
Table 2-2: UGIAP Guidelines Relevant to ICGIAP Activities	7
Table 2-3: Status of Personnel Allocation in Target CCs	9
Table 2-4: Number of Councilors and Standing Committees of Target CCs	9
Table 2-5: Status of Master Plan and Other Development Plans	9
Table 2-6: Population of Target CCs	10
Table 2-7: Maternal Mortality Ratio and Neonatal Mortality Rate of Target CCs.....	11
Table 3-1: Date of Establishment of Relevant Implementation Bodies	13
Table 4-1: Structure and List of Guidelines	14
Table 4-2: Approving Authority of Tender Result.....	21
Table 4-3: Approving Authority of Contract	21
Table 5-1: Number of Batch 1 Subproject by CC	24
Table 5-2: Amount of Batch 1 Subproject by CC.....	24
Table 5-3: Tender Status of Batch 1 Subprojects	25
Table 5-4: Master Schedule of NCC	28
Table 5-5: Master Schedule of GCC	28
Table 5-6: Master Schedule of RpCC.....	29
Table 5-7: Master Schedule of CoCC.....	30
Table 5-8: Master Schedule of ChCC.....	31
Table 7-1: Schedule of Orientation Workshops in CCs.....	42
Table 8-1: Workshops and Trainings conducted by SAPI.....	47
Table 9-1: Summary of Items to be coordinated between ICGP and MGSP	50
Table 9-2: Comparison of ICGP Triggers and MGSP Indicators	53

List of Abbreviations

ADB	Asian Development Bank
ARC	Administrative Reform Committee
ARP	Administrative Reform Plan
CC	City Corporation
ChCC	Chittagong City Corporation
C/P	Counterpart
CDCC	City Development Coordination Committee
CDU	Capacity Development Unit
CoCC	Comilla City Corporation
CPU	Comprehensive Planning Unit
CSCC	Civil Society Coordination Committee
DOE	Department of Environment
e-GP	electronic Government Procurement
E/N	Exchange of Note
GCC	Gazipur City Corporation
GOB	Government of Bangladesh
GOJ	Government of Japan
JICA	Japan International Cooperation Agency
ICT	Information Communication Technology
ICGP	Inclusive City Governance Project
ICGIAP	Inclusive City Governance Improvement Action Program
IDPCC	Infrastructure Development Plan of City Corporation
IEE	Initial Environmental Evaluation
L/A	Loan Agreement
LGD	Local Government Division
LGED	Local Government Engineering Department
MGSP	Municipal Governance and Service Project
NCC	Narayanganj City Corporation

NOBIDEP	Northern Bangladesh Integrated Development Project
O&M	Operation and Maintenance
PCO	Project Coordination Office
PIUCC	Project Implementation Unit at City Corporation
PIU	Project Implementation Unit
PS	<i>Pourashava</i> (a small municipality)
RAJUK	<i>Rajdhani Unnayan Kartripakkha</i> (Capital Development Authority)
RpCC	Rangpur City Corporation
SAPI	the Special Assistance for Project Implementation
TLCC	Town Level Coordination Committee
UGIAP	Urban Governance Improvement Action Program
UGIIP	Urban Governance and Infrastructure Improvement (Sector) Project
UMSU	Urban Management Support Unit
UPPR	Urban Partnership for Poverty Reduction
WB	World Bank
WLCC	Ward Level Coordination Committee

Executive Summary

1. Introduction

Rapid urbanization is creating serious problems in Bangladesh cities. The population of the country was around 150 million in 2013, out of which, the urban population is around 45 million (29% of the total). The urban population is growing at a rate of 2.9% per annum, compared to 1.2% of the country's average. The urban population is expected to continue increasing and it is estimated that 39% of the country's population will be concentrated in urban cities by 2030. However, urban infrastructure, especially roads, drains, solid waste facilities are not sufficiently developed which causes heavy traffic congestion, water logging, illegal dumping of solid waste, air pollution etc.

The government of Bangladesh (GOB) has prepared the sixth 5 year plan (2011–2015) focusing on job creation, promotion of industry, further improvement of governance and extension of social services provision under the objective of “Acceleration Growth and Reducing Poverty”. GOB has also developed an additional strategy for poverty reduction with the aim to improve planned urbanization to maximize economic growth and fairness. Furthermore, the government has put emphasis on “Improvement of city governance” which includes coordination with relevant authorities/agencies, and aiming to establish mechanisms of city governance and management.

In response to the above, the Asian Development Bank (ADB) has implemented the “Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP)” in two phases in rural cities (Pourashava) to integrate governance improvement and infrastructure development and will be starting the 3rd phase. In conjunction with this, the World Bank (WB) has started the Municipal Governance and Service Project (MGSP) while the Japan International Cooperation Agency (JICA) is working on the Northern Bangladesh Integrated Development Project (NOBIDEP) implementing similar schemes respectively.

Bangladesh cities are classified into 11 City Corporations (CC) and 319 Pourashavas (PS), with the CC playing important roles in the economic growth of the region as well as the country. The largest CCs are Dhaka North and Dhaka South, and others are Chittagong, Khulna, Rajshahi, Sylhet, Barisal, Rangpur, Gazipur, Narayanganj and Comilla. In 2009, the GOB established the “City Corporation Act” which is applied to all CCs, working on their enlargement as well as enhancement of their functions. However, insufficient infrastructure is one of the main bottlenecks for promoting economic activities, creating job opportunities and vitalizing businesses.

Additionally, unclear demarcation and responsibility as well as overlapping of functions between the central government and CC are present. There have been cases when CC was not involved in infrastructure development planning, even without any coordination. Various planning and implementation of different strategies by different agencies have occurred which interrupted appropriate provision of public services to the citizens and hampered effective development of the city.

Under such circumstances, the GOB has requested an ODA loan from the government of Japan (GOJ) for “Inclusive City Governance Project (hereinafter called ICGP)” to support 5 targeted CCs to improve public services and promote economic opportunities by strengthening the city governments' administrative capacity and improving urban infrastructure, thereby contributing to the overall economic growth and living environment improvement of the CCs.

The Loan agreement (L/A) was signed between both governments on 16 June 2014. ICGP commenced as soon as L/A was signed, while the consultant for ICGP is scheduled to be selected by the 2nd Quarter of 2015. In order to support the start-up and smooth implementation of ICGP, the Special Assistance for Project Implementation for ICGP (hereinafter called SAPI) was conducted by JICA.

It should be noted that 3 CCs (Rangpur, Narayanganj and Comilla) are included in the target of MGSP as well. As already mentioned above, although MGSP also supports governance improvement and infrastructure development, the way of actual liaison and coordination are going to be discussed after the commencement of ICGP. Therefore, the scope of SAPI included coordination with MGSP on effective role sharing and sorting out its process as well as demarcation.

2. Outline of the Project

- (1) Name of Loan Program: Inclusive City Governance Project (ICGP)
- (2) Name of the project: Special Assistance for Project Implementation (SAPI) for ICGP
- (3) Project Period: June 2014 to July 2015
- (4) Counterpart:
 - 1) Target 5 City Corporations for ICGP: Narayanganj Comilla, Rangpur, Gazipur and Chittagong
 - 2) Implementing agency: Local Government Engineering Department (LGED)
- (5) Related ministries: Local Government Division (LGD), Ministry of Local Government, Rural Development & Cooperatives

3. Expected Output of the Project

SAPI was conducted with the aim to achieve the following outputs.

- Output 1: The operation guidelines for ICGP will be prepared
- Output 2: The implementation of infrastructure subprojects will be properly supervised and managed
- Output 3: The implementation of ICGIAP will be properly supervised and managed
- Output 4: The understanding of ICGP will be deepened through orientations and capacity of project implementation will be enhanced
- Output 5: Capacity of procurement will be improved by training including anti-corruption measures
- Output 6: The process of coordination between ICGP and MGSP will be clearly made and agreed by both relevant parties

4. Objectives of the Project

SAPI had the following three objectives.

- Objective 1: To support the smooth start-up and implementation of ICGP
- Objective 2: To analyze and suggest the possible risks and causes of delay of ICGP
- Objective 3: To prepare the appropriate implementation guidelines for ICGP

5. Output of the Project

The L/A of ICGP was signed between both governments on 16 June 2014. The contract of SAPI was made on 18 June 2014 and experts started working in Bangladesh from 20 June 2014.

Development Project Proposal (DPP), which is required for the project approval procedure for the GOB, was discussed in the Executive Committee for National Economic Council (ECNEC). The DPP received comments from ECNEC that recommends the change of the project name from ICGP to City Governance Project (CGP), change of the name of secretariat from Project Management Office to Project Coordination Office (PCO) as well as prioritizing the solid waste management and the establishment of high-level monitoring committee.

In addition, the idea that the Barisal and Khulna CCs should also be included in the target of ICGP was stated unofficially by high-level officials and took time to make proper arrangements. As a result, the official nomination of Project Director (PD) was delayed until early August 2014. It was not until late October 2014 that the Revised DPP was confirmed and the signed DPP was distributed to each CC.

Despite the challenging situation, the SAPI team explained the outline of ICGP and conducted procurement training including anti-corruption measures on 10 July 2014, inviting stakeholders of each target CCs. Local consultants employed by SAPI were introduced to stakeholders in the training session and dispatched to each CCs in order to support formulation of detailed planning, drafting of bidding documents, and procurement in general. It was decided that electronic Government Procurement (e-GP) promoted by GOB will be used in the procurement process of ICGP and thus the training was carried out in August 2014.

Although the trainings were conducted timely, the actual procurement process was delayed due to the limited experience of CCs in tendering as project owner following the government procurement procedure and required modification in multiple times at PCO. As of 1 June 2015, however, 37 subprojects have been already approved by PCO, tenders for 23 subprojects are floated and 5 contracts have been awarded and works commenced out of 57 subprojects in total for Batch 1.

Since August 2014, experts of SAPI had traveled to each CC and explained the outline of the ICGP and the necessity of achieving the Inclusive City Governance Improvement Action Program (ICGIAP) to implement subprojects of Batch 2 and further batches without delay. The points of ICGP were briefed to relevant stakeholders and GOB officers including PDs and LGED staff other donor agencies' projects in the Kick-off orientation workshop as well. Furthermore, the SAPI team explained the need for coordination among donors in order to avoid overlap in subprojects in projects which have common target CCs. The content of ICGIAP was presented to the Bangladesh side officials such as PD and donor agencies to coordinate the action areas and to minimize administrative burden of CCs.

In parallel to the aforementioned activities, guidelines for the JICA Loan Project operation, infrastructure development plan for CC, and infrastructure subproject implementation operation and maintenance were formulated jointly with PCO. During this process, comments from the JICA Bangladesh office and in-house consultants responsible for JICA loan projects were taken into consideration. Regarding the O&M guideline, the contents were revised to be friendlier to users at sites by utilizing the feedback of pilot test in making of the inventory in NCC. The SAPI team also prepared Bengali version of 42 guidelines of ICGIAP.

The supporting period of SAPI was extended for 4 months in March 2015 because of the following reasons. First, despite the expanded political instability and travel restrictions due to

hartals and road blockage etc., each CC and the SAPI team, including local staff has made efforts to keep the original schedule as agreed in the L/A. Nevertheless, considering the delay of review workshops, the contract duration for subsequent promotional activities of ICGIAP in each CC needed to be continued to fully implement these activities. Second reason for the extension was the timing of the employment of the Governance and Infrastructure Improvement (GII) consultant. Originally it was March 2015 but it is expected to be delayed to June 2015 at the earliest due to the personnel transfer within LGED (retirement of Chief Engineer and his replacement) and the Project Director of LGED requested the extension to fill the gap period until the commencement of GII consultants.

After the draft guidelines were finalized, the 2nd review (final) workshop was held in Dhaka on 6 May 2015 and CEOs and administrative staff of each CC, PDs of urban development in LGED participated in the workshop. Many participants requested further support for executing development consistently from master planning to detailed plan and to actual construction works.

6. Activities of SAPI

1. Preparation of Operation Guidelines

For the smooth implementation of ICGP, operation guideline, ICGIAP implementation guideline, Infrastructure Development Plan of City Corporation (IDPCC) guideline, subproject implementation guidelines as well as operation and maintenance guidelines were prepared.

The Operation guideline shows the main points agreed between GOB and JICA during its appraisal of the Project and the loan negotiation authorized by GOB through the discussion of Development Project Proposal (DPP) at the Executive Committee of National Economic Council (ECNEC). The main contents of the operational guideline includes; 1) Implementation Structure, 2) Project Component, 3) Funding and Disbursement for the Project, 4) Each Procedure for Implementation, 5) Capacity Development Component and 6) Monitoring and Evaluation.

The ICGIAP implementation guidelines describe how to implement all 42 governance improvement action programs which are categorized in Transparency, Accountability, Participation and Predictability. The guidelines provide necessary formats for documentation and indicate required achievement and criteria which will be evaluated in the first and second performance reviews which are planned in June 2016 and June 2018 respectively).

The IDPCC guideline is one of the 42 guidelines mentioned above, and describes how to prepare the infrastructure development plan of a City Corporation. It is a manual to prepare IDPCC which will be reviewed and updated every five years as rolling plan. IDPCC guideline includes 1) Consistency with superior plan (master plan), 2) Review of the plan, 3) Preparation of the plan, and 4) Other relevant tasks.

The Infrastructure subproject implementation guideline explains the flow of subproject implementation including preparation of subproject, tendering and procurement of works, construction supervision, necessary environmental clearance as well as an implementation structure.

The Operation and maintenance (O&M) of infrastructure is agreed to be implemented by CC's own income. The O&M guideline explains the reform process of transforming O&M practice in a more efficient and sustainable manner including 1) Basic concept, 2) Institutional arrangement, 3) Planning of O&M, 4) Budget framework of O&M, and 5) implementation and monitoring.

The guideline was improved based on the experience and findings through pilot implementation in Narayanganj CC.

2. Advice and Supervision of Subproject Implementation

The SAPI team has assigned one senior engineer in the Dhaka office and one local engineer in each CC to support CCs in preparing the subproject document, preparing design drawings, cost estimate and tender documents for Batch 1 subprojects.

In finalizing the subproject, the SAPI team supported the CCs to obtain approval from PCO taking into consideration avoiding any overlapping with projects by other international donors or GOB. The SAPI team supported planning and conducting trainings to CC officers and engineers on e-GP (electronic Government Procurement) so that they will be capable to conduct the procurement of works through the system in accordance with the policy of LGED. However, in the end, it was decided to keep the provision of offline, paper based tendering considering the current insufficient capability of CC engineers in ICT (subject to the approval of PCO). This could avoid delaying the implementation of subprojects in case serious problems arise during the procurement process from e-GP system. As of 1st June 2015, 32 subprojects have been already approved by PCO, tenders for 15 subprojects are floated and 5 contracts have been awarded and works commenced out of the 57 subprojects for Batch 1.

3. Advice and instruction for implementation of ICGIAP

The SAPI team held a series of workshops for ICGIAP activities that help CC officials understand details of activities. Seven focal persons were selected from the Governance Task Team. Selected officers are responsible for a given area of ICGIAP, namely (1) Improvement of openness and information dissemination, (2) Administrative reform, (3) Tax reform, (4) Financial reform, (5) Citizen's awareness and participation, (6) Urban planning and environmental improvement, (7) Coordination system for law enforcement. Dividing and assigning responsibilities among the Task Team, the officials will be more accountable and better able to monitor and manage effectively.

Guidelines for the 42 ICGIAP activities were prepared both in English and Bengali, and delivered to CCs in both hard and soft copies.

The SAPI team supported formulation of 9 committees in ICGIAP, and some of them have already initiated relevant activities. The SAPI team facilitated the formation of three additional important committees such as CDCC (City Development Coordination Committee), CSCC (Civil Society Coordination Committee) and WLCC (Ward Level Coordination Committee). The members for CDCC and CSCC have already been selected, thus they will be officially formed soon.

The SAPI team prepared a Quarterly Schedule format for 42 ICGIAP activities to ensure accomplishments of indicators by the time of the first performance review slated to take place in June 2016. The CEO and other relevant officers of CC will monitor the progress of each activity with the format. A yearly plan for ICGIAP implementation was also prepared by the SAPI team. It can be used for monitoring whole process of the ICGIAP implementation by PCO.

4. Implementation of Orientation Workshops to Stakeholders

Due to the delay of the DPP approval¹, orientation workshops were done among administrative levels such as CEOs etc. In each of the CC's Kick-off orientations, the PD explained the outline of the project with emphasis on the performance-based implementation.

The Launching Workshop of ICGP was held on 23 November 2014, attendees included mayors of target CCs, Minister for Planning (Vice-Chairman of the Planning Commission), Ambassador of Japan to Bangladesh, Chief Representative of JICA Bangladesh office and various other participants attended including other donor agencies etc.

5. Proposal for revision of ICGIAP

ICGIAP was approved by ECNEC as a part of DPP, therefore the contents are not supposed to be revised in principle. However, it is proposed that the chairperson of the Capacity Development Unit should not be CEO, but rather Secretary because Secretary of CC is usually in charge of human resource management that CDU mainly deals with. Proposal for the change will be discussed and finally approved by the Steering Committee.

6. Procurement Seminar including Anti-Corruption Measures

On 10 July 2014, a procurement seminar was conducted to CC officers and PCO members (LGED officers). This seminar aimed to deepen the understandings of procurement methods and procedures, and expedite the implementation of subprojects in a transparent way so that quick realization of the citizen's demand can be materialized. In the seminar, the SAPI team emphasized the anti-corruption measures in implementing the Project, and explained the introduction of e-GP. LGED also explained that introducing e-GP will prevent falsification of documents and/or evaluation result and is effective as an anti-corruption measure.

An additional seminar was conducted in August 2014 which aimed more at practical trainings of actual use of the e-GP. During the actual procurement process in CCs, some trouble in e-GP system itself as well as insufficient capability of CC officers/engineers in ICT was observed. Therefore, the training of CC officers and engineers in ICT is an urgent need.

The importance of transparent project implementation and anti-corruption measures were repeatedly emphasized and reinforced in seminars/workshops/trainings which contributed in raising awareness among concerned officers of CC and LGED.

7. Training Plan Development

The SAPI team supported the preparation of training plan for CCs. Overseas training in Japan is planned 7 times during the loan project period as one of the subcomponents of governance improvement support, considering the views of the Bangladesh side (PCO as well as CC-PIU members) that they would like to utilize the experience and know-how of Japanese cities as role model for their development.

Regarding the overseas trainings in Japan, the SAPI team gathered information for adding up the necessary expenses and explained possible arrangements from Japanese cities to PCO and obtained consensus that the effectiveness of the training will be enhanced by one contact firm/person when arranging the training schedule. It was concluded that using part of the GII consulting service was the most realistic way to select the agent for the training arrangements

¹ DPP was discussed in the ECNEC (Executive Committee for National Economic Council) on 15 July 2014 and got conditional approval (change of the project name and possibility of prioritizing certain sectors). The conditions were officially confirmed by Planning Commission on 26 October 2014.

with Japanese cities. PCO decided to start actual arrangements after GII consultants commence their work as the training still needs further detailed planning.

8. Implementation of Interim Review Workshops

On the same day of the Launching workshop on 23 November 2014, the 1st interim review workshop was conducted and draft operation guidelines were briefed to the administrative level staff of CCs such as CEOs etc.

Although the 2nd interim review workshop (Final workshop of SAPI) was originally scheduled in January 2015 to discuss the contents after the guidelines were almost finalized, it was postponed due to by hartal and road blockade. The workshop was finally held successfully on 6 May 2015.

9. Establishment of the Monitoring System of ICGP

Three Deputy Project Directors (DPDs) are to be assigned under PCO. Two are in charge of infrastructure and one for governance. The DPD assigned for governance has taken part in ICGP from the formulation period, thus he is familiar with ICGIAP activities and its background. Out of the two DPDs assigned for infrastructure, but one of them was transferred and has not been replaced as of May 2015.

The SAPI team delivered monitoring sheets for the procurement and implementation of infrastructure works to each CC, and established a monitoring and reporting system. For monitoring of ICGIAP implementation, quarterly and yearly schedules were provided, and seven focal persons were selected for seven different areas in ICGIAP to monitor and facilitate the activities.

10. Coordination with MGSP

The Loan agreement of the Municipal Governance and Services Project (MGSP) was signed on June 2014. MGSP targets governance improvement and infrastructure development of 4 City Corporations and 22 Pourashavas. The amount of loan agreement was around USD 240 million.

The SAPI team requested meetings with the Project Director (PD) of MGSP to explain the outline and contents of ICGP. In the meeting, the SAPI team shared the copy of ICGIAP with the PD of MGSP in the meeting and discussed about how to minimize unnecessary burdens and workload to the 3 City Corporations which both projects will provide assistance; Narayanganj, Comilla and Rangpur. It was agreed among the SAPI team and PDs of both projects that although detailed coordination will be made after the Consultant team of MGSP is mobilized, coordination should be made in order to implement both projects smoothly and effectively without overlapping of tasks.

It was also confirmed and agreed that the implementation structure including members and responsibilities of the Project Implementation Unit (PIU) and Task Teams (Infrastructure and Governance) of MGSP are almost same as those of ICGP. The SAPI team recommended that both projects should establish good coordination and avoid creating unnecessary workloads to the targeted City Corporations, which was agreed by PDs of both projects.

The timing of the first performance review is nearly the same between both projects. It was also confirmed that the 13 triggers of ICGP have almost the same requirements as the 10 indicators of MGSP with only minor difference. Triggers of ICGP cover the requirements of indicators of MGSP; therefore the SAPI team proposed that City corporations which passed the performance review of ICGP (scheduled in June 2016) should also be considered as “passed” for the

indicators of MGSP. In addition, both projects will prepare an O&M action plan as well as an infrastructure development plan (which is called the Capital Investment Plan in MGSP). To maintain efficiency, it is recommended that these should be common plans for both projects.

The PD of MGSP attended the final workshop of SAPI on May 2015, and agreed again in front of relevant PIU members from City Corporations that necessary coordination would be made between the two projects for effective implementation without any overlapping of subproject and/or putting unnecessary burden to CC officers.

Further in the meeting with the PD of MGSP and the task manager of the WB, both sides confirmed the issues and items to be coordinated, and agreed with the basic resolutions. Details will be further discussed after both consultant teams are deployed in around July 2015. This issue have also been explained to the 3 CCs during the visit of SAPI team in June, 2015.

1. Outline of the Project

1.1 Background

Rapid urbanization is creating serious problems in Bangladesh cities. The population of the country was around 150 million in 2013, out of which, the urban population is around 45 million (29% of the total). The urban population is growing at a rate of 2.9% per annum, compared to 1.2% of the country's average. The urban population is expected to continue increasing and it is estimated that 39% of the country's population will be concentrated in urban cities by 2030. However, urban infrastructure, especially roads, drains, solid waste facilities are not sufficiently developed which causes heavy traffic congestion, water logging, illegal dumping of solid waste, air pollution etc.

The government of Bangladesh (GOB) has prepared the sixth 5 year plan (2011–2015) focusing on job creation, promotion of industry, further improvement of governance and extension of social services provision under the objective of “Acceleration Growth and Reducing Poverty”. GOB has also developed an additional strategy for poverty reduction with the aim to improve planned urbanization to maximize economic growth and fairness. Furthermore, the government has put emphasis on “Improvement of city governance” which includes coordination with relevant authorities/agencies, and aiming to establish mechanisms of city governance and management.

Bangladesh cities are classified into 11 City Corporations (CC) and 319 Pourashavas (PS), with the CC playing important roles in the economic growth of the region as well as the country. The largest CCs are Dhaka North and Dhaka South, and others are Chittagong, Khulna, Rajshahi, Sylhet, Barisal, Rangpur, Gazipur, Narayanganj and Comilla. In 2009, the GOB established the “City Corporation Act” which is applied to all CCs, working on their enlargement as well as enhancement of their functions. However, insufficient infrastructure is one of the main bottlenecks for promoting economic activities, creating job opportunities and vitalizing businesses.

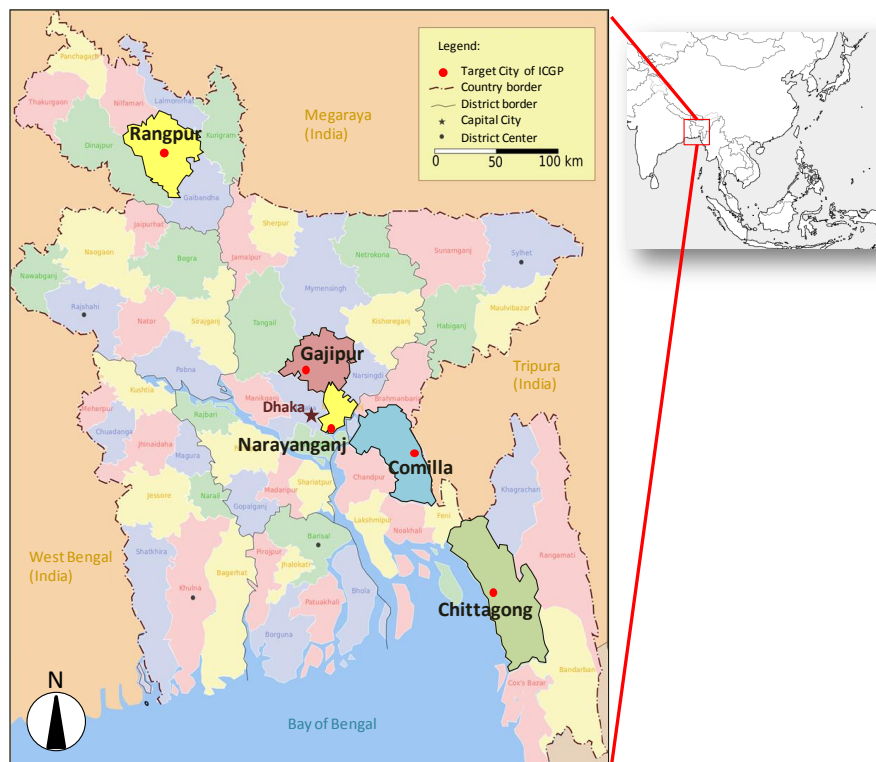
Additionally, unclear demarcation and responsibility as well as overlapping of functions between the central government and CC are present. There have been cases when CC was not involved in infrastructure development planning, even without any coordination. Various planning and implementation of different strategies by different agencies have occurred which interrupted appropriate provision of public services to the citizens and hampered effective development of the city.

Under such circumstances, GOB has requested ODA loan to the government of Japan (GOJ) for “Inclusive City Governance Project (hereinafter called ICGP)” to supported targeted 5 CCs to improve public services and promote economic opportunities by strengthening the city governments' administrative capacity and improving urban infrastructure, thereby contribute to the economic growth and the living environment improvement of the CCs.

The Loan agreement (L/A) was signed between both governments on 16 June 2014. ICGP commenced as soon as L/A is signed, while the consultant for ICGP is scheduled to be selected by the 2nd Quarter of 2015. In order to support the start-up and smooth implementation of ICGP, the Special Assistance for Project Implementation for ICGP (hereinafter called SAPI) was conducted by JICA.

1.2 Project Name and Location

The project is named as “The Inclusive City Governance Project (ICGP)²”. ICGP targets 5 City Corporations in Bangladesh, namely Narayanganj Comilla, Rangpur, Gazipur and Chittagong as shown in Figure 1-1.



Source: SAPI team

Figure 1-1 Target Area of the Project

1.3 Component of ICGP

ICGP consists of the following 4 main components.

Component 1:	Governance improvement and capacity development
Sub-component 1-1	Inclusive City Governance Improvement Action Program (ICGIAP) Implementation
Sub-component 1-2	Capacity development
Component 2:	Urban infrastructure development
Sub-component 2-1	Urban roads (include bridges, flyovers and culverts)
Sub-component 2-2	Drainage facilities
Sub-component 2-3	Water supply system
Sub-component 2-4	Bus & truck terminal
Sub-component 2-5	Street lights
Sub-component 2-6	School cum cyclone shelter
Component 3:	Equipment procurement
Component 4:	Consultant service
Sub-component 4-1	Governance and infrastructure improvement (GII) consultant
Sub-component 4-2	Benefit monitoring and evaluation (BME) consultant

² The official project name from the Bangladesh government is the City Governance Project (CGP). In this report, the project name ICGP is used except subproject codes of CCs.

1.4 Cost Breakdown by Component

The breakdown of project cost is shown below.

Table 1-1: Breakdown of Project Cost and Funding

Unit: JPY million

Breakdown of Cost	Funding								
	Foreign Currency Portion			Local Currency Portion			Total		
	Total	JICA	GOB	Total	JICA	GOB	Total	JICA	GOB
Component 1	83	83	0	793	138	655	876	222	655
Component 2	0	0	0	22,363	22,363	0	22,363	22,363	0
Component 3	491	491	0	407	0	407	898	491	407
Price Escalation	14	14	0	3,133	3,065	68	3,147	3,079	68
Physical Contingency	59	59	0	2,670	2,557	113	2,728	2,615	113
Component 4	954	954	0	966	966	0	1,920	1,920	0
IDC	13	0	13	0	0	0	13	0	13
Administration Cost	0	0	0	894	0	894	894	0	894
VAT and Import Tax	0	0	0	4,984	0	4,984	4,984	0	4,984
Total	1,614	1,601	13	36,210	29,089	7,121	37,824	30,690	7,134

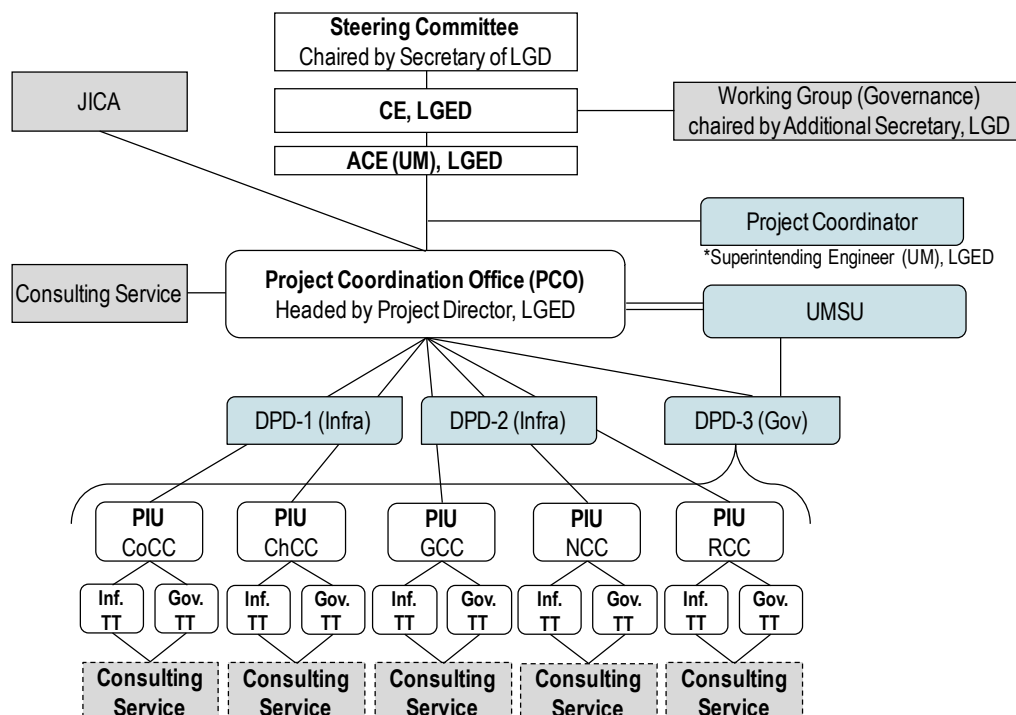
Price escalation: 1.3% per annum for Foreign Currency Portion and 3.4% per annum for Local Currency Portion.

IDC: Interest during construction.

GOB Portion: Administration Cost is 2.9% of JICA Portion, VAT is 15% of the expenditure in foreign currency of JICA Portion, Import Tax is 30% of the expenditure in foreign currency of JICA Portion. Actual GOB Portion will be adjusted according to GOB provision.

1.5 Executing Agency and Implementation Structure

The executing agency is LGED (Local Government Engineering Department) under LGD (Local Government Division). PCO (Project Coordination Office) and PIU (Project Implementation Unit) have been established in Dhaka and each CC respectively. The implementation structure of ICGP is shown below.



Source: SAPI team

Figure 1-2: Implementation Structure of ICGP

1.6 Objective

SAPI had the following three objectives.

- Objective 1: To support smooth start-up and implementation of the ICGP
- Objective 2: To analyze and identify possible risks and causes for delay of ICGP
- Objective 3: To prepare the appropriate implementation guidelines for ICGP

1.7 Schedule and Output of the Project

SAPI was conducted during June 2014 to June 2015 with the aim to achieve the following outputs.

- Output 1: Operation guidelines for ICGP
- Output 2: Implementation of infrastructure subprojects will be properly supervised and managed
- Output 3: Implementation of ICGIAP will be properly supervised and managed
- Output 4: The understanding of ICGP will be deepened through orientations and the capacity of project implementation will be enhanced
- Output 5: Capacity of procurement will be improved through trainings including anti-corruption measures
- Output 6: The process of coordination between ICGP and MGSP will be clearly established and agreed by both relevant parties

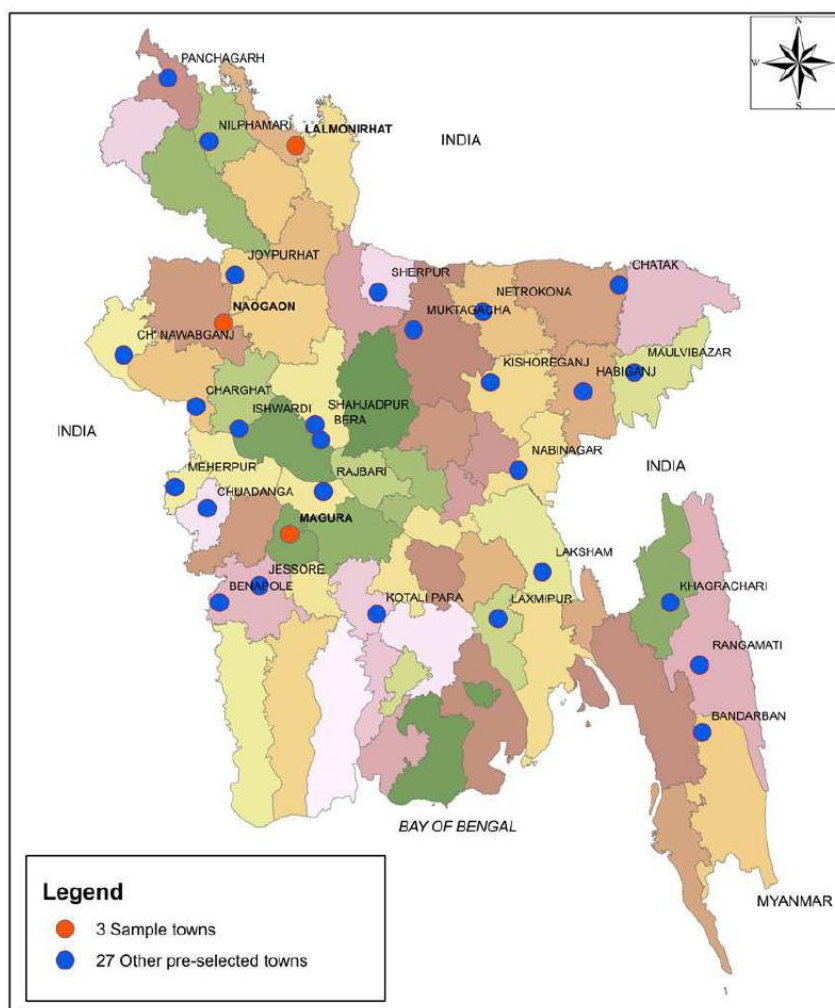
2. Updates of Current Situation of Urban Sector

2.1 Current situation of Urban Development Projects by Other Donors

With reference to the relevant urban development projects, currently the continuous phases of both Urban Governance and Infrastructure Improvement Project (UGIIP) by ADB and the Municipal Governance and Services Program (MGSP) by the WB are ongoing.

(1) Urban Governance and Infrastructure Improvement Project

The first Urban Governance and Infrastructure Improvement Project financed by ADB, UGIIP 1, was implemented from 2003 to 2010. UGIIP 2 was launched in 2009 and completed in 2014. UGIIP 3 started in 2015, carried out by LGED and targeting 3 sample PSs and 27 other pre-selected PSs as shown below. The Consultant service has commenced from April 2015. To address the widening deficit for CCs and PSs in providing satisfactory infrastructure and urban services, ADB and the GOB have gradually introduced a system over the last three decades, via development funds and/or loans for which municipal infrastructure improvements are disbursed in stages based on the successful accomplishment by the recipient PS of performance criteria in the area of urban governance. UGIIP 1 and UGIIP 2 reflected this approach, aiming to provide incentives to PSs. UGIIP III is meant to build up on the lessons gained from UGIIP 1 and 2.



Source: Technical Assistance Consultant's Report, Preparing the Third UGIIP, 2014

Figure 2-1: Location of Target Pourashavas under UGIIP 3

(2) Municipal Governance and Services Project

The World Bank has supported basic urban services development and capacity building of Urban Local Bodies (ULBs) through Municipal Services Project (MSP). MSP comprised of urban services improvements in two City Corporations (Rajshahi and Khulna) and 17 PSs. MSP conducted capacity strengthening program for the ULBs through establishing Municipal Support Unit in LGED. In addition, the Bangladesh Municipal Development Fund (BMDF) was established to lend money to the capable ULBs for the infrastructure development. MSP supported ULBs in enhancing the capacity and effective management through provision of resources and financing of critical basic urban services, improvement of own-source revenue generation, enhancement of urban planning, procurement, and financial management.

After MSP was closed in June 2012, the Municipal Governance and Services project (MGSP) was formulated as the follow-on project, which aims to support urban governance improvement from 2014 to 2019 for 26 ULBs including Narayanganj, Rangpur and Comilla CCs which are also supported under ICGP. In regards to infrastructure development, the major components are road, drain, markets etc. Overall, the contents, necessary committees, scheme and target of the Project are similar to some extent. For example, MGSP will also prepare five-year Capital Investment and O&M plans which are called; Infrastructure Development Plan and O&M action plan in ICGP respectively.

MGSP also adopts a performance based budget allocation scheme for infrastructure development, and ULBs can receive additional funding on top of the base allocation if they pass the performance assessment with “very good” scores. In other words, ULBs in MGSP can receive at least the base allocation even if they fail in the governance improvement.

MGSP also provides grant funds for O&M activities, but in ICGP, each CC will have to manage and budget their own funds. MGSP has the following 4 components:

- Component-1: Municipal Governance and Basic Urban Services Improvement
- Component-2: To be implemented by BMDF, as such the details are not included here
- Component-3: Capacity Building and Implementation Support
- Component-4: Contingent Emergency Response

The necessary coordination channels between MGSP and ICGP is explained in Chapter 9.

2.2 Review of NOBIDEP and Lessons

When SAPI for ICGP commenced in June 2014, NOBIDEP had just initiated their project implementation. The Project Director, Deputy Project Directors and some office support staff were deployed and the Project Management Office was set-up. However, the field level activities had yet to be started. Thus, the lessons learnt from NOBIDEP were mainly contents of guidelines for governance activities in NOBIDEP that is the Urban Governance Improvement Action Plan (UGIAP). In the process of ICGIAP guideline preparation, the SAPI team conducted interviews with NOBIDEP staff members, especially those who were involved in preparation of the guidelines. Based on the output through the interviews and review of the guidelines, the SAPI team has taken the following approaches for guidelines preparation as described in Table 2-1.

Table 2-1: Principles for Guideline Preparation

No.	Principles	Approaches
1	Simple overview	a) Produce list of guidelines b) Code number is given to every guideline based on ICGIAP
2	Coherence with relevant laws, rules and regulations	a) Review relevant laws, rules and regulations b) Make sure that there is no contradiction between ICGIAP activities and existing laws c) Hold discussion with LGED officials and CC officials for their comments
3	Ensure responsible officials and organization in ICGIAP implementation	a) Specifically identify responsible officials in each activity b) Expected roles of relevant organizations are described
4	Standardize contents of guidelines	a) Standardize guideline contents to make it more intelligible for users

Some of the ICGIAP activities are almost the same as UGIAP. In order to maintain consistency between UGIAP and ICGIAP, the SAPI team prepared some of the guidelines that were carried over from UGIAP based on guidelines in NOBIDEP. The UGIAP guidelines that were scrutinized as a reference and relevant ICGIAP activities are mentioned in Table 2-2.

Table 2-2: UGIAP Guidelines Relevant to ICGIAP Activities

UGIAP		ICGIAP	
Code No.	Title	Code No.	Title
P1-01	Guidelines for the Establishment and Operation of the TLCC	2.1 5.1	City Development Coordination Committee (CDCC) established Establishment of Civil Society Coordination Committee (CSCC) and make it functional
P1-02	Guidelines for the Establishment and Operation of the WLCC	5.2	Establishment of Ward Level Coordination Committee (WLCC) and make it functional
P1-03	Guidelines for Gender Action Plan	5.4	Gender Action Plan (GAP) prepared
P1-04	Handbook on Setting Up the Planning Unit in Target Pourashavas	2.7	Comprehensive Planning Unit (CPU) established
P1-06	Guidelines for the Interim Tax Assessment	3.2	Interim tax assessment carried out through the year and collection increased
P2-A01	Citizen Charter Preparation Guide	5.6	Revision of Citizen Charter
P2-A02	Grievance Redress Cell (GRC) Operation Guidelines	5.8	Grievance-Redress Cell (GRC) established with revised terms of reference and functional
P2-A03	Mass Communication Cell (MCC) Operation Guidelines	1.2	Mass Communication Cell (MCC) established
P2-B01	Guidelines for the Preparation and Implementation of the Pourashava Infrastructure Operation and Maintenance Action Plan (PIOMAP)	6.3	Practical Use of City Corporation Infrastructure Development Plan (CCIDP)
P2-D01	Guidelines for the Preparation of Poverty Reduction Action Plan	5.5	Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum
P2-D02	Slum Improvement Implementation Guidelines	5.5	Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum

UGIAP		ICGIAP	
Code No.	Title	Code No.	Title
P2-D03	Guidelines for the Formation and Operation of Community-Based Organization (CBOs)	5.3	Integration of community and formation of Community Group (CG)
P2-E01	Operation Guidelines for Pourashava Audit and Accounts Standing Committee	2.8	Activate standing committees
P2-E02	Guidelines for the Skill Development in Holding Tax Collection	3.1	Improve capacity/efficiency of tax assessment
P2-E03	Influence of Inflation on Non-Tax Revenue Increase and Pourashava's Responsibility	4.5	Non-tax own revenue source increased at least by inflation rate in each year
P2-E04	Handbook on Pourashava's Responsibility in Paying Electricity Bill of More than Three-month Dues	4.7	Outstanding bills older than three months, including electricity and telephone paid in time
P2-E05	Manual for computerized accounting system software	4.3	Establish integrated computer systems
P2-E06	Manual for computerized tax record system software	4.3	Establish integrated computer systems
P2-F01	Guidelines for Pourashava's Adequate Staff Structure Development	2.2	Administrative Reform Committee (ARC) established
P2-E02	Handbook on Pourashava Administrative and Office Management	2.2	Administrative Reform Committee (ARC) established
P2-E04	Guidelines for the Standing Committee Formation and their Activities	2.8	Activate standing committees
P2-E05	Guidelines for e-governance-related activities at Pourashavas	1.1	Activities for e-governance initiated

2.3 Latest Information on Target CCs

The SAPI team collected updated information concerning the target 5 CCs in order to track changes in the project environment and the status of preparation. Questionnaire sheets were distributed to each CC prior to the visit by the SAPI team to CCs for better efficiency. The results are shown in the following sections. Details of the results are attached as Annex-1.

(1) Personnel Allocation in the 5 CCs

Expansion of personnel capacity is necessary in order to handle additional activities for project implementation. The SAPI team checked readiness of the CCs by reviewing progress of the approval process of organogram proposed in the previous technical cooperation project. Based on the present status, the SAPI team provided advice on personnel arrangement for the project implementation. The survey items included; number of officials, organizational structure, vacancy rate, salary structure, status of restructure, temporary assignment from the central government, etc.

Table 2-3: Status of Personnel Allocation in Target CCs

CC	Status of proposed Organogram	Proposed No. of officials	Current No. officials	Vacancy Rate
ChCC	There is Approved Organogram (1988) (hard copy only)	Central: 1,342 (excl School & College: 854) Regional: 2,319	Central: 1,835 (excl School & College: 611) Regional: 1,683	Central: -36.74% (excl. School & College: 39.7%) Regional: 27.4%
NCC	Partly approved (administrative approval by MOPA & Finance Ministry)	[No update] Central: 233 Zonal: 450	[No update] Central: 62 Zonal: 106	[No update] Central: 73.4% Zonal: 76.4%
RpCC	In progress	Central: 524 Zonal: 417	Central: 377 (temp. staff: 200) Zonal: 80 (temp. staff: 151)	Central: 28.1% (excl temp.: 66.2%) Zonal: 44.6% (excl temp.: 80.8%)
GCC	In progress	Central: 542 Zonal: 1060	Central: 50 Zonal: 267	Central: 90.8% Zonal: 74.8%
CoCC	In progress	Central: 536 Zonal: 33	Central: 591 Zonal: 86	Central: 93.8% Zonal: 85.4%

(2) Information on Political Leaders in the 5 CCs

As political leaders such as mayor and councilors have authority in the CCs as elected representatives, the SAPI team reviewed the status in each CC.

Table 2-4: Number of Councilors and Standing Committees of Target CCs

CC	No. of councilor			No. of Standing Committee (Active Committees)
	General Seat	Female Reserved Seat	Total	
ChCC	41	15	56	18 (18)
NCC	27	9	36	23 (22)
RpCC	33	11	44	23 (15)
GCC	57	19	76	23 (14)
CoCC	27	9	36	16 (-)

(3) Infrastructure Projects in the 5 CCs

A development master plan and infrastructure in the CCs will influence subprojects of ICGP. The SAPI team assessed the progress of plans and projects in order to maintain consistency between them and the project. Survey items included; Status of master plan and other development plans, Status of infrastructure projects, Projects by donors and the government, O&M level, etc. Among the survey items, the status of master plan is shown below.

Table 2-5: Status of Master Plan and Other Development Plans

Item	Status of Master Plan for Urban Development	Infrastructure Development plan of particular sector
ChCC	Master Plan/Structure plan (1995-2015) was prepared by CDA in 1994-95 under UNDP/UNCHS assistance which is going to expire in 2015.	ChCC has plans to develop infrastructure such as Roads, Canals, Bridges, Culverts, Footpaths, Lake-resort, Garment village, Schools/Colleges, Markets, Ward office etc. These plans are not officially approved and not consistent with the CDA Master Plan 1995-2015

Item	Status of Master Plan for Urban Development	Infrastructure Development plan of particular sector
NCC	Most of the NCC territory is included in RAJUK Master Plan (1995-2015). However, NCC wants to have NCC Maser Plan with their own initiative. LGED has approved budget to prepare Area Action Plan for NCC's infrastructure investment, which might have some conflicts with RAJUK Master Plan (2016-2035)	The Mayor has prepared some development plan and shows it in the CC's website.
RpCC	RpCC Mater Plan elaboration is in progress with financial and technical assistance of LGED.	Previous Rangpur Pourashava had a drainage plan.
GCC	Most of the GCC territory is included in RAJUK Master Plan (1995-2015). However, GCC wants to have GCC Maser Plan with their own initiative. LGED has approved budget to prepare Area Action Plan for NCC's infrastructure investment, which might have some conflicts with RAJUK Master Plan (2016-2035)	Previous Gazipur Pourashava had a drainage plan.
CoCC	CoCC Mater Plan elaboration is in progress with financial and technical assistance of LGED.	N/A

(4) Other General Statistics

Updated population, forecasted population and Maternal mortality ratio³ and Neonatal mortality rate⁴, requested by JICA, were collected from CCs. There has been no change in area size, geography and administration blocks.

Table 2-6: Population of Target CCs

	ChCC	NCC	RpCC	GCC	CoCC
Population	5,239,000 (2014 est.)	709,381 (2011) (Male: 365,174, Female: 344,207)	615,000 (2013)	2,500,000 (2014)	337,516 (2012)
Source	Department of Public relation ChCC	National Census 2011	Socio-economic census of CC (2013) election commission 2012.	National Census (BBS) 2014	Comilla CC and influential area master plan, 2014 (projection using Population Census 2011)
Forecasted Population	-	-	713,541 (2018) 880,880 (2023) 1,137,599 (2028) 1,578,605 (2033)	-	373,235 (2015)
Source	-	-	Census 2012	-	ditto

³ Maternal mortality ratio (MMR): the ratio of the number of maternal deaths during a given time period per 100,000 live births during the same time-period.

Maternal death: the death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and the site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management, but not from accidental or incidental causes.

Source: Maternal Mortality Estimates (UN Maternal Mortality Estimation Inter-agency Group) <http://www.maternalmortalitydata.org/Definitions.html>

⁴ Neonatal mortality rate: the number of newborn death occurring within 28 days postpartum per 1000 live births.

Source: Wikipedia "Infant Mortality" http://en.wikipedia.org/wiki/Infant_mortality

Table 2-7: Maternal Mortality Ratio and Neonatal Mortality Rate of Target CCs

	ChCC	NCC	RpCC	GCC	CoCC
Maternal Mortality Ratio (MMR)*	30.02/100,000 live births	69.70/100,000 live births	170/100,000 live births	184.35/100,000 live births	-
Neonatal mortality rate**	2.90 /1,000 live births	9.29 /1,000 live births	29/1,000 live births	30.05/1,000 live births	-
Year	Jan.-Dec. 2012	Jan.-Dec. 2013	2013	Jan.-Dec. 2012	-
Source	Civil Surgeon Office, Chittagong District	Health Bulletin Narayanganj Sadar	Civil Surgeon Office, Rangpur District	Civil Surgeon Office, Gazipur District	-
Note	General Births rate: 21.61 births/1,000 population (2014 est.) General Death rate: 5.64 deaths/1,000 population (2014 est.)				

3. Establishment of Relevant Implementation Bodies

In this Chapter, the outline of the relevant implementation bodies and status of their establishments are described.

3.1 Project Coordination Office (PCO)

The PCO was established for the overall management of the Project. PCO is headed by one full-time Project Director (PD), supported by three full-time Deputy Project Director (DPDs) respectively for; 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.

3.2 Project Implementation Unit (PIU)

The PIU, headed by the Mayor, was established in each target CC for managing the physical works and the ICGIAP activities with the assistance of consultants. The PIU is responsible for: i) preparing a detailed annual work plan and progress reports to the PCO; ii) verifying the progress of construction works; iii) monitoring the ICGIAP; iv) initiating the ARP activities. The PIU conducts a meeting once a month and sends the report of the PIU meeting to PCO.

3.3 Task Team for Infrastructure (TTI)

TTI is chaired by the Head of Engineering Department of each target CC. TTI is responsible for: i) preparing the subprojects as per instruction of PCO and submitted it for approval; ii) implementing construction works, including preparing bid documents, procuring and supervising contractors, and ensuring safeguard compliance; iii) ensuring quality control by conducting lab tests and supervising works; iv) reviewing and reporting the progress of infrastructure activities to PIU.

3.4 Task Team for Governance (TTG)

TTG is chaired by the CEO of each target CC and responsible for: i) implementing ICGIAP activities; ii) promoting an understanding of ICGIAP among CC officials; iii) reviewing and reporting the progress of ICGIAP activities to PIU.

3.5 Steering Committee (S/C)

The S/C, chaired by the Secretary of LGD, for the Project will be organized for verifying the progress of the Project and ensuring smooth coordination with other concerned institutions. The first S/C meeting is to be held within two months of loan effectiveness and subsequent meetings are to be held at least twice a year and/or on the request from PCO. However, due to the delay of authorization of DPP, the first S/C is planned to be held in July or August 2015.

3.6 Working Group (Governance) (WGG)

In order to identify the best way to make the City Corporation inclusive, the Working Groups for Governance (WGG) is established and will be chaired by Additional Secretary of LGD. The first meeting of the WGs will be held within one month following the first S/C meeting. The main responsibility of WGG is to facilitate governance activities in general and ICGIAP implementation. For example, WGG will give policy guideline to Steering Committee for implementation of ARP, monitor and review the progress and achievements of ICGIAP and

ARP, to maintain close liaison with Urban Management Unit (UMU), provide recommendations on evaluation of ICGIAP.

3.7 Monitoring Group (M/G)

The Monitoring Group (M/G) was established headed by Director General (DG) of LGD to comply with the decision of ECNEC held on 17 July 2014. The responsibilities of the M/G include (a) Monitor the progress of activities at field level and reporting and (b) provide specific written proposal/recommendations to the respective Project Steering Committee.

3.8 Status of the Relevant Implementation Bodies

The current status of the implementation bodies (as of 20 May 2015) is shown in the table below.

Table 3-1: Date of Establishment of Relevant Implementation Bodies

No.	Name	Date of Establishment	1 st Meeting	Frequency
3.1	Project Coordination Office (PCO)	31 August 2014	-	-
3.2	Project Implementation Unit (PIU)	NCC- 23 September 2014 GCC- 21 September 2014 CoCC- 16 September 2014 ChCC- 25 September 2014 RpCC- 13 November 2014	NCC- Has not done yet GCC- 23 April 2015 CoCC- Has not done yet ChCC- Has not done yet RpCC- Has not done yet	-
3.3	Task Team for Infrastructure (TTI)	NCC- 28 December 2014 GCC- 15 January 2014 CoCC- 24 December 2014 ChCC- 18 December 2014 RpCC- 15 December 2014	NCC- 3 February 2015 GCC- 21 April 2015 CoCC- 6 April 2015 ChCC- Has not done yet RpCC- 18 May 2015	-
3.4	Task Team for Governance (TTG)	NCC- 28 December 2014 GCC- 23 December 2014 CoCC- 24 December 2014 ChCC- 18 December 2014 RpCC- 15 December 2014	NCC- Has not done yet GCC- 20 April 2015 CoCC- 7 April 2015 ChCC- Has not done yet RpCC- 19 May 2015	-
3.5	Steering Committee (S/C)	2 December 2014	To be held in May 2015	At least twice a year
3.6	Working Group (Governance) (WGG)	2 December 2014	-	Every 3 months
3.7	Monitoring Group (M/G)	18 August 2014	-	Every 3 months

Source: SAPI Team

4. Preparation of Operation Guidelines

The necessary guidelines for implementation of ICGP have been prepared and agreed by LGED/PCO. The structure and detail list of guidelines are shown in Table 4-1 and outlines of each guidelines are explained in the following sections.

Table 4-1: Structure and List of Guidelines

Operation Guideline (OP)

			Relevant Guidelines
Ch 1.	Objective of the Project	Objective, Idea of Inclusiveness and Goal etc	-
Ch 2.	Implementation Structure	Member of S/C, W/G, PCO, PIU, Task Teams	-
Ch 3.	Project Components	Detail of Component 1–4, Subproject for Batch 1–3	SIG
Ch 4.	Fund for the Project	Disbursement Procedure, Fund Flow including Replenishment	-
Ch 5.	Implementation of the Project	Performance review, Infrastructure Development Plan, O&M, Public Relation activities etc	CCIDP (ICGIAP 6.3) O&M (ICGIAP 6.4)
Ch 6.	Capacity Development	Training Plan, Oversea Trainings in Japan	CDU (ICGIAP 2.4)
Ch 7.	Monitoring and Evaluation	Ex-ante and Ex-post evaluation, Monthly and Project completion report	SIG (Ch 2.8)

Subproject Implementation Guideline (SIG)

			Relevant Guidelines
Ch 1.	Introduction		-
Ch 2.	Overall Flow		-
2.1	Selection/finalization of subprojects		CDCC (ICGIAP 2.1) CSCC (ICGIAP 5.1)
2.2	Detail survey and cost estimate		-
2.3	Preparation of Subproject document		O&M (ICGIAP 6.4)
2.4	Preparation of bidding document		-
2.5	Tendering		-
2.6	Review and Concurrence of JICA on tendering		-
2.7	Construction supervision		-
2.8	Monitoring and Reporting		OP Ch. 7
Ch 3.	Environmental approval of subproject		ECA/EF (ICGIAP 6.5)
Ch 4.	Implementation structure		-
Annex I	Anural Procurement Plan (APP)		-
Annex II	Master schedule of subprojects		-
Annex III	Safety Inspection Record		-
Annex IV	Format for Material Test Result		-
Annex V	Format for Site Condition Record		-
Annex VI	Subproject progress monitoring sheet		OP Ch. 7

ICGIAP Guideline

Ref			Trigger	Relevant Guidelines
1	Transparency	1.1	Activity of e-governance initiated	○ -
2		1.2	MCC established	○ -
3		1.3	City Information Service Center established - CISC	- -
4		1.4	Meet with mass public of CC	- -
5	Accountability	2.1	City Development Coordination Committee established	○ SIG Ch. 2.1
6		2.2	Administrative Reform Committee established - ARC	- -
7		2.3	Vision and mission set in each Dept.	- -
8		2.4	Capacity Development Unit established - CDU	○ OP Ch. 6
9		2.5	Job description revised	- -
10		2.6	Initiate Kaizen activity	- -
11		2.7	Comprehensive Planning Unit established - CPU	- CCIDP (ICGIAP 6.3)
12		2.8	Activate standing committee	- -
13		2.9	Annual administrative report prepared and published	- -
14		3.1	Improve capability/efficiency of tax assessment	○ -
15		3.2	Interim tax assessment carried out throughout the year and collection increased	- -
16		3.3	Re-identification of source of tax	- -
17		4.1	Introduce “financially independent accounting system” in water supply and waste management sector	○ -
18		4.2	Diversify earnings from Business Operated by CCs	○ -
19		4.3	Establish integrated computer systems	- -
20		4.4	Financial statements prepared, and internal audit department carry out audit within 3 months after the closure of fiscal year	- -
21		4.5	Non-tax own revenue source increased at least by inflation rate in each year	- -
22		4.6	All due debts to GoB and other entities fully repaid according the schedule	- -
23		4.7	Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in time	- -
24		4.8	Budget proposal is compared with the budget and actual outlays in the previous year, displayed at CC office	- -
25	Participation	5.1	CSCC established and make it functional	○ SIG Ch. 2.1
26		5.2	WLCC established and make it functional	○ SIG Ch. 2.1
27		5.3	Integration of community and formation of community group	- -
28		5.4	Gender Action Plan prepared	- -
29		5.5	Poverty Reduction Action Plan prepared and implemented with inclusion of slum - PRAP	- -
30		5.6	Revision of Citizen Charter	- -
31		5.7	Citizen Report Card prepared, approved and implemented by CSCC	- CCIDP (ICGIAP 5.1)
32		5.8	Grievance-redress Cell (GRC) established with revised terms of reference and functional	- -

Ref			Trigger	Relevant Guidelines
33	Predictability	6.1	Initiate / update master plan	-
34		6.2	Development control implemented	○
35		6.3	Practical use of City Corporation Infrastructure Development Plan (CCIDP)	○
36		6.4	Establish O&M action plan	-
37		6.5	Environmental Conservation Act and Environment Framework	○
38		6.6	Sanitary situation	-
39		6.7	Solid waste management	○
40		7.1	Awareness campaign for rule and law	○ : 1st PR
41		7.2	Law Enforcement Unit established - LEU	○ : 2nd PR
42		7.3	Capacity development for Standing Committee for Law and Discipline implemented	○ : 2nd PR

※PR=Performance Review

Note: "○" means its achievement will be evaluated in both 1st and 2nd Performance Reviews (PR).

4.1 Operation Guideline

The operation guideline outlines the main points agreed between GOB and JICA during its appraisal of the Project and the loan negotiation and authorized by GOB through the discussion of Development Project Proposal (DPP) at the Executive Committee of National Economic Council (ECNEC). The contents of operation guideline include; 1) Implementation Structure, 2) Project Component, 3) Funding and Disbursement for the Project, 4) Each Procedure for Implementation, 5) Capacity Development Component and 6) Monitoring and Evaluation.

1) Implementation Structure

The PCO at LGED and the PIU at each CC were established as indicated in Chapter 3. As 3 CCs (Narayanganj, Comilla and Rangpur) are also financed by the World Bank Project (MGSP), Project Directors for both projects agreed that one PIU will be responsible for two projects. The Steering Committee and Working Group for Governance were not held, however it is expected to be held in July or August 2015. It was observed that most CC-PIU have no experience on loan projects, thus, close coordination and collaboration with PCO is indispensable for smooth operation. In addition to GII consultant, JICA technical cooperation project for governance improvement may support to strengthen the capacity of CC-PIU.

2) Project Component

Implementation of Batch 1 subprojects are behind schedule mainly because of limited experience of CC-PIU. In addition, although several trainings for CC-PIU were executed, a newly introduced e-procurement system (e-GP) takes time to implement as planned. Importance of execution of ICGIAP is emphasized because Batch 2 subprojects can be implemented only if the 13 triggers are achieved by the time of the first performance review, which is expected to be made in June 2016. Such performance based implementation principle is highlighted when the Guideline is explained to CCs.

3) Funding and Disbursement for the Project

JICA Loan and GOB are sources of funding for the Project. JICA Loan covers 81 percent of the total project cost as shown in Table 1-1. GOB fund mainly covers the administration cost and local taxes. As most of the project cost for infrastructure development of each CC will be disbursed through the Project Account of each CC, periodical report to PCO is critical to secure the necessary funds for implementation. As Statement of Expenditure method is applied, it is not required to submit all evidence of expenditure when the replenishment is requested to JICA. However CC-PIU will be responsible to collect and properly file the evidence whenever the auditing is made for each payment.

4) Each Procedure for Implementation

Regarding the implementation procedures, with strong support of JICA Bangladesh office and JICA in-house consultants, most procedures were cleared as scheduled. Once GII consultant is mobilized, implementation is expected to be accelerated.

5) Capacity Development Component

Regarding capacity development, as a sub-component for Component 1 (Governance improvement and capacity development), several trainings for CC-PIU as well other stakeholders are agreed to be implemented for future sustainability of the Project. The detailed schedule will be discussed after GII consultant is mobilized. Overseas training in Japan is a great opportunity to learn the good practices as well as to share the lessons learned, which may inspire practical and effective approach for the issues. The JICA technical cooperation project for governance improvement may also support the collaboration with Japanese cities.

6) Monitoring and Evaluation

Regarding monitoring and evaluation, mechanisms for monitoring and evaluation for the JICA loan project is shown in the guideline. Based on the ex-ante evaluation, Project Status Report (PSR) will be prepared in order to follow up the progress and expected outcomes from time to time. Then the final result will be reported in the project completion report in which the implementation input and output shall be compiled. Ex-post evaluation is planned to be executed after two years of completion. This monitoring and evaluation mechanism is expected to facilitate accountability of the project implementation. The indicators shown in the ex-ante evaluation do not apply the indicators of the performance review of ICGIAP, which is a condition for Batch 2 subproject implementation. JICA would like to monitor the impact on the global issues such as environment, health and others in the target CC, and additional monitoring indicators will be discussed later.

4.2 ICGIAP Implementation Guideline

The SAPI team mainly focused on crafting the ICGIAP implementation guidelines by October 2014. At the initial stage of preparation, the SAPI team formulated a standardized format with specific contents. The implementation guidelines for 42 ICGIAP activities are prepared based on that format. The main content and details are described below.

(1) Introduction

The introduction describes general issues in urban area such as growing urban population and business opportunities, degradation of urban environment, inferior living conditions and lack of public services. It also explains the context in urban governance improvement including administrative reform. The common introduction is given to every guideline so that the

guideline can be used as an independent document and creates common understanding in background and issues in city governance.

(2) Justification

Justification is one of the important parts of the guideline because it explains the background and necessity of each activity. It describes context of each activity in Bangladesh in general and specific issues related to the activities with brief analysis and some examples. It helps users to deeply understand the causes, necessity and objectives of the activities.

(3) Relevant Issues of ICGIAP

ICGIAP has been basically designed to be self-explanatory. Thus, it contains basic information which is necessary for implementation such as tasks and TORs. While other parts provide more details of procedures and supportive information for field level implementations, this part shows the basic information so that users of the guidelines do not have to refer back to ICGIAP for understanding. Indicators for performance reviews are also explained in this chapter. Specific targets to be evaluated for performance reviews are described.

(4) Objectives

The objectives part simply explains “why” to implement the activities. It also briefly covers the context of each activity in ICGP, and how the activity contributes to improve governance in CC.

(5) Relevant Organizations, Stakeholders and Their Roles

Many of activities may not be achieved with the effort of a single official or organization although responsibility for implementation is taken by one department or section in CC. This section takes the roles of relevant organizations and stakeholders into account. LGD and LGED are often mentioned as relevant organization because they are in a position to support CCs institutionally. There are several government organizations which need to be coordinated in terms of facilitation for implementation. Community organizations, NGOs and private sectors are also relevant in some of activities such as CSCC (5.1), WLCC (5.2), and solid waste management (6.7).

(6) Necessary Tasks and Procedure

The SAPI team elaborated on tasks and detail procedures for implementation of the activities, for instance, formation of a committee as implementing body, orientation workshop for members of the committee and relevant officials, steps to formulate action plans and monitoring and reporting, etc. Although ICGIAP describes tasks and procedures briefly, the guidelines provide more specific instructions for implementations.

(7) Implementation Schedule

The completion of each activity is evaluated at the time of one of two performance reviews. The 1st performance review will be conducted in June 2016, and the 2nd performance review will be done in June 2018. Each CC is expected to achieve certain targets by the time of the second performance review. The implementation schedule is formulated to achieve them in time.

(8) Annexes

There are some formats for documentations of each activity. They are attached in Annexes.

The contents of guidelines were explained in each CC during SAPI implementation. When the draft guidelines were delivered to CC, the SAPI team again explained the contents in detail.

4.3 Subproject Implementation Guidelines

The subproject implementation guideline explains the procedure and necessary processes/forms to be used. Major points are explained below.

(1) Batches of Subprojects

The physical works of subprojects are implemented in 2 batches. Batch 1 subprojects are those which do not require complicated designs or construction methods and which CCs have already experienced or implemented similar subprojects in the past. These will be designed and supervised by each CC during the 1st and 2nd years of ICGP.

Batch 2 subprojects are technically more difficult which CCs by themselves might not be able to manage the total process properly from detailed design to construction supervision works. These will be implemented with the assistance of the consultant team under Component 4. Batch 2 subprojects will be implemented from the 2nd year until the 6th year.

Contents	Year					
	1st	2nd	3rd	4th	5th	6th
Batch-1	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■					
Batch-2		■ ■				
Consultants (component 4)		■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■

Figure 4-1: Overall Schedule of Infrastructure Implementation

(2) Relation with Governance Improvement Activities

Batch 2 subprojects will be implemented on a performance based fund allocation scheme. This means Batch 2 subprojects can be commenced (CCs will receive the funds) only if each CC passes the performance review (PR) which will be conducted before the commencement of physical works in the last quarter of the 2nd year.

(3) Selection /Finalization of Subprojects

The first step of subproject implementation is to select and finalize the subproject to be implemented. Flexibility is provided for the subproject to be replaced with another or move to other Batch. Such cases include but are not limited to the following:

- Case 1: The Batch-1 subprojects have been showing good progress and PCO agrees that the CC is capable to implement part of the Batch 2 subproject during the Batch 1 period, including design and supervision by the engineers of the CC;
- Case 2: The subproject is found to interfere with the infrastructure development project by other agencies;
- Case 3: Other urgent projects are required due to disaster etc.
- Case 4: The voluntary resettlement of illegal squatters, shops and/or houses is expected to take much time and significantly affect the project progress.

(4) Bidding Procedure

The e-GP procurement shall be adopted for the procurement of works under ICGP in accordance with the Public Procurement Act (PPA) 2006 and Public Procurement Rules (PPR) 2008 as well as the e-GP guideline 2011. The procedure should also be in compliance with the latest “Guidelines for Procurement under Japanese ODA Loans” (http://www.jica.go.jp/english/our_work/types_of_assistance/oda_loans/oda_op_info/guide/). In case any difficulties are observed in the e-GP procurement process, open tender method could be applied subject to the approval of PCO.

(5) Tender Opening Committee and Tender Evaluation Committee

The PIU should form a Tender Opening Committee (TOC) and Tender Evaluation Committee (TEC).

Regardless of the estimated contract amount, TOC comprises of 2 members. Out of 2 members, 1 must be from the PE office and the person must also be a member of TEC as well. Other members can be from different agencies or different offices of the CC like zonal office etc. The TOC members should be appointed by the PE regardless of the estimated contract amount. Members are as follows:

1. Chairperson: Executive Engineer of CC / Assistant Engineer of CC
2. Member secretary: Assistant Engineer (civil) of CC

Regardless of the estimated contract amount, TEC should be formed in the PIU and evaluate the tender. The member of TEC will be appointed by the PE and approved by the Mayor. TEC comprises of a maximum 3 members and among them, 2 must be from PE office.

1. Chairperson: Chief Engineer / Superintending Engineer of CC
2. Member secretary: Executive Engineer of CC
3. Member: LGED officer in District Office (Not below senior assistant engineer)

(6) Pre-Qualification

For the subproject with expected contract amount of more than 35 Crore BDT, pre-qualification is required before tendering. The entire process will be conducted offline (paper based). The PCO will prepare the PQ document and make an announcement after obtaining the approval of Chief Engineer of LGED who acts as the Head of Procurement Entity (HOPE). The evaluation will be done by TEC formed in LGED headquarters. After the evaluation result is approved by HOPE, PCO will instruct to the PIU to proceed with the tendering process.

(7) Approving Authority

The approving authority of tender evaluation result and Contract is shown below.

Table 4-2: Approving Authority of Tender Result

Contract amount (BDT)	Approving authority	JICA's review and concurrence	Expected period from evaluation by TEC to issue of Notice of Award (NOA)
Up to 8.0 Crore	Project Director	Not required	4 weeks including 2 weeks for evaluation
8.0 to 14.0 Crore	Chief Engineer of LGED	Not required	6 weeks including 3 weeks for evaluation
14.0 to 50.0 Crore	Ministry (LGD)	Required for signed Contract over 38.5 Crore BDT	9 weeks including 3 weeks for evaluation
Over 50.0 Crore	Cabinet Committee (CCGP)	Required for over 77.0 Crore BDT package from PQ announcement stage until contract signing	10 weeks including 3 weeks for evaluation

Table 4-3: Approving Authority of Contract

Contract amount (BDT)	Reporting authority	JICA's review and concurrence
Up to 8.0 Crore	Project Director	Not required
8.0 to 14.0 Crore	Chief Engineer of LGED	Not required
14.0 to 50.0 Crore	Ministry (LGD)	Required for signed Contract document over 38.5 Crore BDT contract
Over 50.0 Crore	Cabinet Committee (CCGP)	Required from PQ document until contract signing over 77.0 Crore BDT contract

(8) Review and Concurrence of JICA on Tender/Contract

For contracts of less than 38.5 Crore BDT, JICA's review and concurrence (JRC) in the tendering process is not required, but JICA may request for some information and PCO should respond in such case.

For Contracts of more than 38.5 Crore BDT and less than 77.0 Crore BDT, JRC in the tendering process is not required. However, promptly after signing a contract, but prior to implementation, a duly certified copy of contract should be submitted to JICA from PCO for their review and concurrence.

For Contracts of more than 77.0 Crore BDT, PCO shall seek for JRC on the bidding documents as well as the evaluation result from the PQ advertisement stage until the contract signing as summarized below. The PCO can only instruct the PIU to proceed with the next step after JRC.

(9) Management during Construction Supervision Stage

In order to sustain the effectiveness of Japanese ODA assistance, the PCO and PIU shall keep in mind and take into consideration the schedule, quality and safety management during construction works. Points of concern and necessary forms are attached in the guideline and explained to the CC engineers in the workshops during SAPI.

(10) Implementation Structure

For remaining part of Batch 1 and Batch 2, GII Consultants will, together with PCO, support the PIU in making necessary preparations as well as work supervision. At the CC level, the Task Team Infrastructure (TTI) will be the focal unit to supervise subproject implementation as shown below.

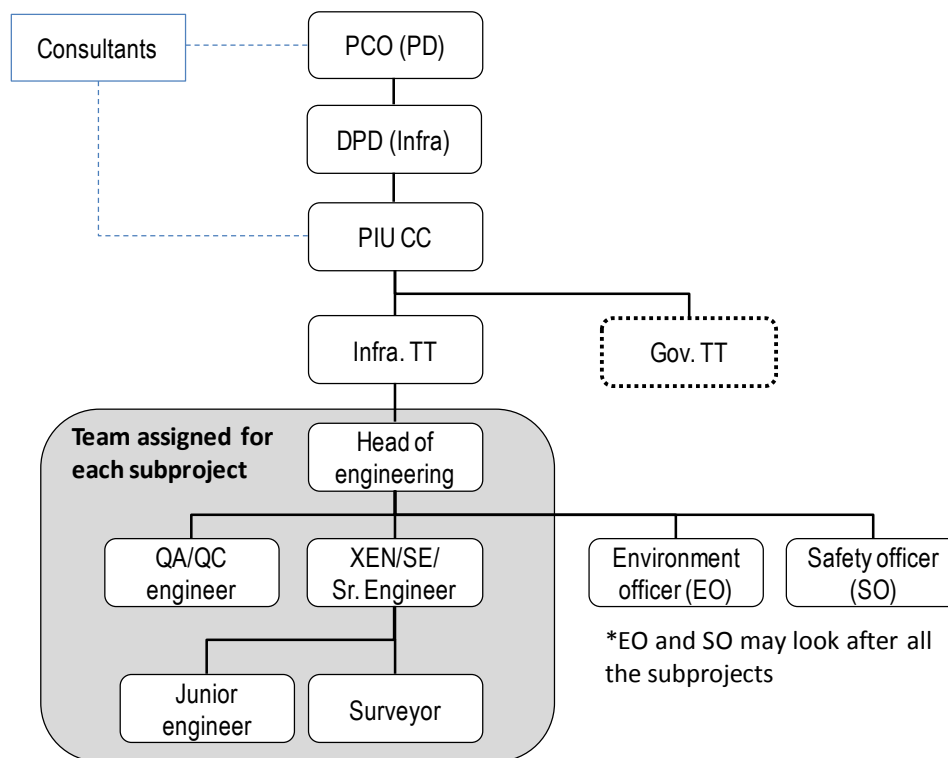


Figure 4-2: Implementation Structure

4.4 Operation and Maintenance Action Plan Guideline

The implementation guideline for operation and maintenance (O&M) contains the contents described below. The guideline explains the reform process for transforming the O&M practice to an efficient and sustainable one by introducing a management tool named “O&M Action Plan”.

(1) General

The first chapter gives a general introduction on issues in urban areas in the context of urban governance. It also explains model approach of O&M to be applied by CCs, elements of O&M work, objectives, and scope of O&M in this guideline. These provide CCs with new perspectives of O&M which aim to make the process more systematic and prospective in order to realize sustainable service.

(2) O&M Concept in the ICGP

Justification is one of the important parts of the guidelines, which describes context to Bangladesh in general and specific issues related to the activities with brief analysis and some examples. This chapter also presents positions of O&M activities in the ICGIAP and framework of work flow and key outputs including “O&M Action Plan”, which will be introduced for reform of O&M practice.

(3) Relevant Issues of ICGIAP

ICGIAP has basically been designed to be self-explanatory. Thus, it contains basic information which is necessary for implementation. While other parts provide more details of procedures and supportive information for field level implementations, this part shows the overall basic

information written in ICIGAP so that users of the guidelines do not have to refer back to ICGIAP. Indicators for performance reviews are also explained in this chapter. Specific targets to be evaluated for performance reviews are described.

(4) Institutional Arrangement for O&M

This chapter summarizes the formation of key organizations concerning O&M activities, such as member composition and expected tasks. It also briefly explains actions for citizens' participation and technical capacity for O&M.

(5) Planning of O&M

The planning process is important for CCs to allocate a limited budget to O&M works for the most prioritized infrastructure and assets. This chapter explains methodology for planning of O&M works and a management tool which is called "Asset Inventory". The proposed approach will enhance predictability and accountability in budgeting O&M works, as it is based on real data and clear cut criteria.

(6) Budget Framework of O&M

This chapter introduces a "Reserve Fund" scheme for O&M as a new financial source to realize financially independent accounting system. Along with the scheme, this chapter recommends to formulate a medium-term budgeting framework as well as annual O&M budgets, so that CCs can estimate necessary budget in a prospective and sustainable manner.

(7) Implementation and Monitoring

This chapter briefs how to implement the O&M Action Plan along with physical works, inspections, and monitoring of data and process. Continuous monitoring and feedback will be a key in the cycle for sustainable management of O&M activities.

(8) Appendices

Appendices include various forms to be used for implementing methodology introduced in this guideline, detailed description on work process, and lists of specific work items.

The contents of the guideline were explained to each CC during SAPI implementation. When the draft of the guideline was delivered to a CC, SAPI team again explained the contents in detail.

5. Implementation of Infrastructure Subprojects

5.1 Summary of Batch 1 Subprojects

In the approved DPP, a total of 57 subprojects are prepared as Batch 1 while there are 7) subprojects as Batch 2. The summary of subprojects is shown below:

Table 5-1: Number of Batch 1 Subproject by CC

No	Sector	Component	Number of Package				
			NCC	CoCC	RpCC	GCC	ChCC
1	Transport	Road Improvement	1	8	6	6	6
2	Transport	Bridge/overpass	0	0	1	0	7
3	Transport	Road side drain	0	0	10	2	0
4	Drainage	Canal/Khal improvement	0	0	0	1	5
5	Municipal Facilities	Street Light	2	1	1	0	0
Total			3	9	18	9	18
Grand Total			57				

Source: SAPI Team

Table 5-2: Amount of Batch 1 Subproject by CC

No	Sector	Component	Cost (Crore) of 5 CCs				
			NCC	CoCC	RpCC	GCC	ChCC
1	Transport	Road Improvement	8.85	78.79	27.60	65.33	74.58
2	Transport	Bridge/overpass	0.00	0.00	3.94	0.00	37.30
3	Transport	Road side drain	0.00	0.00	54.00	16.00	0.00
4	Drainage	Canal/Khal improvement	0.00	0.00	0.00	4.80	89.64
5	Municipal Facilities	Street Light	28.00	4.00	8.25	0.00	0.00
Total			36.85	82.79	93.79	86.13	201.52
Grand Total			501.07				

Source: SAPI Team

5.1.1 Change of Subproject

There has been cancellation of a subproject in Comilla: “CGP/CoCC-8, Improvement of Museum road (Kotbari road to University), road by Base Course, Bituminous Carpeting, (Ch.00 +00 to 04+300m) Ward no-24” because it was decided that this road will be improved by GOB funding separately. Similarly, CGP/ChCC-5 was canceled because it was decided to be implemented by CC’s own fund. The unused budget (original estimate amount is 3.1 Crore BDT for CGP/CoCC-8 and 8.6 Crore BDT for CGP/ChCC-5 respectively) for this will be used towards other subprojects of Batch 1 or Batch 2.

5.1.2 Detail Design and Cost Estimate

The SAPI team has mobilized one senior engineer in the Dhaka office and one junior engineer at each CC from the beginning of SAPI. With the support of the SAPI team, the CC has conducted necessary survey works including topographic and bathymetric surveys as well as soil investigation works through their own funds. Based on the survey and investigation result, the CC prepared the detailed design drawings and cost estimate for each subproject, and sends that information to the SAPI team as well as PCO for their review and verification.

5.1.3 Approval of Subproject by PCO

PCO has made numerous comments on the documents prepared by CC with special emphasis on the quality assurance. For example, brick chip were often used as aggregate for mixing the concrete, but due to the concern of sustainability and strength of concrete structure, PCO did not accept it and instructed to all the CCs not to use brick chips. It was made clear by PCO that the aggregate for the concrete must be stone instead of brick chips.

Once the subproject is approved by PCO/PD, the CC proceeded to the preparation of an Annual Procurement Plan (APP) followed by tender documents. As soon as the tender document is approved by PCO/PD and HOPE, CC announces tender through e-GP.

5.2 Progress of Tendering

As of 1st June 2015, tender progress and status are as summarized in below.

Table 5-3: Tender Status of Batch 1 Subprojects

CC	Subproject No.	Tender Status				
		Subproject Approval	APP Approval Date	Tender Floating Date	Tender Closing Date	Contract Awarded Date
NCC	NCC 1-1	Yes	06/01/2015	18/01/2015	18/02/2015	Retender
	NCC 1-2	Yes	06/01/2015	18/01/2015	18/02/2015	19/04/2015
	NCC 1-3	Yes	06/01/2015	18/01/2015	18/02/2015	19/04/2015
CoCC	CoCC 1-1	Yes	30/04/2015	20/05/2015	23/06/2015	-
	CoCC 1-2	Yes	25/02/2015	12/03/2015	13/04/2015	-
	CoCC 1-3	Yes	25/02/2015	12/03/2015	13/04/2015	-
	CoCC 1-4	Yes	19/01/2015	28/01/2015	26/02/2015	07/05/2015
	CoCC 1-5	Yes	30/04/2015	20/05/2015	23/06/2015	-
	CoCC 1-6	Yes	08/02/2015	25/02/2015	23/03/2015	-
	CoCC 1-7	Yes	19/01/2015	28/01/2015	26/02/2015	31/03/2015
	CoCC 1-8	Cancel				
	CoCC 1-9	Yes	19/01/15	28/01/2015	26/02/2015	19/04/2015
RpCC	RpCC 1-1	Yes	19/01/2015	04/01/2015	04/02/2015	12/05/2015
	RpCC 1-2	Yes	19/01/2015	04/01/2015	04/02/2015	-
	RpCC 1-3	Yes	30/04/2015	26/05/2015	29/06/2015	-
	RpCC 1-4	Yes	30/04/2015	26/05/2015	29/06/2015	-
	RpCC 1-5	Yes	30/04/2015	26/05/2015	29/06/2015	-
	RpCC 1-6	Yes	30/04/2015	26/05/2015	29/06/2015	-
	RpCC 1-7	Yes	12/04/2015	19/05/2015	22/06/2015	-
	RpCC 1-8	Under preparation	-	-	-	-
	RpCC 1-9	Under preparation	-	-	-	-
	RpCC 1-10	Yes	19/05/2015	-	-	-
	RpCC 1-11	Under preparation	-	-	-	-
	RpCC 1-12	Under preparation	-	-	-	-
	RpCC 1-13	Under preparation	-	-	-	-
	RpCC 1-14	Yes	19/05/2015	-	-	-
	RpCC 1-15	Yes	19/05/2015	-	-	-
	RpCC 1-16	Under preparation	-	-	-	-
	RpCC 1-17	Yes	19/05/2015	-	-	-
	RpCC 1-18	Yes	12/04/2015	19/05/2015	22/06/2015	-

CC	Subproject No.	Tender Status				
		Subproject Approval	APP Approval Date	Tender Floating Date	Tender Closing Date	Contract Awarded Date
GCC	GCC 1-1	Under preparation	-	-	-	-
	GCC 1-2	Yes	25/02/2015	11/03/2015	20/04/2015	-
	GCC 1-3	Under preparation	-	-	-	-
	GCC 1-4	Under preparation	-	-	-	-
	GCC 1-5	Under preparation	-	-	-	-
	GCC 1-6	Under preparation	-	-	-	-
	GCC 1-7	Yes	25/02/2015	11/03/2015	20/04/2015	-
	GCC 1-8	Yes	25/02/2015	11/03/2015	20/04/2015	-
	GCC 1-9	Yes	25/02/2015	11/03/2015	20/04/2015	-
ChCC	ChCC 1-1	Under preparation	-	-	-	-
	ChCC 1-2	Under preparation	-	-	-	-
	ChCC 1-3	Yes	-	-	-	-
	ChCC 1-4	Yes	-	-	-	-
	ChCC 1-5	Cancel	-	-	-	-
	ChCC 1-6	Yes	-	-	-	-
	ChCC 1-7	Yes	12/03/2015	-	-	-
	ChCC 1-8	Yes	12/03/2015	-	-	-
	ChCC 1-9	Yes	-	-	-	-
	ChCC 1-10	Yes	-	-	-	-
	ChCC 1-11	Yes	12/03/2015	-	-	-
	ChCC 1-12	Yes	12/03/2015	-	-	-
	ChCC 1-13	Yes	12/03/2015	-	-	-
	ChCC 1-14	Under preparation	-	-	-	-
	ChCC 1-15	Under preparation	-	-	-	-
	ChCC 1-16	Under preparation	-	-	-	-
	ChCC 1-17	Under preparation	-	-	-	-
	ChCC 1-18	Under preparation	-	-	-	-

Source: SAPI Team

5.3 Progress of Construction Works

(1) Awarded Contracts

As of 01 June 2015, physical works have commenced in NCC and CoCC. In NCC, 2 packages have been awarded Contract, which are both streetlight projects. It is now under the material procurement stage. In CoCC, an inauguration ceremony for road improvement works was conducted with the attendance of the Mayor and the works are ongoing. Some photos are shown below.



Inauguration ceremony



Signboard of the project



Laying of brick sub-base



Water spraying for brick sub-base



Compaction of brick sub-base



Concrete casting for box culvert

Source: SAPI Team

(2) Master Schedule of Subprojects

The SAPI team has requested each CC to submit the master schedule indicating tentative schedule of each subproject which will be used in the monthly progress meeting at the CC level to discuss and confirm the progress of works. It shall be updated from time to time and will be included in the monthly/quarterly report from CC to PCO. The submitted master schedule of each CC is shown below.

Table 5-4: Master Schedule of NCC

Proj. No	Sector	Component	Duration (Month)	Amount (Crore BDT)	Plan/ Actual	2015												2016											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
NARAYANGANJ CITY CORPORATION																													
NCC 1-1	Transport	Road Improvement	12	9.88	Plan																								
					Actual																								
NCC 1-2	Municipal Facilities	Street light	12	8.88	Plan																								
					Actual																								
NCC 1-3	Municipal Facilities	Street light	12	8.88	Plan																								
					Actual																								

Source: NCC

Table 5-5: Master Schedule of GCC

Proj. No	Sector	Component	Duration (Month)	Amount (Crore BDT)	Plan/ Actual	2015												2016											
						Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19					
GCC 1-1	Transport	Road improvement	12	15.75	Plan																								
					Actual																								
GCC 1-2	Transport	Road improvement	10	5.18	Plan																								
					Actual																								
GCC 1-3	Transport	Road improvement	13	12.17	Plan																								
					Actual																								
GCC 1-4	Transport	Road side drain	11	10.73	Plan																								
					Actual																								
GCC 1-5	Transport	Road improvement	14	23.87	Plan																								
					Actual																								
GCC 1-6	Drainage	Khal Improvement	8	5.36	Plan																								
					Actual																								
GCC 1-7	Transport	Road improvement	14	10.90	Plan																								
					Actual																								
GCC 1-8	Transport	Road improvement	10	5.10	Plan																								
					Actual																								
GCC 1-9	Transport	Road side drain	12	6.39	Plan																								
					Actual																								

Source: GCC

Table 5-6: Master Schedule of RpCC

Proj. No	Sector	Component	Duration (Month)	Amount (Crore BDT)	Plan/ Actual	2015												2016											
						Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21			
RpCC 1-1	Transport	Road improvement	10	3.01	Plan																								
					Actual																								
RpCC 1-2	Transport	Road improvement	11	4.71	Plan																								
					Actual																								
RpCC 1-3	Transport	Road improvement	10	5.6	Plan																								
					Actual																								
RpCC 1-4	Transport	Road improvement	11	7.36	Plan																								
					Actual																								
RpCC 1-5	Transport	Road improvement	6	2.8	Plan																								
					Actual																								
RpCC 1-6	Transport	Road improvement	8	4.75	Plan																								
					Actual																								
RpCC 1-7	Transport	Bridge/ overpass	10	1.68	Plan																								
					Actual																								
RpCC 1-8	Transport	Road side drain	12	5.18	Plan																								
					Actual																								
RpCC 1-9	Transport	Road side drain	12	6.12	Plan																								
					Actual																								
RpCC 1-10	Transport	Road side drain	12	6.32	Plan																								
					Actual																								
RpCC 1-11	Transport	Road side drain	12	6.01	Plan																								
					Actual																								
RpCC 1-12	Transport	Road side drain	12	10.52	Plan																								
					Actual																								
RpCC 1-13	Transport	Road side drain	8	5.04	Plan																								
					Actual																								
RpCC 1-14	Transport	Road side drain	6	2.84	Plan																								
					Actual																								
RpCC 1-15	Transport	Road side drain	12	7.14	Plan																								
					Actual																								
RpCC 1-16	Transport	Road side drain	11	5.48	Plan																								
					Actual																								
RpCC 1-17	Transport	Road side drain	10	4.16	Plan																								
					Actual																								
RpCC 1-18	Municipal Facilities	Street light	12	9.01	Plan																								
					Actual																								

Source: RpCC

Table 5-7: Master Schedule of CoCC

Proj. No	Sector	Component	Duration (Month)	Amount (Crore BDT)	Plan/ Actual	2015												2016											
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
COCC 1-1	Transport	Road improvement Drainage	16	11.83	Plan																								
					Actual																								
COCC 1-2	Transport	Road improvement Drainage	14	10.33	Plan																								
					Actual																								
COCC 1-3	Transport	Road improvement Drainage	17	13.34	Plan																								
					Actual																								
COCC 1-4	Transport	Road improvement Drainage	12	6.54	Plan																								
					Actual																								
COCC 1-5	Transport	Road improvement Drainage	10	8.15	Plan																								
					Actual																								
COCC 1-6	Transport	Road improvement Drainage	18	16.22	Plan																								
					Actual																								
COCC 1-7	Transport	Road improvement	13	9.08	Plan																								
					Actual																								
COCC 1-8	Transport	Road improvement	6	3.10	Plan	canceled because this will be implemented by other fund																							
					Actual	canceled because this will be implemented by other fund																							
COCC 1-9	Municipal Facilities	Street light	10	2.79	Plan																								
					Actual																								

Source: CoCC

Table 5-8: Master Schedule of ChCC

Proj. No	Sector	Component	Duration (Month)	Amount (Crore BDT)	Plan/ Actual	2015												2016												2017					
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
CHCC 1-1	Transport	Road improvement	9	4.55	Plan																														
					Actual																														
CHCC 1-2	Transport	Road improvement	18	17.85	Plan																														
					Actual																														
CHCC 1-3	Transport	Road improvement	20	21.71	Plan																														
					Actual																														
CHCC 1-4	Transport	Road improvement	12	11.75	Plan																														
					Actual																														
CHCC 1-5	Transport	Road improvement	10	8.60	Plan	canceled because this will be implemented by CC's fund																													
					Actual	canceled because this will be implemented by CC's fund																													
CHCC 1-6	Transport	Road improvement	12	8.19	Plan																														
					Actual																														
CHCC 1-7	Transport	Bridge/overpass	10	1.94	Plan																														
					Actual																														
CHCC 1-8	Transport	Bridge/overpass	10	2.14	Plan																														
					Actual																														
CHCC 1-9	Transport	Bridge/overpass	10	6.57	Plan																														
					Actual																														
CHCC 1-10	Transport	Bridge/overpass	10	4.81	Plan																														
					Actual																														
CHCC 1-11	Transport	Bridge/overpass	11	1.87	Plan																														
					Actual																														
CHCC 1-12	Transport	Bridge/overpass	11	1.90	Plan																														
					Actual																														
CHCC 1-13	Transport	Bridge/overpass	11	1.90	Plan																														
					Actual																														
CHCC 1-14	Drainage	Canal/khal improvement	18	36.77	Plan																														
					Actual																														
CHCC 1-15	Drainage	Canal/khal improvement	12	12.96	Plan																														
					Actual																														
CHCC 1-16	Drainage	Canal/khal improvement	18	24.60	Plan																														
					Actual																														
CHCC 1-17	Drainage	Canal/khal improvement	9	6.46	Plan																														
					Actual																														
CHCC 1-18	Drainage	Canal/khal improvement	12	8.85	Plan																														
					Actual																														

Source: ChCC

5.4 Risks during Implementation and Recommendation

Potential risks during subproject implementation are identified and analyzed from the experience of SAPI as the following:

(1) Insufficient Capacity of CC Engineers

Engineers in the CCs do not have much experience in LGED or international donor funded projects. Furthermore, insufficient capacity of computer skills of CC engineers should also be pointed out. Consequently, they are not habituated with proper reporting, correspondences via emails, preparing the acceptable drawings to LGED, cost estimate using LGED software etc., which could lead to a delay in project preparation and implementation.

PCO and SAPI teams have conducted several trainings including e-GP and cost estimation trainings, and further agreed to conduct computer skill trainings as soon as possible. It is also recommended that young engineers who have computer skills should be assigned at each CC to support senior experienced engineers who are usually not skilled with computers.

(2) Overlap of Subprojects with Other Projects

As was the case in the Comilla CC (subproject no. CGP/CoCC 1–8), overlapping with other GOB funded or donor funded projects might be found in other CCs too. The reason for this varies case by case such as miscommunication, mismanagement or political reasons, but a flexible response is required. In accordance with the agreement in the Minutes of Discussion (MD) between GOB and JICA, a provision is kept for replacement of subprojects as long as it can be verified with reasonable explanation and approved by PCO after designated evaluation procedure. This provision of flexibility is described in the subproject implementation guideline too. However, it requires a certain amount of time and procedure to do this because all the subprojects are identified clearly in the approved DPP. In case of subproject changes, they have to be reflected in the revised DPP.

(3) Delay due to Illegal Occupants

There are some subprojects which will involve illegal occupants. Although CCs think it is easy to remove these people and their shelters, sometimes it can cause problems. This has not yet occurred during the SAPI period, but could occur later on. It is one of the reasons to verify replacement of subproject, but at the same time, each CC should make necessary arrangement and inform these illegal settlers well in advance in order to avoid unnecessary delay of the Project.

(4) Quality of Works

PCO as well as SAPI team have expressed importance of quality of works to CC officers in seminars and workshops etc. Especially for Batch 1 subprojects which are basically to be designed and supervised by CC engineers without support from GII Consultants, special attention must be paid in order to ensure the quality. In particular, it is important to conduct the material tests at a certified laboratory as it has already been instructed by PCO to CCs. If unsuitable materials are used in the construction works such as bricks in the concrete structures or concrete with less strength, the infrastructure will not be sustainable. CC engineers must have motivation towards good quality of works and strictly supervise to construct infrastructure in accordance with the design drawings and specifications. It is recommended that during the project implementation, trainings/workshops on quality management are to be conducted from time to time to reinforce this thinking.

(5) Delay from Adopting E-GP

As pointed out in (1) above, it was found that CC's capacity in computer skills is not up to the required standard and in addition, they have no previous experience in procuring works through the e-GP system. Also, as it was pointed out by the PCO that the e-GP system itself is incomplete. Therefore, it is likely that performing tendering through the e-GP will cause delays.

In order to avoid significant delays due to the above, the PCO agreed to keep the option of doing offline tenders (paper based). Therefore, if significant delay in the procurement process is observed and PCO agrees, CC can resume the process of tendering via offline method.

(6) Delay in Assigning PCO Staff

As of May 2015, members of PCO staff are not fully deployed (outsourced staff as well as LGED officers). On the other hand, GII consultant team is expected to commence their services by end of July or early August 2015. Lack of proper and sufficient number of PCO staff would cause difficulties in implementing the Project smoothly. It is recommended that PCO and LGED should make necessary actions to expedite the process of appointing the officers and procuring the outsourced staff at their earliest.

6. Implementation of ICGIAP

(1) Implementation Schedule

The SAPI team has formulated the implementation schedule for ICGIAP up to the 1st performance review which is in June 2016. The PIU of each CC will make a plan and implement the ICGIAP activities, and the GICD team will facilitate the activities and monitor the progress based on the schedule (attached as Annex-2). The SAPI team also produced the quarterly based implementation schedule format for the Governance Task Team in each CC (see Annex-3). The Governance TT will make a detailed schedule for each activity and share it with GICD for monitoring purposes.

(2) Monitoring Format

The SAPI team prepared the monitoring format for ICGIAP implementation. As shown in Annex-4, it is designed as a quarterly progress report. It indicates specific tasks for each activity. Each task is evaluated based on values such as date, number and status of completion depending on the nature of the task. This report format shows whether activities are being implemented in a timely manner based on yearly and quarterly implementation plans.

6.1 Progress of ICGIAP Implementation

Facilitation of ICGIAP activities started immediately after the preparation of the draft ICGIAP guidelines. The guidelines for “Administrative Reform” and “Citizen’s Awareness and participation” were explained in workshops held at CCs during field visits in November and December. There were difficulties in conducting the workshops due to political unrest since the beginning of 2015; however, most of the committees which will be responsible for conducting ICGIAP activities have already been formed through field visits of SAPI team. Formulation of the rest of the committees which may need intensive facilitation such as CDCC, CSCC and WLCC will take place in May and June in 2015.

Present status, possible risk and solutions of each activity in ICGIAP are described in the following sections. The SAPI team held discussions on revision of ICGIAP with PIU members during field level facilitation. Some of the points to be revised in ICGIAP are also described in “Risk” and “Solutions”.

6.1.1 Activities in Transparency Field

(1) Improvement of Openness and Information Dissemination

No.	Activity	Present Status	Risks	Solution
1.1	Activities for e-governance initiated	<ul style="list-style-type: none"> Guidelines delivered Basic computer training is planned, and will be conducted from May to June 2015 in each CC 	Development of an Integrated Financial Management System (IFMS) with Information Management System may be delayed due to lack of coordination with relevant projects supported by other donors.	The GICD team should expedite coordination with relevant projects to avoid contradiction in information management software that is expected to be installed in CC from different projects.
1.2	Mass Communication Cell (MCC) established	<ul style="list-style-type: none"> Guidelines delivered Established in all CCs, but not well equipped with necessary facilities 	<p>CC may not be able to equip MCC with sufficient facilities to initiate e-governance.]</p> <p>CC may not be able to assign appropriate number of staff for MCC</p> <p>CC may not be able to secure space for MCC</p>	<p>GICD should ensure that CCs install IT related equipment such as PC and printer provided by the Project in MCC.</p> <p>All CCs agreed with assigning staff in MCC (RpCC has already hired one IT expert who manages MCC).</p> <p>SAPI ensured workspace for MCC in each CC</p>
1.3	City Information Service Center	<ul style="list-style-type: none"> Guidelines delivered All CCs except for ChCC has already established in different name 	Same as above	Same as above
1.4	Meet with Mass Public of City Corporation	<ul style="list-style-type: none"> Guidelines delivered 	Lack of budget for mass public meeting	SAPI team requested to earmark budget for the activity

6.1.2 Activities in Accountability Field

(2) Administrative Reform

No.	Activity	Present Status	Risks	Solution
2.1	City Development Coordination Committee (CDCC) established	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	Representatives of National Agencies may not participate in CDCC	GICD should hold discussion on this issue in W/G and S/C, and request relevant ministries to commission their district department office to participate in CDCC.
2.2	Administrative Reform Committee (ARC) established	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted ARC formulated 	Institutional difficulty in achieving reform plan	GICD team should coordinate with relevant departments in facilitating the reform plan, especially through Governance Working Group
2.3	Vision and mission set in each department	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	CCs proposed to delete 2 nd performance review for this activity because two years is too short to revise vision and mission	GICD will propose to delete 2 nd performance review for this activity in W/G and S/C
2.4	Capacity Development Unit (CDU) established, and training program formulated	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted CDU formulated 	<ol style="list-style-type: none"> Lack of budget CC proposed that Secretary can be head of CDU because human resource is usually managed by Secretary. 	<ol style="list-style-type: none"> SAPI requested CCs to earmark budget for training program GICD should propose to assign Secretary as head of CDU.
2.5	Job description revised	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	CCs proposed to delete 2 nd performance review for this activity because two years is too short to revise job description	GICD will propose to delete 2 nd performance review for this activity in W/G and S/C
2.6	Initiate Kaizen activity	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	There is a risk that no official will take responsibility to initiate Kaizen activity	CC should agree to formulating Work Improvement Team (WIT) in each department and assigning one official as leader of WIT
2.7	Comprehensive Planning Unit (CPU) established	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	-	-

No.	Activity	Present Status	Risks	Solution
2.8	Activate Standing Committee	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	<p>a. TOR for standing committee is not revised for CC (they use TOR for Paurashava)</p> <p>b. There may be institutional barrier to assign official in Standing Committee</p>	<p>a. Apply TOR of Paurashava version, but GICD should facilitate to revise them in W/G and S/C</p> <p>b. Since ChCC has already assigned one official for each standing committee to support their activity, it is confirmed that there is no problem with assigning officials in other CCs. However, GICD should propose W/G and S/C to issue office order to authorize it.</p>
2.9	Annual Administrative Report prepared and published	<ul style="list-style-type: none"> Guidelines delivered and workshop for CC officials conducted 	-	-

(3) Tax Reform

No.	Activity	Present Status	Risks	Solution
3.1	Improve capacity/efficiency of tax assessment	<ul style="list-style-type: none"> Guidelines delivered 	Approval for a manpower increase plan by the central government will be delayed.	Facilitate coordination among relevant organizations.
3.2	Interim tax assessment carried out throughout the year and collection increased	<ul style="list-style-type: none"> Guidelines delivered 	-	-
3.3	Re-identification of source of tax	<ul style="list-style-type: none"> Guidelines delivered 	-	-

(4) Financial Reform

No.	Activity	Present Status	Risks	Solution
4.1	Introduce “financially independent accounting system” in water supply and waste management sector	<ul style="list-style-type: none"> Guidelines delivered CoCC opened accounts 	CCs don’t have experience for introducing such a system.	GICD, in cooperation with TCP, supports CCs to establish system.
4.2	Diversify earnings from businesses operated by CC	<ul style="list-style-type: none"> Guidelines delivered 	Lack of opportunities for new businesses	GICD supports CCs to elaborate business plan
4.3	Establish an integrated computer system	<ul style="list-style-type: none"> Guidelines delivered Bidding document for system development prepared Coordination with relevant projects is ongoing 	Schedule of system development hampered due to miscommunication or lack of coordination with relevant projects	GICD team should assist PCO to coordinate with relevant projects in terms of preparation of necessary documents
4.4	Financial statements prepared, and internal audit department to carry out audit within 3 months after closure of fiscal year	<ul style="list-style-type: none"> Guidelines delivered 	-	-
4.5	Non-tax own revenue source increased at least by inflation rate each year	<ul style="list-style-type: none"> Guideline delivered 	-	-
4.6	All due debts to GOB and other entities fully repaid according to the schedule	<ul style="list-style-type: none"> Guideline delivered 	-	-
4.7	Outstanding bills older than 3 months, including i) electricity, and ii) telephone, paid on time	<ul style="list-style-type: none"> Guidelines delivered 	-	-
4.8	Budget proposed is compared with the budget and actual outlay in the previous year, displayed at the CC office	<ul style="list-style-type: none"> Guidelines delivered 	-	-

6.1.3 Activities in Participation Field

(5) Citizen's Awareness and Participation

No.	Activity	Present Status	Risks	Solution
5.1	Establish a Civil Society Coordination Committee (CSCC) and make it functional	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	CSCC will become too large of a committee if it includes all councilors, and it will not be functional	<p>CC proposed to include only representatives of each standing committee (which are councilors) or only three panel mayors.</p> <p>GICD to raise this issue in W/G and S/C, and request them to make necessary decision.</p>
5.2	Establish a Ward Level Coordination Committee (WLCC) and make it functional	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	There may be some councilors who are reluctant or refuse to formulate or operate WLCC due to political or personal reasons.	In order to create an incentive to hold WLCC meeting, GICD should elaborate a linkage between fund allocation in CCIDP and performance of WLCC.
5.3	Integration of community and formation of Community Group (GC)	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	-	-
5.4	Gender Action Plan (GAP) prepared	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	-	-
5.5	Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	-	-
5.6	Revision of Citizen Charter	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	-	-
5.7	Citizen Report Card (CRC) prepared, approved and implemented by CSCC	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	-	-
5.8	Grievance-Redress Cell (GRC) established with revised terms of reference and functional	<ul style="list-style-type: none"> Guidelines delivered, and workshop for CC officials conducted 	-	-

6.1.4 Activities in Predictability Field

(6) Urban Planning and Environmental Improvement

No.	Activity	Present Status	Risks	Solution
6.1	Initiate / update master plan	<ul style="list-style-type: none"> Guidelines delivered 	CCs do not have ideal number of officers and staff. Town planners do not have enough capacity to initiate or update master plan	GICD team should support Town Planners during project implementation and develop their capacity by the time the project ends, but CCs must employ enough manpower immediately after the approval of a new organogram.
6.2	Development control implementation	<ul style="list-style-type: none"> Guidelines delivered 	a. Lack of manpower b. In CCs where there are urban planning authorities such as RAJUK and CDA, CCs do not have practical power to exercise development control.	a. Law Enforcement Unit (LEU) may assist town planner to take legal action against illegal building. b. CCs under RUJUK and CDA may find a way in which CC can collaborate in development control with those authorities such as inspection, monitoring and reporting of illegal buildings.
6.3	Practical use of City Corporation Infrastructure Development Plan (CCIDP)	<ul style="list-style-type: none"> Guidelines delivered 	Formulation process of CCIDP is complicated so CC officials and councilors may not be able to understand	GICD will provide intensive training on CCIDP for relevant officials and councilors from time to time. Contents and procedure of CCIDP will be elaborated and revised through urban seminars held by PCO
6.4	Establish O&M action plan	<ul style="list-style-type: none"> Guidelines delivered 	Lack of technical and work capacity in development of asset inventory and medium-term financial assessment	Governance T/A project will assist in financial planning by using data.
6.5	Environmental Conservation Act and Environment Framework	<ul style="list-style-type: none"> Guidelines delivered 	CCs do not have any environment department / specialists.	GICD should provide training on environmental conservation and framework for existing engineers to enable them to take proper measure for environmental conservation. ARC may discuss function of environment conservation in CC and

No.	Activity	Present Status	Risks	Solution
				propose possibility of coordination or delegation of functions of Department of Environment.
6.6	Sanitation situation	<ul style="list-style-type: none"> Guidelines delivered 	Lack of budget	SAPI requested CCs to earmark budget for improvement of sanitary situation such as establishment of public toilets.
6.7	Solid Waste Management	<ul style="list-style-type: none"> Guidelines delivered 		

(7) Coordination System for Law Enforcement

No.	Activity	Present Status	Risks	Solution
7.1	Awareness campaign for Rule of Law	<ul style="list-style-type: none"> Guidelines delivered 	Law officer is not assigned except for GCC and ChCC	Secretary takes responsibility for law related activities until law officers are assigned
7.2	Law Enforcement Unit (LEU) established	<ul style="list-style-type: none"> Guidelines delivered 	Magistrate and Law officer are not assigned except for GCC and ChCC	Same as above
7.3	Capacity development for Standing Committee for Law and Disciplines implemented	<ul style="list-style-type: none"> Guidelines delivered 	There is no standing committee for Law and Discipline	GICD assists CCs to form the standing committee

7. Orientations and Workshops

7.1 Kick-off Orientation Workshop

The Launching Workshop of ICGP was held on 23 November 2014 at LGED with the addresses of mayors of target CCs, Minister for Planning (Vice-Chairman of the Planning Commission), Ambassador of Japan to Bangladesh, Chief Representative of JICA Bangladesh office and various participants including other donor agencies. The total participants were as many as 389.

Through the workshop, the SAPI team helped various stakeholders understood the outline and objectives of ICGP. Staff from the CCs were motivated most by listening to the speeches of mayors.

After the kick-off orientation, LGED and mayors of CCs sang the “Implementation Agreement” of ICGP and it was confirmed that the target CC would actually implement the project and tackle the ICGIAP and infrastructure subprojects with the support of PCO.

The minutes of the kick-off workshop is attached as Annex-5.

7.2 Orientation Workshops

The SAPI team conducted orientation workshops at each City Corporation on the following dates.

Table 7-1: Schedule of Orientation Workshops in CCs

No.	CCs	Date
1	GCC	4 September 2014
2	RpCC	6 September 2014
3	ChCC	24 September 2014
4	CoCC	15 November 2014
5	NCC	20 December 2014

Source: SAPI Team

PIU members, councilors and representatives of citizens attended the workshops. The outline, procedures and other issues/points to be noted related to the project implementation were explained by the SAPI team and open discussion was conducted. In particular, key points of ICGIAP were explained in the workshops in order to discuss with City Corporation officers if any changes or modifications would be required. The photos of workshops are shown below.



Orientation Workshop in Gazipur CC



Orientation Workshop in Gazipur CC

Figure 7-1: Photos of the Orientation Workshops in City Corporations (1)



Orientation Workshop in Rangpur CC



Orientation Workshop in Rangpur CC



Orientation Workshop in Chittagong CC



Orientation Workshop in Chittagong CC



Orientation Workshop in Comilla CC



Orientation Workshop in Comilla CC



Orientation Workshop in Narayanganj CC



Orientation Workshop in Narayanganj CC

Figure 7-2: Photos of the Orientation Workshops in City Corporations (2)

7.3 Review Workshops

Interim workshops were organized two times to review the guidelines, share information and exchange opinions among stakeholders of ICGP.

(1) 1st Interim Review Workshop

The 1st interim workshop was held on 23 November 2014 at the LGED Conference Room and major members of PIU of each CC attended. The main points of 5 of the guidelines, namely Operation Guideline, ICGIAP implementation guideline, Infrastructure Development Plan of City Corporation (IDPCC) guideline, subproject implementation guideline and operation and maintenance guideline were presented by the SAPI team. A question and answer session followed and open discussion were organized.

Through the workshop, stakeholders in each CC deepened the understanding of the guidelines and with the feedback, LGED and SAPI team reconsidered the contents of the guidelines and made revisions to finalize the drafts. The minutes of the 1st review workshop is attached as Annex-6.

(2) 2nd Interim Review Workshop (Final Workshop)

After finalizing the draft guidelines, the 2nd review (final) workshop was held at LGED Conference Room on 6 May 2015. As well as the chief guests including Senior Representative of JICA Bangladesh office and Chief Engineer of LGED, CEOs and administrative staff of each CC, PDs of urban development in LGED also participated in the workshop. After each presentation on final drafts of guidelines and demonstration of 3D applied to urban planning, the workshop chair opened discussion to the floor. In the discussion, as well as administrative questions, many participants requested further support for executing development consistently from master planning, to detailed plan and to actual construction works.

The minutes of the 2nd review workshop (Final workshop) is attached as Annex-7. Some photos of the Final workshop are shown below:



Guests in the High Table



Speech by Chief Engineer, LGED



Presentation by Team Leader, SAPI



Open discussion

Figure 7-3: Photos of the Final Workshop

8. Trainings

8.1 Procurement Trainings including Anti-Corruption

The SAPI team has facilitated 2 procurement trainings including anti-corruption, in July and December 2014.

(1) First Procurement Training

In the first procurement training targeting CC officers held on 10 July 2014 in LGED HQ building, the SAPI team explained about the Procurement Rules of Bangladesh (Public Procurement Act 2006 and Bangladesh Public Procurement Rules 2008), guideline for Procurement under Japanese ODA Loans and e-Governance Procurement method. In addition the training also covered information regarding Approving Authorities by contract amount, eligibility of contractors and requirement for JICA's review in procurement process of contractors. Corrupt or fraudulent practices and confidentiality issue were also explained.

As part of the training, a presentation by the procurement unit of LGED on e-GP procurement was made. Basic information, function and procedure of e-GP procurement were explained.

Lastly, an action plan for anti-corruption was presented and lessons learned through actual corruption cases in other Japanese ODA Loan projects were explained. In addition, measures to prevent such incident as well as method of monitoring were presented.



Figure 8-1: Photos of the First Procurement Seminar

(2) Second Procurement Training

The second procurement training focused on practical use of e-GP system. CC officers/engineers who will be uploading documents on e-GP system and processing the tender procedures attended the 4 day training and learned how to use the e-GP system through firsthand experience using computers. During the training, importance of anti-corruption was elaborated once again, and the anti-corruption hotline was also introduced.

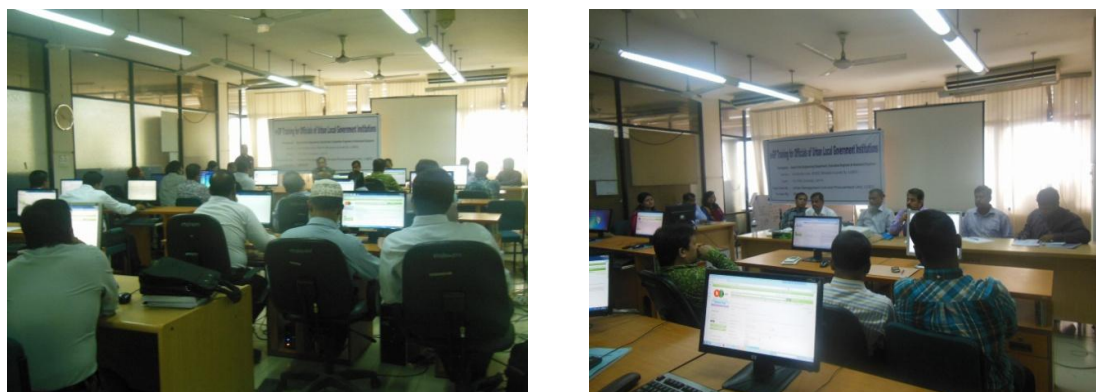


Figure 8-2: Photos of the Second Procurement Seminar

8.2 Trainings on Cost Estimate by LGED Software

The training on cost estimate for infrastructure subprojects was conducted on 09 December 2014. In the training, CC engineers learned the Rate Schedule Estimate Preparation Software (RSEPS) and Earth Volume Calculation Software (EVCS) of LGED from the Deputy Project Director (DPD) of PCO.

In addition, the checklist for subproject approval was explained. This mainly included required quality, specification as well as items to be included in the Bills of Quantities as part of the tender document. The checklist was then given to CC engineers.

8.3 Support on Preparation of Training Plan

ICGP is going to provide various capacity development trainings and sessions related to ICGIAP with stakeholders of target CCs of ICGP. Therefore, the SAPI team supported LGED to formulate training plans and a monitoring system on the progress of these training implementations.

8.3.1 Workshops and Trainings Conducted by SAPI

Due to the delay of budget allocation towards training and political unrest from January to mid-April in 2015, the SAPI team could not fully assist PCO to conduct trainings as scheduled during SAPI period. The workshop and trainings that were conducted during SAPI are described in the Table below:

Table 8-1: Workshops and Trainings Conducted by SAPI

No.	Workshop/Trainings	Date/Duration	Participants
1.	Workshop for operation of City Development Coordination Committee	Nov. 2014	Governance TT members
2.	Workshop on Administrative Reform Plan	Nov. 2014	Governance TT members
3.	Workshop on Administrative Reform Plan and Decentralization	Nov. 2014	Governance TT members
4.	Workshop for formulation and operation of capacity development program	Nov. 2014	Governance TT members
5.	Concept and implementation of Kaizen	May–June 2015	Officer from each Dept.
6.	Workshop on formation and operation of Comprehensive Planning Unit	Nov. 2014	Governance TT members

No.	Workshop/Trainings	Date/Duration	Participants
7.	Workshop on formation and operation of CSCC	Dec. 2014 May 2015 (formation)	Governance TT members CSCC members
8.	Workshop on formation and operation of WLCCs	Dec. 2014 May 2015 (formation)	Governance TT members CSCC members
9.	Concept and contents of ICGIAP	23 Nov. 2014 (in Kick-off Seminar)	PIU members
10.	Concept and contents of ARP	23 Nov. 2014 (in Kick-off Seminar)	PIU members
11.	Basic computer training	May–June 2015	15 officers from different dept. in each CC

Source: SAPI team

The concept and contents of ICGIAP and ARP were explained in the Kick-off meeting organized by SAPI on 23 November 2014. Workshops except for “Kaizen training” and “Basic computer training” were organized and conducted by the SAPI team at the CC level. “Kaizen training” will be outsourced to BPATC. The officials of BPATC who were well trained and have enough experiences in Kaizen will conduct the training workshop. “Basic computer training” is outsourced to local training providers that have offices in respective CCs so that it is easy for CCs to receive further assistance from training provider whenever needs arise.

The SAPI team revised budget and rough schedule of training activities are attached in Annex-8.

8.3.2 Training in Japan

Oversees training in Japan is planned 7 times during the project period as one of the subcomponents of governance improvement support, considering the views of Bangladesh side that they would like to utilize the experience and know-how of Japanese cities as role model for their development.

The SAPI team gathered information for adding up the necessary expenses and explained possible arrangements of Japanese cities to PCO and got consensus that the effectiveness of the training will be enhanced by one contact firm/person when arranging the training schedule. It was concluded that the using part of GII consulting service was the most realistic way to select the agent for the training arrangements with Japanese cities. The PCO decided to start actual arrangements after GII consultants commence their work as the training needs further detailed planning.

Result of cost estimate for Training in Japan is shown in Annex-9.

8.3.3 Overall Training Plan

The overall training plan, which was formulated with the support of the SAPI team, is attached as Annex-10.

9. Coordination between ICGP and MGSP

As explained in Chapter 2, MGSP by the WB targets 3 common CCs as ICGP, namely Narayanganj, Rangpur and Comilla. In order to avoid unnecessary overlap and double tasks which will be a burden for CCs, necessary coordination was made between the Project Directors of both projects and ICGP-SAPI team as well as higher officials of LGED. It was understood and confirmed that members of necessary implementation units such as PIU, Task teams of both infrastructure and governance consists of almost the same members, and 13 triggers in ICGIAP covers all the 10 indicators of MGSP.

However, the detail guidelines for implementation of MGSP will be prepared after their Governance Improvement and Capacity Development (GICD) consultants are deployed, which is scheduled in July 2015. Nevertheless during the meetings with the PD of MGSP on 31 May and with the task manager of the World Bank on 01 June, both sides confirmed the issues/items to be coordinated and agreed with the basic resolutions. Details will be further discussed after both Consultants are deployed around July 2015. The result is summarized in Table 9-1 and Table 9-2. These issues have been explained to the 3 CCs during the visit of SAPI team in June, 2015.

Table 9-1: Summary of Items to be Coordinated between ICGP and MGSP

No	ICGP	MGSP (NCC, CoCC, RpCC)	Remarks and Resolutions
1	<p>Member of PIU</p> <ol style="list-style-type: none"> 1. Mayor 2. Female councilor nominated by Mayor (Standing committee member) 3. Councilor nominated by Mayor (Male Standing committee member) 4. Head of Engineering Department 5. Chief Accounts officer 6. Chief Revenue officer 7. Health officer 8. Town planner 9. Social welfare and slum development officer 10. Conservancy officer 11. Secretary 12. CEO <p>Responsible for:</p> <ol style="list-style-type: none"> a) preparing detail annual work plan and progress report to PCO b) verifying the progress of construction works c) monitoring the ICGIAP d) initiating the ARP activities 	<p>PIU</p> <ol style="list-style-type: none"> 1. headed by the ULB Mayor 2. Mayor will be assisted by a Chief Executive Officer (CEO) 3. Secretary 4. Head of Engineering in project implementation <p>Responsible for:</p> <ol style="list-style-type: none"> a) Sustainable capacity improvement of ULBs after project conclusion. b) Prepare the Five Year Capital Investment Plan, including sub-project plans, and ensure that sufficient number of sub-projects have been prepared for implementation in the first year of the project 	<ul style="list-style-type: none"> ➤ Both PIUs of ICGP and MGSP are headed by the Mayor ➤ All members are almost the same ➤ Almost the same role and responsibility <p>Resolution</p> <p>It is not a problem if the same PIU would be implementing both Projects</p>
2	<p>Member of Task Team Infra (TTI)</p> <ol style="list-style-type: none"> 1. Head of Engineering Department 2. Zonal Head of Engineering Section (All zone) 3. Architect 4. Town planner 5. Account Officer 6. Head of Conservancy Section 7. Executive Engineer/Superintending Engineer (Nominated by Mayor) <p>The member of O&M group includes all members of TTI and additionally the Heads of Electrical,</p>	<p>Infrastructure Improvement Sections (IIS)</p> <ol style="list-style-type: none"> 1. Headed by Head of the Engineering Unit 	<ul style="list-style-type: none"> ➤ The names are different: TTI and IIS ➤ Both are headed by the Head of Engineering Unit ➤ Almost the same role and responsibility <p>Resolution</p> <p>Different names (TTI and IIS) will be used but common members will hold meeting of both TTI and IIS.</p>

No	ICGP	MGSP (NCC, CoCC, RpCC)	Remarks and Resolutions
	Mechanical and Water sections. The task is to prepare and manage the O&M Action Plan and activities written in the plan.		
3	Member of Task Team Governance (TTG) 1. CEO 2. Head Engineering Department 3. Medical Officer 4. Town Planner 5. Accounts officer 6. Social Welfare and Slum Development Officer 7. Administrative officer 8. Tax Collector 9. Conservancy Officer 10. Tax Assessor 11. Secretary	Governance and performance improvement Sections (GPIS) 1. Headed by the CEO/Secretary	<ul style="list-style-type: none"> ➤ The names are different: TTG and GPIS ➤ Both should be headed by the CEO (not secretary) <p>Resolution Different name (TTG and GPIS) will be used but common members will hold meeting of TTG and GPIS.</p> <p>CEO will be the head of both teams</p>
4	Member of TOC (PE is Superintendant Engineer) 1. Chairperson: Executive Engineer of CC or Assistant Engineer of CC 2. Member secretary: Assistant Engineer (civil) of CC	Member of TOC 1. Executive Engineer, Concern CC's 2. Asst. Engineer, Concern CC's	There is no issue.
5	Member of TEC (PE is Superintendant Engineer) 1. Chairperson: Chief Engineer / Superintending Engineer of CC 2. Member secretary: Executive Engineer of CC 3. Member: LGED officer in District Office (Not below senior assistant engineer)	Member of TEC 1. Chief Engineer/Superintending Engineer Concern CC's 2. Design supervision and management (DSM) Consultant (1 person) 3. Executive Engineer, Concern CC's	There is no issue.
6	Performance Review 1 st PR: End of 2nd year (June 2016) 2 nd PR: End of 4 th year (June 2018) Progress Monitoring will be conducted tentatively at every 3 months, and if any CC achieves the triggers, they are considered as "Passed the PR" and can proceed with Batch 2 subproject.	Performance Review The performance evaluation system will be reviewed during mid-term for any further refinement (By the end of FY 2015: June 2016) For each performance indicator, either the ULB achieves a pass (and obtains a score of 1) or a failure (and obtains a score of 0). An aggregate score will be established for each ULB, with a maximum possible score of 10. ULBs that score less than 5 (the lowest	Timing of PR is the same, so there is no issue.

No	ICGP	MGSP (NCC, CoCC, RpCC)	Remarks and Resolutions
		band) will be considered to have failed the performance assessment process in that fiscal year and thus, will not receive the equivalent of their annual performance based allocation.	
7	<p>ICGIAP trigger</p> <p>There are 42 activities in ICGIAP including 13 activities identified as the “triggers” which will be evaluated in the PR.</p>	<p>MGSP Indicator</p> <p>There are 10 indicators which will be evaluated to receive the performance-based allocation. The allocation will be provided over four years, starting in the 3rd year (FY2016)</p>	<ul style="list-style-type: none"> ➤ All 10 indicators of MGSP can be covered by ICGIAP ➤ Detailed criteria can be incorporated in the ICGIAP guideline ➤ The ICGIAP guideline for relevant activities will be forwarded to MGSP before finalization ➤ ICGP will try to ensure that CCs pass the PR by the end of FY2015 ➤ Detail comparison is summarized in the attached matrix. <p>Resolution See Table 9-2.</p>

Table 9-2: Comparison of ICGP Triggers and MGSP Indicators

No.	ICGP	No.	MGSP	Remarks and Resolution (tentative)
6.3	Practical use of Infrastructure Development Plan of City Corporation (IDPCC)	1	Capital Investment Plan (CIP) prepared, consultations performed with TLCC and WLCC, adopted by council, and available to public	IDP and CIP should be integrated. ICGP shared the guideline of IDPCC, and MGSP integrate the concept and procedure of IDPCC in CIP. If any critical issues arise, both projects will hold meeting to make necessary adjustment.
6.4	Establishment of O&M action plan	2	Annual O&M plan, including budget requirement, adopted by council, and available to public	Same as above
5.1 5.2	Establishment of CSCC and WLCC	3	TLCC & WLCC formed, provided with TORs, and functioning effectively (conforming to given TOR; meetings convened at least once every 3 months; meetings announced and open to the public; with active participation of women and poor ensured; recorded and minutes prepared; content shared publicly)	ICGP shared relevant guidelines with MGSP. RpCC, NCC and CoCC will formulate CSCC, WLCC and CDCC. If any technical issue arises, both projects hold meetings to settle the issues.
5.8	Grievance Redress Cell (GRC) established	4	a) Grievance Redress Cell (GRC) formed and function in conformity with the given TOR b) GRC receives and addresses complaints/ grievances	Both are the same activity, so particular coordination will not be necessary. ICGP shared relevant guidelines with MGSP.
4.8	Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	5	a) Date and location of Public Budget Hearing announced in local media at least 30 days in advance b) Pourashava budget proposal, compared with that of preceding year, is made public 15 days prior to Public Budget Hearings c) Pourashava budget proposal discussed in TLCC meetings	The tasks mentioned in the MGSP indicator are integrated in the guideline of the activity in ICGIAP.
4.1	Introduce “financially independent accounting system” in water supply and waste management sector	6	a) Computerized accounting system installed and being used; computer-generated accounting reports to be produced for Pourashava Council and made public b) Practice of computerized tax-billing system installed and being used; 100% invoices issued; and computer-generated tax-billing reports to be	The system (Integrated Financial Management System: IFMS) which is installed by ICGP is more advanced and it has necessary functions for the system planned by MGSP. Thus, MGSP does not have to install the accounting system for 3 CCs. ICGP integrates indicators of MGSP in its
4.3	Establish integrated computer system			

No.	ICGP	No.	MGSP	Remarks and Resolution (tentative)
			generated for Pourashava Council and made public	guidelines.
3.2	Interim tax assessment carried out throughout the year and collection increased	7	Property assessment carried out regularly; interim tax assessment to be carried out regularly	ICGP shared relevant guidelines. Property assessment in MGSP is integrated into guideline of Interim tax assessment in ICGIAP.
3.1	Improve capability / efficiency of tax assessment	8	Collection increased to (and retained at) minimum of 80% of invoiced tax bills	ICGP consolidate specific indicators and tasks in the guideline of ICGIAP. If target CCs find difficulty in achieving 80% as per the MGSP indicator, both projects hold meetings for further coordination.
3.3	Re-identification of source of tax	9	All Non-tax revenue sources to be identified & taken into account & increase in such revenue shall at least equal the official inflation rate	Both are the same activity, so particular coordination will not be necessary. ICGP shared relevant guidelines.
4.7	Outstanding bills older than 3 months, including 1) electricity and ii) telephone, paid in time	10	Outstanding service bills (3 months & over), especially to GOB/ service providers, to be settled & report to be sent to the PMU on compliance	Both are same activity, so particular coordination will not be necessary. ICGP share relevant guidelines.

ANNEXES

Annex-1: Detail of Latest Information of Target CCs

1. Existing Active Community Groups

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
ChCC	17	Bakolia Ward	Shurovi Somaj Kollan Somity	Mr. Samsul Islam	1670457463	Social	Medium	Under ChCC
			Nepchun Club	Mr. Touhidul Islam	1819643122	Social	Medium	Under ChCC
			Rasulbag Somaj Kollan Somity	Mr. Abu Bakkar	1720149265	Social	Medium	Under ChCC
	36	Gosaildanga	Gosaildanga Jubokgoshdi	Mr. Delowar	1938195423	Social	Medium	Under ChCC
			Bechashah Jubo Kollan Songstha	Mr. Ekramul Hoq	1813859357	Social	Medium	Under ChCC
	9	Pahartali	Shohid lain Club	Mr. Arif	1832832227	Social	Medium	Under ChCC
			Dulalabad Jubo Songo	Mr. Shovon	1551775714	Social	Medium	Under ChCC
	13	Khulshi	Progoty Club	Mr. Riad	1911937984	Social	Medium	Under ChCC
			Ogrodut Club	Mr. Rajib	1920653962	Social	Medium	Under ChCC
	39	Halishahor	Provath Songo	Mr. Jahangir	1820149782	Social	Medium	Under ChCC
Icon Multipurpose Co-operative Society			Mr. Muntasir Kader	1819314936	Social	Medium	Under ChCC	
35	Bakshirhat	WDC (Ward Development Committee)	Mr. Jashim	1819315434	Social	Medium	Under ChCC	
		PSTC	Mr. Forkan Bachhu	1819947249	Social	Medium	Under ChCC	
NCC	10	Hazaribag Jelepara CDC	Dhaleswar Cluster Committee	Selina Akhter Cashier	1671174476	Socio Economic Fund Activities	12 women members	Collaborated with CC
	10	Bagpara CDC	Dhaleswari Cluster Committee	Asma Akhter Cashier	1190186536	Socio Economic Fund Activities	12 women members	Collaborated with CC
	10	Arambag Masjid para CDC	Dhaleswari Cluster Committee	Jahanara Begum Chairman	1912189420	Socio Economic Fund Activities	14 women members	Collaborated with CC
	11	M. Circus Bagan CDC	Dhaleswari Cluster Committee	Bashonti Rani Chairman	1742123355	Socio Economic Fund Activities	6 women members	Collaborated with CC
	11	Bara Masjid Talla CDC	Dhaleswari Cluster Committee	Fahima Akhter Chairman	1684626865	Socio Economic Fund Activities	14 women members	Collaborated with CC
	11	Hajiganj Rail line CDC	Dhaleswari Cluster Committee	Salma Sultana Cashier	1677042874	Socio Economic Fund Activities	20 women members	Collaborated with CC
	12	Oli Miar Bari (Khanpur Main Road) CDC	Dhaleswari Cluster Committee	Jahanara Begum Rani	1817665057	Socio Economic Fund Activities	6 women members	Collaborated with CC
	12	Khanpur Boubazar CDC	Dhaleswari Cluster Committee	Alam Ara Shova Chairman	1922433677	Socio Economic Fund Activities	22 women members	Collaborated with CC

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
	12	New Khanpur Bank Koloni CDC	Dhaleswari Cluster Committee	Shajeda Roshid Chairman	1677797053	Socio Economic Fund Activities	18 women members	Collaborated with CC
	13	Kumudini Bagan-1 CDC	Buriganga Cluster Committee	Nurjahan Begum Chairman	1671977138	Socio Economic Fund Activities	10 women members	Collaborated with CC
	13	Muchi para CDC	Buriganga Cluster Committee	Shilpi Rani Das Chairman	1716792843	Socio Economic Fund Activities	6 women members	Collaborated with CC
	13	Metrohall Kumudini Bagan Uttar CDC	Buriganga Cluster Committee	Tina Mojni Das Cashier	1725261727	Socio Economic Fund Activities	14 women members	Collaborated with CC
	14	Masjid para (D. N Road) CDC	Buriganga Cluster Committee	Bokul Akhter Cashier	1757669810	Socio Economic Fund Activities	4 women members	Collaborated with CC
	14	West Dewbog Panir Tanky CDC	Buriganga Cluster Committee	Asia Khanam Shumi	1680012105	Socio Economic Fund Activities	18 women members	Collaborated with CC
	14	Bhuyarbag Talgastola CDC	Buriganga Cluster Committee	Sabina Iasmin Cashier	1671747311	Socio Economic Fund Activities	14 women members	Collaborated with CC
	15	New Jimkhana-01 CDC	Buriganga Cluster Committee	Runa Begum Cashier	1935180284	Socio Economic Fund Activities	18 women members	Collaborated with CC
	15	New Jimkhana-02 CDC	Buriganga Cluster Committee	Banu Begum Chairman	1715617532	Socio Economic Fund Activities	20 women members	Collaborated with CC
	15	01 No. Railway Colony CDC	Buriganga Cluster Committee	Nishita Sultana Shilpi	1922850926	Socio Economic Fund Activities	10 women members	Collaborated with CC
	16	Shonkhola Jobed Ali Sarak CDC	Meghna Cluster Committee	Shilpi Akhter Chairman	1949477967	Socio Economic Fund Activities	18 women members	Collaborated with CC
	16	West Dewbog Masjid CDC	Meghna Cluster Committee	Najma Begum Chairman	1963720515	Socio Economic Fund Activities	14 women members	Collaborated with CC
	16	Dewbog Chairman Bari CDC	Meghna Cluster Committee	Beauti Alom Chairman	1677528586	Socio Economic Fund Activities	12 women members	Collaborated with CC
	17	Rishi Para-3 CDC	Meghna Cluster Committee	Shoma Akhter Chairman		Socio Economic Fund Activities	8 women members	Collaborated with CC
	17	Rishi Para-4 CDC	Meghna Cluster Committee	Rita Rani Chairman	1822560988	Socio Economic Fund Activities	12 women members	Collaborated with CC

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
	17	Paikpara CDC	Meghna Cluster Committee	Salma Begum Chairman	1723189429	Socio Economic Fund Activities	16 women members	Collaborated with CC
	18	Shahid Nagar CDC	Shitalahya Cluster Committee	Joyal Abedin Cashier	1818703553	Socio Economic Fund Activities	10 women members	Collaborated with CC
	18	Diara CDC	Shitalahya Cluster Committee	Forida Begum Chairman	1934020147	Socio Economic Fund Activities	20 women members	Collaborated with CC
	18	Alaminagar CDC	Shitalahya Cluster Committee	Amena Akhter Chairman	1735385235	Socio Economic Fund Activities	16 women members	Collaborated with CC
RpCC	16	Chourapara	Prodip	Sefaly	1734174596	President	-	Collaborated with CC
	16	Jugipara	Prodip	Parvin	1737474380	President	-	Collaborated with CC
	16	Parbotipur-1	Prodip	Manzila Khatun	1743468093	Cashier	-	Collaborated with CC
	16	Dhap,Kotki para	Prodip	Rokshana	1191473787	President	-	Collaborated with CC
	16	Rampura	Prodip	Nazma	1196133640	President	-	Collaborated with CC
	16	Chilmari Patti	Prodip	Morzina	175119302	President	-	Collaborated with CC
	16	Vogi Lakipara	Prodip	Aktara	17122918128	President	-	Collaborated with CC
	18	Munshipara	Nager Agrogoti	Monira Begum	1728861168	Cashier	-	Collaborated with CC
	19	Jalkor	Nager shornolota	Tanzina	1743469085	Cashier	-	Collaborated with CC
	19	Nilkhonto	Nager shornolota	ParvinBegum	1744608716	Cashier	-	Collaborated with CC
	19	Engineerpara	Nager shornolota	Sultana Begum	1713195032	President	-	Collaborated with CC
	23	Swiper kolony	Nager shornolota	Monorara	1738626360	Cashier	-	Collaborated with CC
	21	New sen para	Nager Nobojagoron	Hasna Akhter	174772396	President	-	Collaborated with CC

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
	21	Kamarpara	Nager Nobojagoron	Kowser Parvin	1834759602	Secretary	-	Collaborated with CC
	22	West Babukhan	Nager Nobojagoron	Renu Begum	1674276390	Secretary	-	Collaborated with CC
	22	Modda Babukhan	Nager Nobojagoron	Shilpy Begum	1916607575	Secretary	-	Collaborated with CC
	24	Machuapara	NagerProtasha	Nomita Das	1949715005	President	-	Collaborated with CC
	24	Kharbari	NagerProtasha	Amina Khatun	1762956334	Cashier	-	Collaborated with CC
	25	West Mistrypara	NagerProtasha	Jasmin Akhter	1839494343	President	-	Collaborated with CC
	25	Shalbon Mistrypara	NagerProtasha	Maksuda	1750289589	Cashier	-	Collaborated with CC
	26	Rorartsongonj-1	Nager Shama Sunduri	Beauty	1677141773	President	-	Collaborated with CC
	26	Rorartsongonj-3	Nager Shama Sunduri	Sultana Laboni	1752185397	Secretary	-	Collaborated with CC
	27	Aziz Nager kolony-2	Nager Aser Alo	Monowara	1926029777	Cashier	-	Collaborated with CC
	27	Pirpur	Nager Aser Alo	Nazma	1930706940	President	-	Collaborated with CC
	28	Ershad Nager	Nager Amora korbo Joy	Mst. Jasmin	1729729476	President	-	Collaborated with CC
	29	Fotepur	29 & 30Nager Asirbad	Puspurani	1747862499	President	-	Collaborated with CC
	30	Balatari	29 & 30Nager Asirbad	Parvin Akhter	1773319835	President	-	Collaborated with CC
GCC	27	Purba Chandana	Bely Mohila Dal	Maksuda Begum		Savings & Credit	-	-
	27	Purba Chandana	Meghna Mohila Dal	Rokeya Begum		DO	-	-
	29	Bhora	Falguni Mohila Dal	Anowara Begum		DO	-	-
	29	Bhora	Chaitali Mohila Dal	Selina Akter		DO	-	-
	29	Bhora	Boishakhi Mohila Dal	Anada Rani		DO	-	-

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
	30	Kanaia	Chilai Mohila Dal	Kamrun Nahar		DO	-	-
	30	Baluchakali	Surma Mohila Dal	Shova Rani		DO	-	-
	30	Niler para	Tista Mohila Dal	Henora Akter		DO	-	-
	27	Purba Chandana	CDC-1	Asraful Alam		Social welfare and savings & credit	-	-
	29	Bhora	CDC-3	Joybab Begum		Social welfare and savings & credit	-	-
	46	a)	Bangladesh Mohila Parishad	Mrs. Anwara		Social	-	-
		b)	Tongi Kriya Chakra	MD. Nurul Islam, Councilor-46 no. ward		Sports	-	-
	49	a)	No. 12 Beli Cluster	Mrs. Salma	1765056478	Mobilization Micro Credit	-	-
		b)	Labour Union	Mr. Badol, Councilor - 49 no. ward		Unite labours	-	-
	52	a)	Hakim Foundation	Mr. Ataur Rahman, Councilor- 52 no. ward.		Social	-	-
	55	a)	Tongi Press Club	Mr. Shajahan Shoja	1717103566	Unite Journalists	-	-
	57	a)	Bhangari Association	Mr. Nurul Islam Nuru		Business	-	-
		b)	Natto Bhumi	Mr. Shajahan Shovon	1916558590	Cultural	-	-
		c)	Tongi Bhubon Building owner's Association	Mr. Mojibor Rahman		Social	-	-
		d)	Uddoyon Sangshad	Nazrul Islam, Ex Councilor		Social & Cultural	-	-
CoCC	1		West Vatpara	Nazma(Secretary)	1744283041			
	1		Munsef Quarter	Hasina Begum	1756109461			
	1		Bishnopur	Rokeya(Secretary)	1712635519			
	2		Mofijabad Colony	Shefaly	1935428435			

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
	3		Shasongasa	NantuRobidas (Vice-Chairman)	1911283761			
	3		Kaliajury	Rekha (Secretary)	1740177407			
	3		North Kaliajurypakkarmatha	Rifa Akhter (Cashier)	1925567463			
	4		Vatarpukurpar	Apu Akhter	1918792896			
	4		Bepary pukurpar	Masuma Begum	1915337705			
	4		Kaptanbazar Pakkarmatha	Shamima (Secretary)	1821732451			
	5		North Gangchor	Hasina	1923701066			
	5		Rishipotty Gangchor	Protima (Cashier)	1726092304			
	6		Shuvopur Gangpar	Pronoty	1732852584			
	6		Gorjonkhola	Salma	1710819383			
	6		Moddha Shuvopur	Nasima Begum	1922418244			
	6		Chanpur	Johora	1913591181			
	7		Ashoktola	Shammi Akhter	1927659523			
	8		Nonabad Colony	Shipra Rani Rai	1722497359			
	9		West Bagichagaon	Hazera	1754030603			
	12		Uttar Chortha Tamukiapara	Joinab Bibi	1711142743			
	12		Telia Pukurpar	Jahanara (Vice-Chairman)	1917886754			
	12		Kapuria Potty	Tania (Cashier)	1736515036			
	13		Thirapukur North	Afchar Begum	1750884963			
	13		Thirapukur South	Shamima Akhter	1824902731			
	13		Jinarpukurpar	Joinab Bibi	17175707698			
	13		Thirapukur	Dulari(0-Cashier)	1832649479			
	13		Boropukur South	Julekha	1190522184			
	14		2nd Muradpur East	Selina Akter	1731115902			
	14		2nd Muradpur West	Shahinur Akhter	1746781259			
	14		2nd Muradpur North	Shumi Akhter	1840519576			
	14		2nd Muradpur South	Taslina Akter	1921905008			
	14		Nazirpukurpar	Monowara Begum	1818555463			
	14		Nomosudra para	Shamima Akhter	1918239994			
	14		Vuyan Pukurpar	Asma Akhter Rekha	1751832116			

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
	15		Kashari Potty	Shamima Akter	1720098386			
	15		Katabil West	Parvin Akter	19122527444			
	15		Mouluvipara (old)	Kulsumunnesa	1922675935			
	15		Baludhum	Bilkis Akter	1939286331			
	15		Bojrapur Mouluvipara	Roksana Kabir	1814405539			
	16		Tikkarchor	Hazera Akhter	1914709637			
	16		Sangraish	Nurzahan Akhter	1724739291			
	16		Nobogram Burirpukurpar	Lipy Begum	1814903382			
	16		Nalua para	Saleha Begum	1912768201			
	16		Sangraish Moddhapara	Beauty Rani Ghoash	1921905340			
	16		Tikkarchor	Fatema	1751799849			
	17		Pathuria para	Shahina Akhter	1938266383			
	17		Sujanagar Panitank	Sazeda Begum (Secretary)	1913591723			
	17		Telikona Gobindapukurpar	Khadiza Akhter Sumona	1733930029			
	17		2nd Muradpur Sonaypukurpar	Khodeza Begum	1710428651			
	17		Sujanagar	Shahida Akhter Shumi	1913842023			
	17		Nurpur Shahapara	Ayrin Begum	1913594257			
	17		Palpara	Aleya Begum	1925268073			
	18		Katabil North	Hasnahena Shilpy	1735107112			
	18		Katabil South	Shaju Begum	1914281021			
	18		Hazratpara North	Shajeda Kabir	1558362454			
	18		Hazratpara South	Ayesha Alom	1911652727			
	18		Robidas para	Shila Robi Das (Cashier)	1916300620			
	18		Nurpur East	Josnara Begum	1676747378			
	18		Nurpur West	Kohinur Begum	1558591577			
		Lalmai Cluster		Farida Akhter	1913979699			
		Jamuna Cluster		Putul Begum	1931021905			
		Meghna Cluster		Lakhi Akhter (Cashier)	1940410932			

CC	Word No.	Word Name	Name of Community Group	Name of Representative	Contact Number	Category of Activity	Organization Size	Collaboration with CC
		Karnofuli Cluster		Nadia Islam Soni	1744282911			
		Padma Cluster		Rokeya	1917888252			
		Gomoti Cluster		Masuda Begum	1916672761			
		Mainamoty Cluster		Farida	1921905237			
		Titas Cluster		Rokeya	1917048827			

2. Vacancy Rate of CC staff

(1) ChCC

1) Central Office

Department	Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Mayor's Office	Mayor's office	9	9	0	0	0	0.0%
Chief Executive Officer's office	CEO Office	5	4	0	0	1	20.0%
Administrative dept. of Secretary	Secretary Office	3	4	0	0	-1	-33.3%
	Magistracy	8	6	0	0	2	25.0%
	Establishment	27	16	0	0	11	40.7%
	General Affaire	25	12	0	0	13	52.0%
	Ward Office	123	80	0	0	43	35.0%
	Law	9	5	0	0	4	44.4%
	Public Relation Office	7	6	0	0	1	14.3%
Revenue	Security	95	70	0	0	25	26.3%
	Revenue Office	8	8	0	0	0	0.0%
Account	Estate	12	11	0	0	1	8.3%
	Accountant	38	30	0	0	8	21.1%
Engineering	Engineering Office	4	4	0	0	0	0.0%
	Town Planning	27	15	0	0	12	44.4%
	Planning & Design	10	10	0	0	0	0.0%
	Maintenance	101	86	0	0	15	14.9%
Health Department	Health Office	5	5	0	0	0	0.0%
	Preventive	7	7	0	0	0	0.0%
	Curative	3	3	0	0	0	0.0%
	Maternity Hospital	44	43	0	0	1	2.3%
	Charitable Hospital	122	105	0	0	17	13.9%
Education Department	Education Office	13	11	0	0	2	15.4%
	Social welfare & Cultural Section	4	2	0	0	2	50.0%
	City Corporation Public Library	14	6	0	0	8	57.1%
	School & College	488	1224	0	0	-736	-150.8%
Conservancy	Conservancy Office & Supervisor, Others	131	53	0	0	78	59.5%
Total		1342	1835	0	0	-493	-36.7%

2) Zonal Office

Name of Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Regional CEO	-	-	-	-	-	-
Administration	-	-	-	-	-	-
Tax Assessment	41	41	0	0	0	0.0%
Tax Collection	160	117	0	0	43	26.9%
Bazar	2	2	0	0	0	0.0%
Licence	73	55	0	0	18	24.7%
Accounts	30	0	0	0	30	100.0%
Civil Engineering	242	145	0	0	97	40.1%
Electrical section	74	42	0	0	32	43.2%
Mechanical	203	103	0	0	100	49.3%
Water Section	-	-	-	-	-	-
Health & Family planning	134	64	0	0	70	52.2%
Food & sanitary	21	7	0	0	14	66.7%
Birth, Death registration & Grave yard	3	3	0	0	0	0.0%
Veterinary	2	1	0	0	1	50.0%
Cleaning	1184	973	0	0	211	17.8%
Mosquito and Dog control	150	130	0	0	20	13.3%
Total	2319	1683	0	0	636	27.4%

(2) NCC

Data for NCC has not been updated from the previous result due to data limitation.

1) Central Office

Department	Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Mayor's Office	-	5	4	-	-	1	20.0%
Chief Executive Officer's office	-	3	3	-	-	0	0.0%
Administration	Administrative dept. of Secretary	3	2	-	-	1	33.3%
	Councillor Supportive Staff	54	0	-	-	54	100.0%
	Computer & IT	3	0	-	-	3	100.0%
	Central record room	3	0	-	-	3	100.0%
	Law	4	0	-	-	4	100.0%
	Administrative section	7	7	-	-	0	0.0%
	Security	9	6	-	-	3	33.3%
	Central Store	3	0	-	-	3	100.0%
	Transport Pool	60	18	-	-	42	70.0%
	Magistracy	3	0	-	-	3	100.0%
	Public Relation Office	4	0	-	-	4	100.0%
Revenue	-	6	0	-	-	6	100.0%
Estate	-	13	3	-	-	10	76.9%
Social Welfare	-	11	2	-	-	9	81.8%
Accounts	-	9	6	-	-	3	33.3%
Engineering	General	3	1	-	-	2	66.7%
	Civil and design	12	4	-	-	8	66.7%
	Electrical and Mechanical	11	6	-	-	5	45.5%
Health & Family Planning	Health & Family Planning	4	0	-	-	4	100.0%
	Health	0	0	-	-	0	-
Waste Management	-	3	0	-	-	3	100.0%
	Cleaning	0	0	-	-	0	-
	Total	233	62	0	0	171	73.4%

2) Zonal Office

Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Regional CEO	9	0	-	-	9	100.0%
Administration	63	18	-	-	45	71.4%
Taxation	69	33	-	-	36	52.2%
Engineering	93	16	-	-	77	82.8%
Health	81	26	-	-	55	67.9%
Veterinary	18	0	-	-	18	100.0%
Grave place	6	3	-	-	3	50.0%
Cremation Place	6	0	-	-	6	100.0%
Cleaning	39	9	-	-	30	76.9%
Mosquito and Dog control	45	0	-	-	45	100.0%
Education, Culture & Sports	12	1	-	-	11	91.7%
IT	9	0	-	-	9	100.0%
Total	450	106	0	0	344	76.4%

(3) RpCC

1) Central Office

Department	Section	Proposed No.	Appointed No.	Temporary assignment from the RPCC	Part-time temporary staff	Vacancy	Vacancy Rate
Mayor Office	-	5	3	0	0	2	40.0%
CEOs office	-	3	2	0	0	1	33.3%
Secretary office	-	3	1	1	0	1	33.3%
	Admin & Protocol	106	11	60	0	35	33.0%
	Security	14	5	0	0	9	64.3%
	PRO	5	1	0	0	4	80.0%
	Law	5	0	1	0	4	80.0%
	Magistrate	4	2	0	0	2	50.0%
	Store	5	2	1	0	2	40.0%
	IT	5	0	3	0	2	40.0%
	Education, Culture & Sports	6	2	0	0	4	66.7%
	Transport Pool	93	24	30	0	39	41.9%
	Central Record Section	3	0	0	0	3	100.0%
	Estate	14	4	0	0	10	71.4%
Accounts	-	27	9	13	0	5	18.5%
Revenue	-	3	0	2	0	1	33.3%
Tax Collection	-	15	7	8	0	0	0.0%
	Assessment	8	5	3	0	0	0.0%
	Licence	9	7	2	0	0	0.0%
Engineering	Chief Engineer's Office	3	0	0	0	3	100.0%
	Development-Sub-Division-1 (SE)	3	2	0	0	1	33.3%
	Design Section (Exn)	12	3	5	0	4	33.3%
	Development Sub-Section-2 (SE)	3	0	0	0	3	100.0%
	Water Supply	36	32	6	0	-2	-5.6%
	Machineries	18	25	17	0	-24	-133.3%
	Electricity	16	16		0	0	0.0%
	Urban Planning	12	2	3	0	7	58.3%
Social welfare	-	16	4	8	0	4	25.0%
Cleaning	-	0	0	0	0	0	-
	Waste Mgt dept	11	2	9	0	0	0.0%
	Mosquito Killing & Dog Controlling	7	0	7	0	0	0.0%
Public Health	-	3	0	3	0	0	0.0%
	Health & Family Planning	10	0	7	0	3	30.0%
	Food and Sanitation Section	5	3	0	0	2	40.0%
	Veterinary & Slaughterhouse	2	0	1	0	1	50.0%
	Birth & Death Registration	17	3	10	0	4	23.5%
	City Hospital	17	0		0	17	100.0%
Total		524	177	200	0	147	28.1%

2) Zonal Office

Name of Department/ Section	Proposed No.	Appointed No.	Temporary assignment from the RPCC	Part-time temporary staff	Vacancy	Vacancy Rate
Regional CEOs Office	9	0	0	0	9	100.0%
Regional Secretary's Office	24	0	0	0	24	100.0%
Revenue Section	57	13	22	0	22	38.6%
Health Section	57	40	0	0	17	29.8%
Accounts Section	9	0	0	0	9	100.0%
Veterinary & Slaughter Sec.	15	0	12	0	3	20.0%
Regional Executive Eng. Offi.	51	0	22	0	29	56.9%
Electrical Section	39	15	12	0	12	30.8%
Water Supply Section	105	12	40	0	53	50.5%
Waste Management Section	48	0	40	0	8	16.7%
Birth and Death Reg. Sec.	3	0	3	0	0	0.0%
Total	417	80	151	0	186	44.6%

(4) GCC

1) Central Office

Department	Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Mayor Office		9	4	-	-	5	55.6%
CEOs office		6	3	-	-	3	50.0%
Administration	Secretary Office	5	3	-	-	2	40.0%
	Computer and IT	7	1	-	-	6	85.7%
	Central Record Room	4	0	-	-	4	100.0%
	Law	4	0	-	-	4	100.0%
	Administration	34	3	-	-	31	91.2%
	Security	14	4	-	-	10	71.4%
	Central Store	7	1	-	-	6	85.7%
	Transport	169	7	-	-	162	95.9%
	Magistrate	9	1	-	-	8	88.9%
	Public Relation	8	0	-	-	8	100.0%
	Training	14	0	-	-	14	100.0%
Revenue CRO	-	6	0	-	-	6	100.0%
	Asset Section	30	3	-	-	27	90.0%
	Social Welfare Section/Slum dev section	13	1	-	-	12	92.3%
	Accounts Department	4	3	-	-	1	25.0%
	Salary, Provident and Gratuity Section	7	0	-	-	7	100.0%
	Bill and Income/ Expenditure Section	7	0	-	-	7	100.0%
	Budget Section	5	0	-	-	5	100.0%
Audit Section	5	0	-	-	5	100.0%	
Engineering	Chief Engineers Office	5	0	-	-	5	100.0%
	Additional Chief Engineers Office (Works, Design, Planning and Lab)	5	0	-	-	5	100.0%
	Additional Chief Engineers Office (Mechanical, Electrical, Water Supply and Sewerage)	4	0	-	-	4	100.0%
	Superintendent Engineers Office (Works, Design and Lab)	0	0	-	-	0	-
	Superintendent Engineers Office (Planning, Water Supply and Sewerage)	0	0	-	-	0	-
	Superintendent Engineers Office (Mechanical and Electrical)	0	0	-	-	0	-

Department	Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
	Works and Design Section	0		-	-	0	-
	Works Section	0	0	-	-	0	-
	Design Section	0	0	-	-	0	-
	Laboratory Section	0	0	-	-	0	-
	Planning Section	15	3	-	-	12	80.0%
	Water Supply and Sewerage Section	6	0	-	-	6	100.0%
	Mechanical Section	6	0	-	-	6	100.0%
	Electrical Section	23	4	-	-	19	82.6%
Health and Family Planning Department		22	5	-	-	17	77.3%
Waste Management Department		89	4	-	-	85	95.5%
Total		542	50	0	0	492	90.8%

2) Zonal Office

Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Regional Office	15	2	-	-	13	86.7%
Administrative Section	50	28	-	-	22	44.0%
Revenue Section			-	-	0	-
Licence Section	40	12	-	-	28	70.0%
Bazar Section	30	3	-	-	27	90.0%
Accounts Section	25	8	-	-	17	68.0%
Tax Collection Section	65	22	-	-	43	66.2%
Tax Fixation Section	50	13	-	-	37	74.0%
Works Section	150	59	-	-	91	60.7%
Electrical Section	160	19	-	-	141	88.1%
Mechanical Section	25	21	-	-	4	16.0%
Water supply and Sewerage Section	135	50	-	-	85	63.0%
Planning Section			-	-	0	-
Health and Family Planning			-	-	0	-
Health Section	150	20	-	-	130	86.7%
Family Planning Section			-	-	0	-
Lab Section			-	-	0	-
Food and Sanitation Section	35	1	-	-	34	97.1%
Livestock Section	35	3	-	-	32	91.4%
Graveyard			-	-	0	-
Crematory			-	-	0	-
Waste management Section	25	4	-	-	21	84.0%
Mosquito Killing Section	40	0	-	-	40	100.0%
Education, Culture and Sports Section	30	2	-	-	28	93.3%
Computer and IT Section			-	-	0	-
Total	1060	267	0	0	793	74.8%

(5) CoCC

1) Central Office

Department	Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Mayor's Office	-	7	1	-	-	6	85.7%
Chief Executive Officer's office	-	5	1	-	-	4	80.0%
Administrative dept. of Secretary	-	5	2	-	-	3	60.0%
	Public Relation Office	4	0	-	-	4	100.0%
	Central computer & IT	6	0	-	-	6	100.0%
	Transport Pool	220	11	-	-	209	95.0%
	Magistracy	6	0	-	-	6	100.0%
	Social welfare & Slum development	17	0	-	-	17	100.0%
	Administrative section - 1	11	7	-	-	4	36.4%
	Security	32	3	-	-	29	90.6%
	Councillor office staff	72	0	-	-	72	100.0%
	Education & Cultural	4	0	-	-	4	100.0%
	central store	5	2	-	-	3	60.0%
	Administrative section - 2	11	1	-	-	10	90.9%
	Information	6	0	-	-	6	100.0%
	Law	3	0	-	-	3	100.0%
Estate	20	0	-	-	20	100.0%	
Revenue	-	6	0	-	-	6	100.0%
Accounts	Account	17	2	-	-	15	88.2%
Engineering	Suparentending Engineer	5	1	-	-	4	80.0%
	Civil work sec	9	0	-	-	9	100.0%
	Planning & Structural Design sec.	8	0	-	-	8	100.0%
	Water, Electrical, mechanical sec	26	0	-	-	26	100.0%
Town Planning	-	12	1	-	-	11	91.7%
Health & Family Planning	-	9	1	-	-	8	88.9%
Cleaning	-	10	0	-	-	10	100.0%
Total		536	33	0	0	503	93.8%

2) Zonal Office

Section	Proposed No.	Appointed No.	Temporary assignment from the central government	Part-time temporary staff	Vacancy	Vacancy Rate
Regional EO office	15	0	-	-	15	100.0%
Administration	30	2	-	-	28	93.3%
Revenue Dept.	93	18	-	-	75	80.6%
Accounts	15	2	-	-	13	86.7%
Civil Engineering	45	19	-	-	26	57.8%
Electrical section	90	9	-	-	81	90.0%
Water Section	144	21	-	-	123	85.4%
Town Planning	21	0	-	-	21	100.0%
Health & Family Planning	63	9	-	-	54	85.7%
Food & sanitary	12	2	-	-	10	83.3%
Birth , Death registration & Grave yard	9	0	-	-	9	100.0%
Veterinary	15	0	-	-	15	100.0%
Cleaning	24	4	-	-	20	83.3%
Mosquito and Dog control	15	0	-	-	15	100.0%
Total	591	86	0	0	505	85.4%

3. Number of Officials in Each Salary Scale

CC	Salary Scale	Range of Salary Scale [BDT]	Average allowance for a month [BDT]	No. of Official	Notes
ChCC	1st grade	40,000	-	-	Besides this, there are around 4,473 nos. of Temporary Staff members working in ChCC at present.
	2nd grade	33,500–39,500	-	-	
	3rd grade	29,000–35,600	-	1	
	4th grade	25,750–33,750	-	3	
	5th grade	22,250–31,250	-	3	
	6th grade	18,500–29,700	-	13	
	7th grade	15,000–26,200	-	24	
	8th grade	12,000–21,600	-	28	
	9th grade	11,000–20,370	-	38	
	10th grade	8,000–16,540	-	197	
	11th grade	6,400–14,255	-	160	
	12th grade	5,900–13,125	-	1	
	13th grade	5,500–12,095	-	25	
	14th grade	5,200–11,235	-	133	
	15th grade	4,900–10,450	-	76	
	16th grade	4,700–9,745	-	605	
	17th grade	4,500–9,095	-	71	
	18th grade	4,400–8,580	-	26	
	19th grade	4,250–8,140	-	21	
	20th grade	4,100–7,740	-	1,755	
NCC	1st grade	40,000	-	-	
	2nd grade	33,500–39,500	-	-	
	3rd grade	29,000–35,600	-	-	
	4th grade	25,750–33,750	53,950	1	
	5th grade	22,250–31,250	-	-	
	6th grade	18,500–29,700	38,560	2	
	7th grade	15,000–26,200	37,300	3	
	8th grade	12,000–21,600	25,750	6	
	9th grade	11,000–20,370	24,460	2	
	10th grade	8,000–16,540	17,500	3	
	11th grade	6,400–14,255	24,805	6	
	12th grade	5,900–13,125	12,525	7	
	13th grade	5,500–12,095	12,000	27	
	14th grade	5,200–11,235	11,060	21	
	15th grade	4,900–10,450	10,100	23	
	16th grade	4,700–9,745	9,850	14	
	17th grade	4,500–9,095	9,650	18	
	18th grade	4,400–8,580	9,500	8	
	19th grade	4,250–8,140	9,400	3	
	20th grade	4,100–7,740	8,860	19	
RCC	1st grade	40,000	-	-	
	2nd grade	33,500–39,500	-	-	
	3rd grade	29,000–35,600	-	-	
	4th grade	25,750–33,750	53,950	2	
	5th grade	22,250–31,250	-	1	
	6th grade	18,500–29,700	38,560	1	
	7th grade	15,000–26,200	37,300	3	
	8th grade	12,000–21,600	25,750	7	
	9th grade	11,000–20,370	24,460	1	
	10th grade	8,000–16,540	17,500	1	
	11th grade	6,400–14,255	24,805	3	
	12th grade	5,900–13,125	12,525	10	

CC	Salary Scale	Range of Salary Scale [BDT]	Average allowance for a month [BDT]	No. of Official	Notes
	13th grade	5,500–12,095	12,000	61	
	14th grade	5,200–11,235	11,060	59	
	15th grade	4,900–10,450	10,100	28	
	16th grade	4,700–9,745	9,850	15	
	17th grade	4,500–9,095	9,650	38	
	18th grade	4,400–8,580	9,500	7	
	19th grade	4,250–8,140	9,400	10	
	20th grade	4,100–7,740	8,860	7	
GCC	1st grade	40,000	-	-	In Tongi
	2nd grade	33,500–39,500	-	-	
	3rd grade	29,000–35,600	-	-	
	4th grade	25,750–33,750	54,150/=	1	
	5th grade	22,250–31,250	46,100/=	2	
	6th grade	18,500–29,700	37,700/=	1	
	7th grade	15,000–26,200	31,315/=	8	
	8th grade	12,000–21,600	27,595/=	2	
	9th grade	11,000–20,370	25,222/=	9	
	10th grade	8,000–16,540	19,902/=	8	
	11th grade	6,400–14,255	19,792/=	11	
	12th grade	5,900–13,125	21,252/=	8	
	13th grade	5,500–12,095	17,828/=	31	
	14th grade	5,200–11,235	16,794/=	15	
	15th grade	4,900–10,450	11,711/=	3	
	16th grade	4,700–9,745	12,812/=	25	
	17th grade	4500–6180	11,333/=	22	
	18th grade	4,400–8,580	11,943/=	9	
	19th grade	4,250–8,140	11,759/=	4	
	20th grade	4,100–7,740	10,072/=	17	
CoCC	1st grade	40,000	-	-	
	2nd grade	33,500–39,500	-	-	
	3rd grade	29,000–35,600	-	-	
	4th grade	25,750–33,750	-	1	
	5th grade	22,250–31,250	-	3	
	6th grade	18,500–29,700	-	2	
	7th grade	15,000–26,200	-	7	
	8th grade	12,000–21,600	-	1	
	9th grade	11,000–20,370	-	1	
	10th grade	8,000–16,540	-	1	
	11th grade	6,400–14,255	-	4	
	12th grade	5,900–13,125	-	9	
	13th grade	5,500–12,095	-	30	
	14th grade	5,200–11,235	-	9	
	15th grade	4,900–10,450	-	11	
	16th grade	4,700–9,745	-	11	
	17th grade	4,500–9,095	-	21	
	18th grade	4,400–8,580	-	2	
	19th grade	4,250–8,140	-	2	
	20th grade	4,100–7,740	-	2	

4. Status of Standing Committees

CC	No.	Name of the Standing Committee	No. of Members	Frequency of meeting
ChCC	1	Finance & Establishment	7	Weekly
	2	Waste Management	7	Monthly
	3	Education,	7	Quarterly
	4	Health and Family Planning and Health cure management	7	Every half year
	5	Town Planning & Improvement	6	Annually
	6	Audit and Accounts	7	Not in Regular Basis
	7	Works and Building	7	Never held
	8	Electricity	7	Monthly
	9	Social Welfare & Community centre	7	Monthly
	10	Environment development Committee	7	Monthly
	11	Sports & Cultural Committee	7	Monthly
	12	Birth- death Registration Committee	7	Monthly
	13	Communication	7	Monthly
	14	Market price Observation, Monitory and Control	7	Monthly
	15	Dab-weather and management	7	Monthly
	16	Woman Committee	6	Monthly
	17	Estate Committee	7	Monthly
	18	Vehicle Committee	7	Monthly
	19	Water Supplier Committee	6	Monthly
	20	Flow Tide control Committee	7	Monthly
NCC	1	Establishment and Finance	5	Quarterly
	2	Conservancy Management	6	Quarterly
	3	Education	5	Quarterly
	4	Health and family planning	5	Quarterly
	5	Town Planning & Development	5	Quarterly
	6	Building Construction Control	5	Quarterly
	7	Water and Power	5	Quarterly
	8	Social Welfare and Community Centre	5	Quarterly
	9	Environment Development	5	Quarterly
	10	Birth and Death Registration	6	Quarterly
	11	Sports and Culture	6	Quarterly
	12	Communication	5	Quarterly
	13	Market Price Observation, Monitoring and Control	5	Quarterly
	14	Disaster Management	5	Quarterly
	15	Women and Children Affair	5	Quarterly
	16	Law and Order	6	Quarterly
	17	Divorce	5	Quarterly
	18	Property Alleviation	6	Quarterly
	19	Tax Collection	7	Quarterly
	20	Audit & Account	6	Quarterly
RCC	1	Finance and Public Administration Affairs	3	Not in Regular Basis
	2	Waste Management	3	Not in Regular Basis
	3	Education	3	Not in Regular Basis
	4	Health and Family Planning	3	Not in Regular Basis
	5	Urban Planning and Development	3	Not in Regular Basis
	6	Accounts and Audit	3	Not in Regular Basis
	7	City Infrastructure Construction and maintenance	3	Not in Regular Basis
	8	Water and Electricity	3	Not in Regular Basis

CC	No.	Name of the Standing Committee	No. of Members	Frequency of meeting
	9	Social Welfare and Community Center	3	Not in Regular Basis
	10	Environmental Improvement	3	Not in Regular Basis
	11	Birth and Death Registration	3	Not in Regular Basis
	12	Sports and Culture	3	Not in Regular Basis
	13	Communication	3	Not in Regular Basis
	14	Market Rate Monitoring and Control	3	Not in Regular Basis
	15	Disaster Management	3	Not in Regular Basis
	16	Women and Children Affairs	-	-
	17	Arbitration and Conflict Mitigation	-	-
	18	Law and Discipline	-	-
	19	Divorce mitigation Affairs	-	-
	20	Poverty Reduction Affairs	-	-
	21	Eviction Affairs	-	-
	22	Taxation Affairs	-	-
23	Transportation Affairs	-	-	
GCC	1	Financial & Establishment	10	every half year
	2	Solid Waste Management	10	Monthly
	3	Education, Health, Family Planning & Health care	11	Quarterly
	4	Urban Planning & Development	11	every half year
	5	Audit & Accounts	11	every half year
	6	Urban Infrastructure Construction & Maintenance	11	Quarterly
	7	Water & Electricity	11	Monthly
	8	Social Welfare & Community Center	11	every half year
	9	Environmental Improvement	11	Quarterly
	10	Sports & Culture	11	every half year
	11	Birth & Death Registration	11	Quarterly
	12	Communication	11	Quarterly
	13	Market Rate Observation, Monitoring & Control	11	Monthly
	14	Disaster Management	11	Need based
CoCC	1	Finance & Establishment	4	Not In Regular Basis
	2	Waste Management	7	Not In Regular Basis
	3	Education, Health and Family Planning	6	Not In Regular Basis
	4	Town Planning & Development	4	Not In Regular Basis
	5	Accounts audit & Keeping	4	Not In Regular Basis
	6	City Structure Construction & Keeping	4	Not In Regular Basis
	7	Water & Electricity	4	Not In Regular Basis
	8	Social Welfare & Community centre	4	Not In Regular Basis
	9	Environmental	4	Not In Regular Basis
	10	Sports & Cultural	4	Not In Regular Basis
	11	Birth & Death Registration	6	Not In Regular Basis
	12	Communication	4	Not In Regular Basis
	13	Market price monitoring & Controlling	4	Not In Regular Basis
	14	Digester Management	4	Not In Regular Basis
	15	Project Management	4	Not In Regular Basis
	16	Building Construction related	4	Not In Regular Basis

5. Status of Infrastructure

Item	Status of Master Plan for Urban Development (if any)	Infrastructure Development plan of particular sector	Status of relevant infrastructure	Status of infrastructure development in FY2013	Updated summary of existing infrastructure
Detail	What is the progress/achievement (if any)	Please provide if you have any latest plan	1) Have you commenced any of subprojects in the inclusive list prepared last year? 2) Is there any relevant project planned/under preparation/under implementation by other agency or international donor in CC area? 3) If yes, please let us know the status of those projects.	Please let us know the achievement of FY 2013 (number of projects, quantity, contracted amount = Total expenditure etc.)	Please update if necessary.
ChCC	Master Plan/Structure plan was prepared by CDA in 1994-95 under UNDP/UNCHS assistance which is going to expire next year (2015).	ChCC has plan to develop infrastructure such as Roads, Canals, Bridges, Culverts, Footpaths, Lake-resort, Garment village, Schools/ Colleges, Markets, Ward office etc.	1) No 2) No 3) N/A	Total 07 (seven) projects are running supported by GoB (Tk. 700 cr.), CDMP (Tk. 30 cr.) and BMDP (Tk. 08 cr.). And Expenditure of last year (2013) Tk. 81 cr. From GoB and Tk. 65 cr. From ChCC own fund.	Roads(carpeting)-500 km, Road(concrete)-100 km, Brick soling Road-100 km, Kacca Road – 60 km, Footpath – 655 km, Bridge – 82 nos, Drain – 517 km, Culvert – 1062 nos, Canal – 144 km.
NCC	On Progress	N/A	1) N/A 2) N/A 3) N/A	Number of Projects: 68 nos. Contract Amount: 696.018 million (BDT)	-
RCC	On Progress	N/A	1) N/A 2) N/A 3) N/A	Number of Projects: 135 nos. Contract Amount: 290.00 million (BDT)	-
GCC	GCC does not have it's own master plan	No plan is prepared	1) Yes 2) Yes 3) The projects are submitted in the ministry.	No. of projects- 333 Contracted amount: 70 crore (In Tongi)	Updated
CoCC	On Progress	N/A	1) N/A 2) N/A 3) -	Number of Projects: 167 Contract Amount: 599.00 million (BDT)	-

6. Status of Operation and Maintenance (O&M)

(1) Inventory

CC	In which sector does asset inventory exist?	Whether the inventories are computer based or paper based?	What items are recorded in the inventory? Please provide format, if it is available.	Is the inventory linked with geographic information?	How frequent is update of inventory?	Is there monitoring /inspection format for infrastructure?
ChCC	All the data exist in the Revenue Department/Estate department.	The inventories are paper based.	All sorts of assets such as Markets/ Bazars, Buildings, Ward office, Schools/Colleges, Hospitals/Health centres, Roads, Foot paths, Bridges, Culverts, Land properties are recorded in the inventory.	No	Not very regular.	Yes
NCC	On progress.	On progress (both).	NA	No	Every 5 years	Yes
RCC	On progress.	On progress (both).	-	No	Every 5 years	-
GCC	All	Computer	-	No	Yearly	Yes
CoCC	On progress.	On progress (both).	-	No.	N/A	By site order book

(2) Planning

CC	What are criteria for prioritization of O&M work?	How citizens are involved in process of O&M ?	How much percentage in the total approved annual budget is earmarked to O&M works?	How much percentage of the total annual budget is desired to respond to the fundamental O&M needs?
ChCC	People's demands through respective Ward Councilors are placed in the Standing Committee meeting and the proposals of the meeting are approved in the General Meeting (GM) under the guidance of the Hon'ble Mayor every month for O&M activities.	Citizens place their demands to the Ward Councilor that goes to the Standing Committee meeting and GM every month and get approved ultimately on the basis of discussion in the GM.	around 12.21%	47.89%
NCC	According to necessary.	Through ward Councilor and direct contact to CC.	20%	35%
RCC	According to necessary.	Through ward Councilor and direct contact to CC.	-	-
GCC	Need-based.	Through discussions and application	Tongi: 22.85% Gazipur: 25%	Tongi: 35% Gazipur: 40%
CoCC	According to necessary. -In Progress	Through ward Councilor and direct contact to CC-By TLCC and councilor	20-30%	25%

Annex-2: ICGIAP Yearly Implementation Plan

ICGIAP Implementation Monitoring Sheet

1. Improvement of Openness and Information Dissemination

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
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	Task 1: Responsibility of e-governance initiative is given to MCC																								
			Task 2: Build awareness about e-governance among the CC officer and staffs through orientation																								
			Task 3: Arrange IT base training program for the potential officer/staff to be engaged in e-governance activities																								
			Task 4: Visit some of the other city corporations that have introduced e-governance in some of their service delivery mechanism as a part of training																								
			Task 5: To develop city corporation web base MIS software with dynamic website and establish any kind of e-services with SMS system																								
			Task 6: Set up long term plan to gradually extend the area of e-governance in the CCs for the benefit of its citizens and communities																								
			Task 7: To identify potential area such as electronic birth & death registration system, citizen charter, trade license and renewal system, different kind of application through web portal																								
			Task 8: Continue practice of e-governance in trial and error process with efforts for continuous implementation / updating																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16												
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
1.2 Mass Communication Cell (MCC) established	At least 5,000 citizens registered SMS information dissemination system, information disseminated	At least 5,000 additional citizens (Total 10,000) registered SMS information dissemination system	Task 1: Establish a Mass Communication Cell (MCC) with specific TOR for making publicity about the project activities and other City Corporation services for mass publicity to establish common understanding in city dwellers and integrate them in development activity.																									
			Task 2: MCC is composed of the member mentioned below with chairperson of standing committee of communication as adviser.																									
			TOR 1: MCC prepares annual plan for information dissemination activity with budget, and examined by Standing Committee of Communication																									
			TOR 2: The annual plan and budget submitted to CSCC and City Corporation meeting for approval.																									
			TOR 3: MCC prepares message and materials and develop campaign and dissemination plan for implementation according to plan																									
			TOR 4: Message and contents of materials and campaign approved by Mayor																									
			TOR 5: 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																									
			TOR 6: Hold meeting on MCC at least one in each quarter or when required																									

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16																											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun																
			TOR 7: MCC prepare SMS record keeping system																																								
			TOR 8: MCC prepare City Corporation Annual Report and conduct impact survey on SMS information dissemination																																								
			TOR 9: Standing committee of communication reviews the work of the MCC twice a year																																								
			TOR 10: 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	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																																								
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	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																																								

2. Administrative Reform

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2.1 City Development Coordination Committee (CDCC) established	At least 1 general workshop annually and quarterly coordination meeting held	Composition and TOR of CDCC reviewed, and proposed to Urban Wing, LGD	Task 1: Form CDCC as per composition in City Corporation meeting																								
			Task 2: Issue official letter of formation of City Development Coordination Committee (CDCC) by Mayor, and deliver to member																								
			Task 3: Hold workshop on CDCC and explain composition Term of Reference guideline for operation to member of CDCC																								
			Task 4: Hold CDCC meeting quarterly and minutes prepared																								
			Task 5: Review activities of CDCC, propose new composition and TOR to Urban wing, LGD to establish legal framework																								
			Task 6: Continue CDCC according to new TOR																								
2.2 Administrative Reform Committee (ARC) established	Initiate ARP implementation	At least one strategic plan initiated	Task 1: Circular for formation of ARC produced by Mayor																								
			Task 2: Form ARC																								
			Task 3: Hold workshop on Administrative Reform Plan, and explain “composition”, “terms of reference”, and guideline for operation of ARC to members																								
			Task 4: Hold regular meeting on implementation of ARP																								
			Task 5: Request head of departments to review related parts of Function Analysis Sheet for ARP (functions, detail activities, present situation, 5 year target).																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16														
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
			Task 6: Review “area”, “issue” and “activity” in ARP, and discuss detail strategies to implement it.																											
			Task 7: Produce ARP strategic plan for each issue																											
			Task 8: Produce draft by-law for specific area																											
			Task 9: Submit ARP strategic plan to CSCC and City Corporation meeting for approval																											
			Task 10: Request Capacity Development Unit to formulate training program based on ARP strategic plan																											
			Task 11: Promote implementation of strategic plan of each department																											
			Task 12: Review achievement of ARP and produce report annually (report attached in CC annual report)																											
2.3 Vision and mission set in each Dept.	Complied with	Review vision and mission	Task 1: Each Dept. prepare vision and Strategic plan involving officials of each department (considering CC Act 2009)																											
			Task 2: Vision and Strategic plan approved by City Corporation Meeting																											
			Task 3: Vision and Mission are displayed in Citizen Charter and website																											
			Task 4: Vision and Mission are reviewed																											

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2.4 Capacity Development Unit (CDU) established, and formulate training program	Training program formulated and at least one Kaizen implemented by each Dept.	At least one Kaizen activity implemented by each Dept., and report on capacity development produced by CDU	Task 1: CDU is formed and approved by City Corporation Meeting																								
			Task 2: Letter is issued by Mayor and circulate it to the members																								
			Task 3: Hold workshop on CDU operation																								
			Task 4: Formulate Program for technical training and Kaizen activities with budget plan																								
			Task 5: Conduct the technical training according to schedule																								
			Task 6: Produce report on capacity development																								
2.5 Job descriptions revised	Job descriptions revised and approved by City Corporation Meeting	Job descriptions reviewed	Task 1: Review functions of CC by concerning department																								
			Task 2: Job description is revised according to the functions in Act by each department																								
			Task 3: CDU review job description																								
			Task 4: Revised job description approved by City Corporation meeting																								
			Task 5: Circulate the Job Description to all the officer and staff by official letter signed by Mayor																								
			Task 6: Job descriptions are reviewed by CDU																								
2.6 Initiate Kaizen activities	At least one Kaizen activity implementation in each Dept.	At least one Kaizen activity implemented in each Dept.	Task 1: Prepare Kaizen implementation guideline as per PMO direction.																								
			Task 2: One officer nominated by head of each department participate in Kaizen training																								
			Task 3: Conduct Kaizen training and ensure participation in Kaizen training																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task 4: Train officer in Kaizen as proposed in Kaizen																								
			Task 5: Officer in charge of Kaizen propose Kaizen activity to CDU																								
			Task 6: City Corporation provide fund for kaizen implementation																								
			Task 7: Initiate Kaizen activities in each department																								
			Task 8: Each department implement Kaizen activity, submit monthly progress report to CDU																								
			Task 9: CDU conduct monitoring by progress report and field visit																								
			Task 10: CDU compile the report and present to City Corporation meeting.																								
			Task 11: CDU compiles final report from the report produced by each department																								
			Task 12: Final report submitted to Mayor, and best practice prize given to one department																								
			Task 13: Achievement of Kaizen displayed on website																								
2.7 Comprehensive Planning Unit (CPU) established	CPU established, and regular meeting held by task force	CPU initiate activity based on policy paper	Task 1: Initiate discussion on development policy according to vision and strategy of CC as well as master plan																								
			Task 2: Form task force in each sector as per direction of PMO for prioritized issue to make comprehensive strategic paper																								
			Task 3: The Task force will responsible for situation analysis of each sector and identify the future demand and prepare draft short and long term plan																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16												
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
			Task 4: Review the IDPCC and update the inclusive list in different sector and follow the rolling plan as per IDPCC guideline																									
			Task 5: Conduct CPU meeting monthly and prepare minutes and submit to PMO and concern officer																									
			Task 6: CPU conduct meeting with the standing committee of Planning, civic Service development and take suggestions about the Planning of CC.																									
			Task 7: CPU will present their activities in the city corporation meeting and submit report to Mayor and Chief Executive Officer																									
2.8 Activate standing Committee	TOR of standing committee approved by CSCC and City Council	All standing committee hold meeting monthly, and produce annual report	Task 1: Assign officer to establish the standing committees with specific TOR																									
			Task 2: Standing committees review TOR (if any)																									
			Task 3: Propose TOR of standing committees to City Corporation meeting for approval																									
			Task 4: Assigned concerning officer initiates activity of standing committee																									
			Task 5: Standing committees hold monthly meeting, prepare minutes and submit to Mayor to discuss in the City Corporation meetings																									
			Task 6: Every standing committee produce annual report																									

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2.9 Annual administrative report prepare and published (Clause 43, CC Act)	Annual administrative report is prepared in each CC and approved by City Parisad	Annual administrative report is prepared in each CC and approved by City Parisad	Task 1: Prepare annual report along with general description, brief budget, development activities, existing manpower and updated basic data																								
			Task 2: Compile functions achieved yearly in each department, standing committees, other committees and units																								
			Task 3: Summarize target functions to be achieved next year																								

3. Tax Reform

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16																						
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun											
3.1 Improve capacity / efficiency of tax assessment	i. A senior tax assessor, assessors, collectors deployed ii. Software for tax assessment database introduced	Linkage system (holding tax ID and construction registration) created	Task 1: Deploy senior (high qualification) tax assessors who can play a role as trainer for tax assessors in staff level.																						■	■	■	■	■	■								
			Task 2: Increase the number of tax assessors and collectors in staff level (one assessor/collector per 1000 holdings).																								■	■	■	■	■							
			Task 3: Initiate to use tax assessment manual/guideline for assessors prepared by PMO.																																			
			Task 4: Conduct regular re-assessment after 5 years interval																																			
			Task 5: Introduce software for tax assessment database.																																			
			Task 6: Create link system between "holding tax ID number" and construction registration. (Holding tax ID (client ID) should register when construction registrations are processed).																																			
3.2 Interim tax assessment carried out throughout the year and collection increased	Interim tax assessment carried out regularly	Interim tax assessment carried out regularly	Task 1: Identify missing holdings and bring them to assessment registration.																																			
			Task 2: Prepare quarterly progress report and present it City Corporation meeting.																																			
			Task 3: Review progress of interim assessment linking with Finance and Establishment Standing Committee and place the report to CC monthly meeting																						■	■	■	■	■	■	■	■	■	■	■	■		
			Task 4: Prepare report and submit to PMO on a quarterly basis.																																			

A2-12

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task5: Tax collection efficiency should be increased up to 85% within 4 years after starting of the project.																								
			Task 6: Continue the process even after the completion of the project																								
3.3 Re-identification of source of tax	Finance and establishment standing committee held at least 4 times annually	Finance and establishment standing committee held at least 4 times	Task 1: Examine re-identification of new tax sources which CCs can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) following the taxation rule of LGD at Finance and Establishment Standing Committee.																								
			Task 2: Prepare proposal of new tax sources by Finance and Establishment Standing Committee and submit to City Corporation meeting for necessary action.																								

4. Financial Reform

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4.1 Introduce “financially independent accounting system” in water supply and waste management sector	Preparation of financially independent accounting system initiated	Proper tariff examined	Task 1: Create financially independent accounting system for two sectors (water supply and waste management)																								
			Task 1-1. Develop a computerized system for financially independent accounting system																								
			Task 1-2. Open one independent bank account for two sectors respectively																								
			Task 1-3. Revenues from holding tax (water rate/conservancy rate) and tariff is earmarked for expenditures of O&M and repair/ rehabilitation related to those sectors																								
			Task 1-4. Financial control/ accounting transaction (management of profit and loss) will be carried out under one independent account																								
			Task 2: Carry out cost recovery for O&M cost in water supply and waste management by properly adjusted water tariff and conservancy rate respectively																								
4.2 Diversify earnings from Business Operated by CCs	Finance and Establishment Standing committee held at least 4 times annually	Finance and Establishment standing committee held at least 4 times annually	Task 1: Examine diversification of business operated by CCs (including PPP) at Finance and Establishment standing committee, in order to increase earnings in CCs.																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task 2: Prepare proposal of new business activities at Finance and Establishment standing committee and submit to CC Council meeting for taking action following the CC Act.-2009.																								
4.3 Establish integrated computer systems	Integrated computer systems installed	Integrated computer systems implemented	Task 1: Develop and install the integrated computer systems which linked accounting-tax database-budget (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation) in cooperation with PMO																								
			Task 2: Ensure implementation of the integrated computer systems by training staffs in CC (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation)																								
4.4 Financial statements prepared, and internal audit department carry out audit within 3 months after the closure of fiscal year	Complied with	Complied with	Task 1: Prepare Financial Statement (FS: income & expenditure statement) within one month of the closure of the fiscal year.																								
			Task 2: Submit the FS and present relevant documents in order for the internal audit department to carry out audit and to prepare report within three months of each fiscal year.																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task 3: Submit audit report to City Corporation meeting and PMO.																								
			Task 4: Review the audit observation made by Standing Committee in the CC monthly meeting and suggests appropriate actions.																								
			Task 5: Correct and improve the financial and accounting system based on the decision of the CC monthly meeting and initiate disciplinary action against the concerned staff, if necessary.																								
4.5 Non-tax own revenue source increased at least by inflation rate in each year	Complied with	Complied with	Task 1: Update rates of non-tax revenue sources (fees, lease, rent, etc.) in accordance with the Model Tax Schedule.																								
			Task 2: Fix target for collection of non-tax revenues by each official and adopt non-tax revenue collection plan.																								
			Task 3: Monitor progress of implementation of this plan every month.																								
			Task 4: Review the tasks mentioned above every month by CEO/Secretary.																								
			Task 5: Review progress of other non-tax revenue in the monthly meeting of CC meeting																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4.6 All due debts to GoB and other entities fully repaid according the schedule	Complied with	Complied with	Task 1: Review documents related to all due debts to the Government of Bangladesh and any other entity, and make budget provision for making full repayment according to schedule.																								
			Task 2: Inform PMO about repayment of due debt on a quarterly basis.																								
4.7 Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in time	Complied with	Complied with	Task 1: Ensure regular receipt of electricity and telephone bills every month																								
			Task 2: Settle disputes over arrear electricity bills (as per decision of the inter-ministerial meeting in 2005). Also settle disputes over telephone bills, if any																								
			Task 3: Keep provision in the budget for payment of electricity and telephone bills and ensure payment regularly.																								
			Task 4: Review progress of bill payment position every month by CEO/ Secretary																								
			Task 5: Review progress of bill payment in the monthly meeting of CC meeting.																								
4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	Complied with	Complied with	Task 1: CC will initiate to prepare a budget proposal before starting of the financial year compared with the budget and actual outlays in the previous year following rules and procedure as mentioned in CC Act.																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16																															
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun																				
			Task 2: The proposed budget will be disclosed and displayed for citizens' comments/ suggestions well ahead of the same is discussed in CSCC and approved in the CC meeting.																																												
			Task 3: Considering the comments/ suggestions of citizens and those of CSCC meeting, CC will finalize and approve the budget in the CC meeting before starting the concerned financial year and will submit to the prescribed authority for approval.																																												

5. Citizens Awareness

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
5.1 Establishment of Civil Society Coordination Committee (CSCC) and make it functional	At least 4 meetings held and the minutes prepared	At least 4 meetings held and the minutes prepared	Task 1: Establish CSCC with required composition and specific TOR, and official letter produced and delivered by Mayor																								
			Task 2: Set secretariat with officials in charge under CC to organize meeting and prepare budget for meetings regarding CSCC.																								
			Task 3: Set sector-wise Working Groups for planning and monitoring of development activities																								
			Task 4: CSCC conduct 1st meeting for formation of CSCC.																								
			Task 5: CSCC conduct general meeting in quarterly basis, and keeps minutes of meetings																								
			Task 6: Secretary of CSCC submit quarterly report with minutes for approval of Mayor, and circulate to participants																								
5.2 Establishment of Ward Level Coordination Committee (WLCC) and make it functional	All WLCCs shall be held every three month	i) All WLCCs held every three month ii) Good practices of WLCC shall be assessed and listed	Form WLCC in each ward according to the procedures given by PCO																								
			Arranged WLCC meeting once in a month, write down the minutes and monitoring of the implementation status of decisions taken in the previous meetings and keep continue the same activities.																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Arranged open discussion in each after 3 months on overall activities of the ward through inviting 150 persons including budget allocation from CC and write down the peoples demand and send it to CC council meeting for implementation.																								
			Conduct awareness raising activities among the citizen for paying tax and user charges of the ward																								
5.3 Integration of community and formation of Community Group (CG)	Waste collection activities with CGs implemented, and model for waste collection in collaboration with CG proposed	3R activity with CG implemented, and model for 3R in collaboration with CG proposed	Task 1: Conduct workshop for concept and implementation of CG activity according to the PMO guideline																								
			Task 2: Select target Wards for pilot activity																								
			Task 3: Form CGs in the pilot Wards																								
			Task 4: Provide CG members training on management and implementation of activities																								
			Task 5: Initiate waste collection and other social activities with CGs																								
			Task 6: Review the activities of waste collection and other social issues and improve the activity.																								
			Task 7: Conduct training on 3R for CG, and guide them to address other social issues and community development by community groups implement it.																								
			Task 8: Review 3R activities by CG, and a model is proposed																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task 9: Expand activities of waste collection and 3R in other Wards.																								
			Task 10: Collect information of existing registered community group and patronize them to involve in the community work as guided by PMO																								
			Task 11: Form community Base organization (CBO) in the core area of pilot wards.																								
5.4 Gender Action Plan (GAP) prepared	GAP being fully implemented and quarterly report prepared	GAP prepared and endorsed by CSCC. GAP being fully implemented and quarterly report prepared	Task 1: Assign specific responsibilities to Standing Committee of Women Development for preparation of Gender Action Plan (GAP)																								
			Task 2: One relevant officer nominated by mayor to perform the secretarial work of the standing committee.																								
			Task 3: GAP is prepared according to the guidelines, and endorsed by CSCC and City Council meeting																								
			Task 4: CC allocates budget for GAP implementation.																								
			Task 5: The standing committee produce quarterly report on GAP activities																								
			Task 6: The standing committee follows TOR as below till a regulation prepared by the ministry																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16												
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slam	Budget allocated and PRAP implementation commenced	PRAP revised and endorsed by CSCC. Implementation commenced and the annual report produced	Task 1: Assign standing committee of poverty reduction for preparing Poverty Reduction Action Programs.																									
			Task 2: Officials (Slum Development officer) are assigned for facilitating standing committee's activities.																									
			Task 3: Hold workshop on guideline inviting CC officials and agencies involved in the poverty reduction activities (Social Welfare Cooperative, NGOs, Answar VDP, etc.), LGED.																									
			Task 4: Budget allocated for implementation of PRAP																									
			Task 5: Prepare draft PRAP based on the guideline sent by PMO																									
			Task 6: The draft PRAP is discussed, improved and endorsed in the CSCC meeting.																									
			Task 7: The PRAP is finally approved by CC Council meeting.																									
			Task 8; Implementation of PRAP																									
5.6 Revision of Citizen Charter	Revised Citizen Charter displayed	Citizen Charter revised annually	Task 1: Working Group/officer in charge assigned for preparation/revision of Citizen Charter																									
			Task 2: Collect information that is supposed to display on Citizen Charter																									
			Task 3: Citizen Charter revised with contents below;																									

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16												
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
			Task 4: Discuss the contents of Citizen Charter in CSCC meeting and approve with modification/ improvement, if any.																									
			Task 5: Display the Citizen Charter in a suitable place at CC premises, distribute in the form of booklet and also publish in the local newspaper for wide circulation.																									
5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	Citizen report cards revised and approved by CSCC	i) Citizen report cards revised and approved by CSCC. ii) The card distributed and the result is compiled and disclosed at least once.	Task 1: Setting Working Group (WG) with 3 members to prepare the CRC as per guideline.																									
			Task 2: Distribute citizen report cards (minimum 500 cards) and conduct survey separately to receive feedback from household citizen as well as commercial/ social institutions or organizations etc. by engaging enumerator once in every year																									
			Task 3: CRC is compiled and prepared as report by W/G with further improvement of services and present in CSCC.																									
			Task 4: Discuss on draft CRC report and recommendation to take decision for further improvement of services																									
			Task 5: Use feedback in the citizen's report card to identify/assess gap in the existing services and facilities and to project the demand of services and facilities. Also use the result for enhancing accountability of the CC																									

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16												
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
			Task 6: Compile the result and disclose at least twice within phase-2 implementation period																									
5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional	GRC is established with personnel and budget assignment. Guideline of GRC is available	GRC is established with personnel and budget assignment. Guideline of GRC (work and reporting flow) is available.	Task 1: Assign official to set the GRC as per guidance of PMO																									
			Task 2: GRC is launched and publicized																									
			Task 3: Establish Grievance Redress Cell at CC office																									
			Task 4: Hold one or more GRC meeting every month along with affected persons																									
			Task 5: Determine the merit of each grievance																									
			Task 6: Resolve grievance within 15 days of receiving complaint																									
			Task 7: If AP is not satisfied with GRC decision advise him/her to lodge for an appeal to the CC grievance redress cell																									
			Task 8: Scrutinize the complaints /grievances and select the potential one for discussion and resolving those on a monthly basis																									
			Task 9: Invite the potential complaints in the GRC and hold meeting on a monthly basis. Resolve the grievance with Aps/ Complaints or include the same as an agenda of CC monthly meeting																									

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16																
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun					
			Task 10: Keep record of all Grievances received with receiving date, contact details with complaints, nature of Grievances, agreed corrective actions with dates of these were effected and final outcome.																													
			Task 11: CC will include 'Grievance Redress ' in the agenda of City Corporation meeting for taking appropriate action																													

6. Urban Planning and Environmental Improvement

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
6.1 Initiate/ update master plan	Any plan is under preparation or updating	Prepared plans are accessible from public	Task 1: Master plan including drainage plan, traffic & transportation plan, land use plan, solid waste management plan are prepared/updated																								
			Task 2: Detailed Area Plan is prepared																								
			Task 3: Action plans for infrastructure and public facilities are prepared																								
			Task 4: Officer in charge of each plan is assigned																								
			Task 5: Committee for each plan is set up																								
6.2 Development control implemented	Procedure of building permission is prepared, and officers in charge are assigned	Major areas of illegal land use and squatting are plotted on map.	Task 1: At least one qualified officer in charge of building permission is assigned																								
			Task 2: Signers for application procedure are defined																								
			Task 3: Application is examined without delay																								
			Task 4: Use of permitted buildings are consistent with land use plan																								
			Task 5: Illegal buildings are identified																								
			Task 6: Any action has been taken to illegal buildings																								
6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	CCIDP is revised in consistent with various plans and accessible from public	CC budget is consistent with CCIDP	Task 1: IDP information is accessible for citizen by website or as hardcopy.																								
			Task 2: Infrastructure list is revised based on criteria which is set in policy papers by WLCC, standing committee, CSCC by the first quarter.																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task 3: Revised IDP shared in CDCC for coordination and collaboration by the end of 2nd quarter.																								
			Task 4: Comments and recommendations given by Standing Committees, CSCC and CDCC are reflected in IDP by CPU and reviewed again in Standing committee, CDCC and CSCC by 3rd quarter																								
			Task 5: Revised IDP approved by CC Parisad																								
			Task 6: Practical promotion to financial supporters is conducted																								
6.4 Establish O&M action plan:	O&M action plan prepared	O&M action plan implemented	Task 1: Prepare O&M action plan based on framework set by PMO																								
			Task 2: Submit drafts O&M action plan to PMO for their approval																								
			Task 3: Submit the progress reports to PMO to ensure implementation																								
			Task 4: Implement O&M action plan																								
6.5 Environmental Conservation Act and Environment Framework	i) CC assign officer(s) in charge of environment ii) CC observes act and rule in its infrastructure development	CC takes any action to stop and solve illegal actions and situations	Task 1: CC assign officer(s) in charge of environmental conservation																								
			Task 2: CC comply act and rule in its infrastructure development																								
			Task 3: CC identifies environmentally vulnerable areas and activities against Environmental Conservation Act within the jurisdiction of CC																								
			Task 4: CC takes action to stop the illegal activities which are not relay with Environmental Conservation Act																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
6.6 Sanitary situation	Number of public toilets, Household latrines and waste water drainage connection are increasing by CC's effort	Number of public toilets, Household latrines and waste water drainage connection are increasing by CC's effort	Task 1: CC assign officer in charge of sanitation																								
			Task 2: Complete the situation analysis on overall sanitation condition of CC																								
			Task 3: Demand analysis and area selection for public and household toilets																								
			Task 4: Build and coordinates operation and maintenance of public toilets																								
			Task 5: CC facilitate toilet installation for households																								
			Task 6: CC increase drainage connection of waste water form households																								
6.7 Solid Waste Management	CC takes action(s) to enhance community awareness and participation in the field of solid waste such as collection, 3R, cleaning of the community.	Solid waste collection coverage and frequency are improved	Task 1: CC assign officers in charge of solid waste management																								
			Task 2: CC establishes primary waste collection system by collaboration with Community Based Organizations(CBOs), Traditional local organization and private sectors																								
			Task 3: CC locates dust bins, solid waste deposits and transfer station appropriately in collaboration with community																								
			Task 4: CC coordinates to clean solid waste from road and drainage																								
			Task 5: CC collects solid waste in wider area and dispose it into a specific dumping site																								

7. Coordination System for Law Enforcement

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
7.1 Awareness campaign for Rule of Law	At least 1 campaign activities implemented	At least 1 campaign activities implemented	Task 1: Law Officer (or officer in charge, if Law Officer is not assigned) requests each department to raise law issues																								
			Task 2: Law Officer examines the raised law issues, and propose possible actions to be taken																								
			Task 3: Law Officer makes detail plan of awareness campaign on a specific issues (at least one) with budget																								
			Task 4: The plan of awareness campaign is examined, and discussed by the Standing Committee for law and discipline and approved by City Corporation meeting.																								
			Task 5: The plan of awareness campaign submitted to CC meeting for approval (if, any comments raised, then examined in the Standing Committee for revision, and submitted to CC for approval again)																								
			Task 6: Law officer implement campaign activity																								
			Task 7: Law officer make report on the campaign activity, and submitted to Mayor and CEO																								
7.2 Law Enforcement Unit (LEU) established		Implement legal actions proposed by standing committee, and report produced	Task 1: Circular on LEU signed by Mayor and distributed																								

Activity	1st PR	2nd PR	Task / TOR	2014-15												2015-16											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
			Task 2: Form LEU and hold workshop on guideline for LEU activity																								
			Task 3: Make plan for law enforcement																								
			Task 4: Hold training on law enforcement																								
			Task 5: Implement law enforcement activity																								
			Task 6: Produce report on law enforcement																								
			Terms of Reference																								
			a) Examine proposed action points on law enforcement (activity 7.1, Task 3)																								
			b) Make plan for law enforcement on proposed action points																								
			c) Implement legal actions proposed by standing committee, and approved by Mayor																								
			d) Prepare report on the action taken by LEU																								
7.3 Capacity development for Standing Committee for Law and Discipline implemented		At least 1 trainings conducted for member of standing committee annually	Task 1: Participate in training on law enforcement																								
			Task 2: Examines awareness campaign on law (proposed in activity 7.1)																								
			Task 3: Examines plan of law enforcement activities (proposed in activity 7.2)																								

Annex-3: ICGIAP Quaterly Implementation Plan

CGP Progress Monitoring Sheet

Activity	Activities	April					May					June					Remarks
		1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	
PIU	General meeting																
TT (Governance)	General meeting																
TT (Infrastructure)	General meeting																
ICGIAP																	
1.1 Activities for e-governance initiated																	
1.2 Mass Communication Cell (MCC) established																	
1.3 City Information Service Center (CISC) established																	
1.4 Meet with Mass Public of City Corporation																	
2.1 City Development Coordination Committee (CDCC) established																	
2.5 Job descriptions revised																	

Activity	Activities	April					May					June					Remarks
		1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	
2.2 Administrative Reform Committee (ARC) established																	
2.3 Vision and mission set in each Dept.																	
2.4 Capacity Development Unit (CDU) established, and formulate training program																	
2.5 Job description revised																	
2.6 Initiate Kaizen activities																	
2.7 Comprehensive Planning Unit (CPU) established																	
2.8 Activate standing Committee																	
2.9 Annual administrative report prepare and published (Clause 43, CC Act)																	
3.1 Improve capacity / efficiency of tax assessment																	

Activity	Activities	April					May					June					Remarks
		1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	
3.2 Interim tax assessment carried out throughout the year and collection increased																	
3.3 Re-identification of source of tax																	
4.1 Introduce “financially independent accounting system” in water supply and waste management sector																	
4.2 Diversify earnings from Business Operated by CCs																	
4.3 Establish integrated computer systems																	
4.4 Financial statements prepared, and internal audit department carry out audit within 3 months after the closure of fiscal year																	
4.5 Non-tax own revenue source increased at least by inflation rate in each year																	
4.6 All due debts to GoB and other entities fully repaid according the schedule																	
4.7 Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in time																	

Activity	Activities	April					May					June					Remarks
		1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	
4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office																	
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																	
5.3 Integration of community and formation of Community Group (CG)																	
5.4 Gender Action Plan (GAP) prepared																	
5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slam																	
5.6 Revision of Citizen Charter																	
5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC																	
5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional																	

Activity	Activities	April					May					June					Remarks
		1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	
6.1 Initiate/update master plan																	
6.2 Development control implemented																	
6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)																	
6.4 Establish O&M action plan:																	
6.5 Environmental Conservation Act and Environment Framework																	
6.6 Sanitary situation																	
6.7 Solid Waste Management																	
7.1 Awareness campaign for Rule of Law																	

Activity	Activities	April					May					June					Remarks
		1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	
7.2 Law Enforcement Unit (LEU) established																	
7.3 Capacity development for Standing Committee for Law and Discipline implemented																	

Annex-4: ICGIAP Quarterly Progress Monitoring Sheet

Inclusive City Governance Improvement Action Program (ICGIAP)
Quarterly Progress Monitoring Form

Date of Submission:

Name of City Corporation:

S/N	Activities/ Tasks	Unit	Means of Verification	Quarter			
				1st	2nd	3rd	4th
1.1	Activities for e-governance initiated (Trigger)						
	1.1.1 Responsibility of e-governance initiative is given to MCC	Y or N	Official Letter				
	1.1.2 Arrange IT base training program for the potential officer/staff to be engaged in e-governance activities	Date	Training Report				
1.2	Mass Communication Cell (MCC) established (Trigger)						
	1.2.1 Mass Communication Cell (MCC) established	Y or N	Official Letter				
	1.2.2 Hold meeting on MCC at least one in each quarter or when required	Y or N	Meeting Minutes				
	1.2.3 At least 5,000 citizens registered SMS information dissemination system	Y or N	Record of registration				
1.3	City Information Service Center (CISC) established						
	1.3.1 City Information Service Center (CISC) established	Y or N	Official Letter				
	1.3.2 CISC staff in charge trained	No.	Training Report				
1.4	Meet with Mass Public of City Corporation						
	1.4.1 Mass public meeting held (at least twice a year)	Date	Report				
2.1	City Development Coordination Committee (CDCC) established (Trigger)						
	2.1.1 City Development Coordination Committee (CDCC) established	Y or N	Official Letter				
	2.1.2 Annual general workshop held	Y or N	Meeting Minutes				
	2.1.3 Quarterly coordination meeting held	Y or N	Meeting Minutes				
2.2	Administrative Reform Committee (ARC) established						
	2.2.1 Administrative Reform Committee (ARC) established	Y or N	Official Letter				
	2.2.2 Hold regular meeting on implementation of ARP	No.	Meeting Minutes				
2.3	Vision and mission set in each Dept.						
	2.3.1 Vision and mission set in each Dept.	Y or N					
	2.3.2 Vision and Strategic plan approved by City Corporation Meeting	Y or N	Meeting Minutes				
	2.3.3 Vision and Mission are displayed in Citizen Charter and website	Y or N	Copy of documents				
2.4	Capacity Development Unit (CDU) established, and formulate training program (Trigger)						
	2.4.1 CDU is formed and approved by City Corporation Meeting	Y or N	Official Letter				
	2.4.2 Letter is issued by Mayor and circulate it to the members	Y or N	Official Letter				
	2.4.3 Hold workshop on CDU operation	No.	Meeting Minutes				

S/N	Activities/ Tasks	Unit	Means of Verification	Quarter			
				1st	2nd	3rd	4th
2.5	Job descriptions revised						
2.5.1	Review functions of CC by concerning department	Y or N	Meeting Minutes				
2.5.2	Job description is revised according to the functions in Act by each department	Y or N	Meeting Minutes				
2.5.3	CDU review job description	Y or N	Revised job description				
2.5.4	Revised job description approved by City Corporation meeting	Y or N	Meeting Minutes				
2.6	Initiate Kaizen activities						
2.6.1	One officer nominated by head of each department participate in Kaizen training	Y or N	List of Trainees				
2.6.2	Conduct Kaizen training and ensure participation in Kaizen training	Y or N	Training Report				
2.6.3	Officer in charge of Kaizen propose Kaizen activity to CDU	Y or N	Meeting Minutes				
2.6.4	City Corporation (CC) provide fund for kaizen implementation	Y or N	Approval for Kaizen proposal				
2.6.5	Initiate Kaizen activities in each department	Y or N	Progress report				
2.7	Comprehensive Planning Unit (CPU) established						
2.7.1	Form task force in each sector as per direction of PMO for prioritized issue to make comprehensive strategic paper	Y or N	Meeting Minutes				
2.7.2	Task force responsible for situation analysis of each sector, identify demand and prepare draft short and long term plan	Y or N	Report				
2.7.3	Review IDPCC and update the inclusive list in different sector and follow the rolling plan as per IDPCC guideline	Y or N	IDPCC				
2.7.4	Conduct CPU meeting monthly and prepare minutes and submit to PMO and concern officer	No.	Meeting Minutes				
2.8	Activate Standing Committee						
2.8.1	Assigned concerning officer initiates activity of standing committee	Y or N	Official Letter				
2.9	Annual administrative report prepare and published						
2.9.1	Annual administrative report prepared and published	Y or N	Report				
3.1	Improve capacity / efficiency of tax assessment (Trigger)						
3.1.1	Deploy senior tax assessors who can play a role as trainer for tax assessors for staffs	Y or N	Official Letter				
3.1.2	Increase the number of tax assessors and collectors in staff level (one assessor/collector per 1000 holdings).	Y or N	Employment Document of new staff				
3.2	Interim tax assessment throughout the year and collection increased						
3.2.1	Identify missing holdings and bring them to assessment registration	Y or N	list of registration				
3.2.2	Prepare quarterly progress report and present it City Corporation meeting	Y or N	Progress report				
3.2.3	Review progress of interim assessment linking with Finance and Establishment SC and place report to CC monthly meeting	Y or N	Report of standing committee				
3.2.4	Prepare report and submit to PMO on a quarterly basis	Date	Quarterly Report				

S/N	Activities/ Tasks	Unit	Means of Verification	Quarter			
				1st	2nd	3rd	4th
3.3							
	Re-identification of source of tax						
	3.3.1 Finance and establishment of standing committee held at least 4 times annually	Date	Meeting Minutes				
4.1							
	Introduce “financially independent accounting system” in water supply and waste management sector (Trigger)						
	4.1.1 Open one independent bank account for two sectors respectively	Y or N	Bank account document				
	4.1.2 Revenue from holding tax and tariff is earmarked for expenditures of O&M and repair/rehabilitation related to those sectors	Y or N	Bank statement				
4.2							
	Establish integrated computer systems (Trigger)						
	4.2.1 Develop and install integrated computer systems that link accounting-tax database–budget	Y or N	Installed computer				
4.3							
	Establish integrated computer systems						
	4.3.1 Develop and install integrated computer systems that link accounting-tax database–budget	Y or N	Installed computer				
4.4							
	Financial statements prepared, and internal audit department implement audit						
	4.4.1 Prepare Financial Statement (FS) within one month of the closure of the fiscal year	Y or N	Financial statement				
	4.4.2 Submit FS and present relevant documents for audit and to report preparation within three months of each fiscal year	Date	Audit report				
	4.4.3 Submit audit report to City Corporation meeting and PMO	Y or N	Meeting Minutes				
4.5							
	Non-tax own revenue source increased at least by inflation rate in each year						
	4.5.1 Update rates of non-tax revenue sources in accordance with the Model Tax Schedule	Y or N					
	4.5.2 Fix target for collection of non-tax revenues by each official and adopt non-tax revenue collection plan	Y or N	Non-tax revenue collection plan				
	4.5.3 Monitor progress of implementation of this plan every month	Y or N	Progress report				
4.6							
	All due debts to GoB and other entities fully repaid according the schedule						
	4.6.1 All due debts to GoB and other entities fully repaid according the schedule	Y or N					
4.7							
	Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in time						
	4.7.1 Ensure regular receipt of electricity and telephone bills every month	Y or N	Receipt				
	4.7.2 Settle disputes over electricity bills telephone bills, if any	Y or N	Meeting Minutes				
4.8							
	Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office						
	4.8.1 Budget proposal compared with the budget and actual outlays in the previous year	Y or N	Budget proposal				
5.1							
	Establishment of Civil Society Coordination Committee (CSCC) and make it functional (Trigger)						

S/N	Activities/ Tasks	Unit	Means of Verification	Quarter				
				1st	2nd	3rd	4th	
	5.1.1	Establish CSCC with required composition and specific TOR, and official letter produced and delivered by Mayor	Y or N	Official Letter				
	5.1.2	Set sector-wise Working Groups for planning and monitoring of development activities	Y or N	Meeting Minutes				
	5.1.3	CSCC conduct first meeting for formation of CSCC	Y or N	Meeting Minutes				
	5.1.4	CSCC conduct regular meetings quarterly	Y or N	Meeting Minutes				
5.2		Establishment of Ward Level Coordination Committee (WLCC) and make it functional (Trigger)						
	5.2.1	Form WLCC in each ward according to the procedures given by PCO	Y or N	Meeting Minutes				
	5.2.2	WLCC meeting arranged once in three months	No.	Meeting Minutes				
5.3		Integration of community and formation of Community Group (CG)		Receipt				
	5.3.1	Conduct workshop for concept and implementation of CG activity according to PMO guideline	No.	Meeting Minutes				
	5.3.2	Select target Wards for pilot activity	Y or N	Concept Note				
	5.3.3	Form CGs in the pilot Wards	Y or N	Official Letter				
	5.3.4	Provide CG members training on management and implementation of activities	Y or N	Training Report				
	5.3.5	Initiate waste collection and other social activities with CGs	Y or N	Activity Report				
5.4		Gender Action Plan (GAP) prepared						
	5.4.1	Assign specific responsibilities to SC of Women Development for preparation of Gender Action Plan (GAP)	Y or N	Official Letter				
	5.4.2	One relevant officer nominated by mayor to perform the secretarial work of SC	Y or N	Official Letter				
	5.4.3	GAP prepared according to the guidelines, and endorsed by CSCC and CC meeting	Y or N	GAP				
5.5		Poverty Reduction Action Plan (PRAP) prepared and implemented						
	5.5.1	Assign SC of poverty reduction for preparing PRAP	Y or N	Official Letter				
	5.5.2	Slum Development officers assigned for facilitating SC activities	Y or N	Official Letter				
	5.5.3	Hold workshop on guideline inviting CC officials and agencies involved in the PRA	Y or N	Meeting Minutes				
	5.5.4	Budget allocated for implementation of PRAP	Y or N	Budget document				
	5.5.5	Prepare draft PRAP based on the guideline sent by PMO	Y or N	PRAP				
5.6		Revision of Citizen Charter						
	5.6.1	Working officer(s) in charge assigned for revision of Citizen Charter	Y or N	Official Letter				
	5.6.2	Collect information that is supposed to display on Citizen Charter	Y or N	Document				
	5.6.3	Citizen Charter revised	Y or N	Citizen Charter				
	5.6.4	Revised Citizen Charter displayed at appropriate place for public	Y or N	Display (picture)				

S/N	Activities/ Tasks	Unit	Means of Verification	Quarter			
				1st	2nd	3rd	4th
5.7	Citizen Report Cards (CRC) prepared, approved and implemented by CSCC						
	5.7.1 Setting Working Group (WG) with 3 members to prepare CRC	Y or N	Meeting Minutes				
	5.7.2 Distribute citizen report cards (minimum 500 cards)	Y or N	Collected citizen report cards				
5.8	Grievance-redress Cell (GRC) established with revised terms of reference and functional						
	5.8.1 Assign official to set the GRC as per guidance of PMO	Y or N	Official Letter				
	5.8.2 GRC is launched and publicized	Y or N	Document for publication				
	5.8.3 Establish GRC at CC office	Y or N	Document (picture)				
6.1	Initiate/update master plan						
	6.1.1 Master plan on drainage, traffic & transportation, land use, solid waste and management are prepared/updated	Y or N	Latest master plan				
6.2	Development control implemented (Trigger)						
	6.2.1 At least one qualified officer in charge of building permission is assigned	Y or N	Official Letter				
	6.2.2 Signers for application procedure are defined	Y or N	Official Letter				
6.3	Practical use of CC Infrastructure Development Plan (CCIDP)						
	6.3.1 IDP information is accessible for citizen by website or as hardcopy	Y or N	Document downloaded from website				
	6.3.2 Infrastructure list revised based on criteria included in policy papers of WLCC, SC and CSCC by first quarter	Y or N	Latest infrastructure list				
	6.3.3 Revised IDP shared in CDCC for coordination and collaboration by the end of second quarter	Y or N	Meeting Minutes				
6.4	Establish O&M action plan (Trigger)						
	6.4.1 Prepare O&M action plan based on framework set by PMO	Y or N	O&M action plan				
	6.4.2 Submit drafts O&M action plan to PMO for their approval	Y or N	O&M action plan				
6.5	Environmental Conservation Act and Environment Framework (Trigger)						
	6.5.1 CC assign officer(s) in charge of environmental conservation	Y or N	Official Letter				
	6.5.2 CC comply act and rule in its infrastructure development	Y or N	Report				
6.6	Sanitary situation						
	6.6.1 CC assign officer in charge of sanitation	Y or N	Official Letter				
	6.6.2 Complete the situation analysis on overall sanitation condition of CC	Y or N	Report				
	6.6.3 Demand analysis and area selection for public and household toilets	Y or N	Report				
6.7	Solid Waste Management						
	6.7.1 CC assign officers in charge of solid waste management	Y or N	Official Letter				
	6.7.2 CC establishes primary waste collection system by collaboration with CBOs and private sectors	Y or N	Waste collection plan				

S/N	Activities/ Tasks	Unit	Means of Verification	Quarter				
				1st	2nd	3rd	4th	
	6.7.3	CC locates dust bins, solid waste deposits and transfer station appropriately in collaboration with community	Y or N	Report (picture)				
7.1		Awareness campaign for Rule of Law (Trigger)						
	7.1.1	Law Officer (or officer in charge, if Law Officer is not assigned) requests each department to raise law issues	Y or N	Official Letter				
	7.1.2	Law Officer examines raised law issues, and propose possible actions	Y or N	Report				
	7.1.3	Law Officer makes detail plan of awareness campaign on at least one specific issues with budget	Y or N	Plan of campaign				

Annex-5: Minutes of Kick-off Orientation Workshop

Minutes of Kick-off Orientation Workshop

Date: 15:00-16:30, Sunday, 23 November 2014
Venue: Auditorium, Level-02, LGED HQ, Agargaon, Sher-E-Bangla Nagar, Dhaka
Chairperson: Mr.Md.Wahidur Rahman, Chief Engineer, LGED
No. of Participants: 389

The launching workshop was held on 23 November 2014 for City Governance Project. The workshop was chaired by Mr. Md. Wahidur Rahman, Chief Engineer, LGED. The workshop was adorned by the Chief Guest, Mr. AHM Mustafa Kamal, FCA, MP Honorable Minister, Ministry of Planning, by Special Guest, H. E. Mr. Shiro Sadoshima, Ambassador of Japan to Bangladesh, Special Guest, Mr. Monzur Hossain, Senior Secretary, Local Government Division, Special Guest, Mr. Mikio Hataeda, Chief Representative of JICA, Bangladesh, Honorable Mayors of City Corporations from Narayanganj, Comilla, Rangpur, Gazipur and Chittagong as well as other distinguished guests and invited all participants.

1. Welcome Speech by Mr. Md. Shahjahan Mollah, Project Director, ICGP

Mr. Md. Shahjahan Mollah welcomed to Honorable Chief Guests, Special Guests, and Mayors as well as presents all distinguished participants to be present the workshop and spends the valuable time of all. By his speech, he explained about four significant components of City Governance Project as well as other urban development projects by LGED. By his speech, he emphasized the quality of works to make the projects effective. He told that improvement the Governance system is very much important for City Governance Project.

2. Overview of City Governance Project by Mr. Takeo Matsuzawa, Team Leader, SAPI

Mr. Takeo Matsuzawa, TL, SAPI thanked to all distinguished guests and participants before going to the presentation. He gave a presentation regarding the over view on the City Governance Project. By his presentation, he made clear about Projects objective, four components of project, Finance Arrangement, Project Scope, and Cost Breakdown by Component, Project Flow, and Implementation Structure as well. He also explained how to operate the project with governance improvement performance, how to achieve Inclusive City Governance Action Program (ICGIAP) through ensuring Transparency, Accountability, Participation and Predictability. Administrative Reform Plan is also an important area of ICGP is remarked by his speech. ICGP is characterized as an innovative collaboration project among donors, residents, central Government, academics and CCs. It is also told that for sustainable development, coordination is very much necessary among inter sectors like road, transport, water supply, waste water as well.

3. Address by the Special Guest, Mr. Mikio Hataeda, Chief Representative of JICA, Bangladesh

A significant speech was delivered by Mr. Mikio Hataeda. He thanked to all participants and he explained about the basic Socio-Economic condition of Bangladesh in line with poverty, job opportunity and delivery system of public services as well. He thinks that these are very challenging issues for Central Government as well as City Corporations also. He added that Inclusive City Governance Project is very much important to improve the Governance system and capacity development of CC administration. He also requested to CCs to make alliance among the CCs and other agencies also. He expects that by the strong leadership of LGED and LGD, the ICGP will be implemented effectively and citizen will be benefited much more from the project.

4. Address by Chairperson, Mr. Md. Wahidur Rahman, Chief Engineer, LGED

An informative speech was delivered by Mr. Md. Wahidur Rahman, Chief Engineer, LGED. He shared about the good experiences of urban governance improvement projects like UPPR (Urban Partnership for Poverty Reduction), UMSU (Urban Management Support Unit) and UGIIP (Urban Governance and Infrastructure Improvement Project) as well. He also told that ICGP is very much important for capacity development of CCs administration as well as staffs' skilled improvement. He added that ICGP is the performance based project and every CCs performance will be reviewed after the completion of batch- 1, Batch- 2 and batch-3 gradually. Finally, he gave his sincere thanks to JICA to provide all kinds of support especially for Technical Assistance Project, Technical Investment Project and produce valuable documents and books through research based projects.

5. Address by the Special Guest, Mr. Monzur Hossain, Senior Secretary, Local Government Division

An encouraging speech was delivered by Mr. Monzur Hossain. He thanked to all at the beginning of the speech. He appreciated about the characteristics of the City Governance Project in terms of 'inclusive' development. He told that the project has multidimensional activities where local people and communities are involved for receiving the opinions and feedback from grass root level. He also told that considering the rapid urbanization, the project has scope to address the advance requirements of citizens like to make the city environment friendly, to keep neat and clean as well as to develop road and transport network system and improvement of the drainage system also. Mr. Hossain also emphasized on the improvement of coordination system for misusing of funds and avoiding overlapping of works. He also appreciated the LGED for ensuring women friendly environment and having the Gender Action Plan as well as Gender strategy.

6. Address by the Special Guest, H. E. Mr. Shiro Sadoshima, Ambassador of Japan to Bangladesh

An important and vital speech was delivered by Mr. Shiro Sadoshima, Ambassador of Japan to Bangladesh. He gave his earnest thanks to all respected participants. Mr. Sadoshima also explained the urban context of Bangladesh. He gave an example about Kanazawa City and Satoyama concept in Japan with related to the city improve. He also emphasized on strong collaboration of donors, CCs as well as respective organizations/institutions.

7. Address by the Chief Guest and Inauguration of the Workshop, Mr. AHM Mustafa Kamal, Honourable Minister, Ministry of Planning

An impressive speech was delivered by Mr. AHM Mustafa Kamal, Honorable Minister, Ministry of Planning and he inaugurated the City Governance Project launching workshop. A lot of motivational words we learned from his speech like to do something willingly for future generation not try to work all things like that. He also suggested to CCs to develop effective and strategic action plan and monitoring chart for close supervision of activities. He makes us remember again about the vision 2041 that would be our goal. He expected that everyone will work together to achieve our vision. He was very much optimistic to the conclusion the City Governance project will be implemented successfully and people will get healthy and live able City.

Finally, Mr. AHM Mustafa Kamal, Honorable Minister gave his earnest thanks to all and inaugurated the workshop.

Annex-6: Minutes of 1st Interim Review Workshop

Minutes of 1st Interim Review Workshop

Date: 10:00-13:00, Sunday, 23 November 2014
Venue: LGED Conference Room, RDEC Building, Level-12
Chairperson: Mr. Md.Nuruallah, Additional Chief Engineer, LGED
No. of Participants: 56

Inaugural Session:

1. Welcome Speech and overview of the project by Md. Shahjahan Mollah, Project Director, ICGP;

At the set of the interim Workshop Md. Shahjahan Mollah, PD gave heartiest thanks to participants. By his speech, he expressed his deep pleasure to arrange the launching workshop at the same day. He also requested to all to be open for question/clarification/comments if any have unclear area of City Governance Project that will be started soon.

2. Speech by the Special Guest, Honorable Panel Mayor-1, Mr. Ahmed Shoeb Sohel, Comilla City Corporation;

Nice and short Speech was delivered by Mr. Ahmed Shoeb. At the beginning of the speech, Mr. Ahmed Shoeb expressed his sincere thanks to all and brief about Comilla City Corporation which is established in 10 June 2011. He hoped that ICGP supported by JICA will meet the almost demands of Citizens by implementing the activities effectively.

3. Speech by the Special Guest, Honorable Panel Mayor 1, Mr. Md. Hossain, Chittagong City Corporation;

An important speech was delivered by Mr. Md. Hossain. He thanks to all the workshop participants. By his speech, he expressed his very good feeling to launching City Governance Project today. He hoped that Beautiful City ChCC will be highly benefited by this project like other CCs and he assured that all types of cooperation from ChCC will have with JICA, LGED as well as Citizens for implementing the project fruitfully.

4. Speech by Mr. Takeo Matsuzawa, Team Leader, SAPI, JICA Expert;

An informative and encouraging speech was delivered by Mr. Takeo Matsuzawa. He shared some valuable information through his speech as follows:

- Loan Agreement-** He told that loan agreement amounting 30.6 Billion Japanese Yen. DPP is approved by ECNEC meeting with the comments that urgent action is required for solid waste management as well as sewerage development.
- Operational Guidelines-** He also informed the PCO/LGED is working for guidelines like Operation and maintenance, ICGIAP and IDP which would be applied for ICGP project implementation.
- Quick Response and Cooperation-**He told that 1st batch projects are agreed and under preparation of the tenders. However it is important to develop the infrastructure investment program in participatory way for implementation. He also expected quick response and cooperation from CCs, LGD and LGED for taking any kind of decision regarding the implementation of project effectively.

5. Speech by the Chairperson Mr. Md. Nurullah, Additional Chief Engineer, LGED; Mr. Md. Nurullah gave a significant speech on the occasion of interim workshop.

He gave his sincere thanks to participants and he pointed out some remarkable areas by his speech as follows:

- **Project launching:** He told that today is the very happy day as ICGP is launching which is the land mark for urban sector of Bangladesh.
- **Work sincerely and closely with people.** He requested to all to give honest opinion either it may be positive or negative. He emphasized more to ensuring good Governance with Infrastructure development.
- **Ownership Development:** Mr.Md.Nurullah, requested to all to own the project and to own the CCs as national institution.

Working Session:

1. Presentation on Operational guideline by Mr. Takeo Matsuzawa, Team Leader, SAPI Team, JICA

- **Performance based program:** He gave importance about CCs' performance in governance improvement that will be reviewed after two years (Jun 2016) and 4 years (Jun 2018).
- **Future generation:** As one of the idea of "Inclusive Development", he also gave emphasize on the fair sharing of the benefit and burden between future generation and present generation.
- **ICGP is Citizen friendly project:** He addressed about people's effective participation on ICGP planning and implementation. He expected that people will involve bravely so that ICGP would be a citizen friendly project without any corruption.
- **Strategic Cooperation:** He expected strong strategic cooperation from other donors, LGED, LGD and CCs also. He told that 'Inclusive' is inbuilt in ICGP as it is very much important for all development agencies to work together and coordinated way with all projects, all agencies and all sectors for avoiding any duplication, any misuses of resources and sustainable development also.

2. Presentation on ICGIAP by Dr. Taisuke Tokuoka, Expert- Governance, JICA

- **Pillars of Governance:** Mr. Tokuoka shared about four pillars of Governance like Transparency, Accountability, Participation and Predictability are kept in the ICGIAP. Under these components forty two guidelines (draft) will be prepared by mid Dec 2014. Already, thirty guidelines (draft) are prepared out of forty two.
- **Transparency:** Under transparency, four activities would be initiated such as e-governance, Mass Communication Cell (MCC), City Information Service Center (CISC) and Mass Public Meeting which will be held on regular basis.
- **Accountability-** Here, there is three reformations like Administrative Reform, Tax Reform and Financial Reform and have twenty activities for ensuring accountability for CCs.
- **Participation:** Mr. Tokuoka told that peoples' participation is very much important for ICGP activities. There are eight activities under participation. Civil Society Coordination Committee (CSCC) is renamed of Town Level Coordination Committee (TLCC). Administrative Reform Committee is also new initiative for ICGP.
- **Predictability:** Mr. Tokuoka emphasized the importance of coordination in developing

master plans; with RAJUK for NCC and GCC as well as CDA for ChCC. Comilla City Corporation and Rangpur City Corporation has already developed master plan with the assistance of Sheltech and DDC as well. He also highlighted about Monitoring process, Inspection and coming activities by SAPI Governance team for initiating ICGIAP. Four visits to each CC are planned by March 2015 for the purpose of ICGIAP implementation.

3. Presentation on IDP by Mr. Hideo SAKAMOTO, JICA Expert, Project

Implementation and Planning, SAPI team

- **Under Infrastructure development project:** Mr. Sakamoto informed the house about Infrastructure Development Plan (IDP) is consisted on three kind of plan. Master plan has three components like structural plan, urban area plan and detailed area plan.
- **Stakeholders Consensus:** Mr. Sakamoto gave very much important to Civil Society Coordination Committee's (CSCC) role for governance as well as implementation of infrastructure works successfully. CDCC is also Public representative committee which is also important for working together with other agencies.
- **Standing Committee:** There are many committees in CCs. Infrastructure Standing Committee is one of them. The committee's decision is very much important for development works. At the same time mass public meeting is also important to take people's concentration for any infrastructure works.
- **Operation and Maintenance:** Mr. Sakamoto told that infrastructure development and operation and maintenance are different things. He referred PIU meeting and told that many infrastructures were developed but there is no budget for operation and maintenance approximately 90% of structural works.
- **Prospective 5 year budget:** Mr. Sakamoto also clearly briefed about prospective 5 year budget. A comparison was shown in average achievement of last 3 years and available budget in next 5 years. He also talks about priority project and budget limitation.
- **Master plan:** Narayanganj and Gazipur is going to prepare master plan Under RAJUK. Rangpur and Comilla already have prepared master plan by the local consultants. He informed the house that most of proposed activities in the Master Plans have not been implemented as it was planned.
- **3D Mapping and Technology:** 3D maps can be presented with proposed infrastructure projects; before and after its developments. GIS data of Comilla and Rangpur CCs have been collected in the Master Plan. By visualizing the proposed plans in the city with 3D image, people can easily find that their house/land is affected by the proposed infrastructure.

4. Mr. Yohei Soma, Deputy Team Leader, SAPI Team, JICA Expert

- **Schedule of Batch-1 and 2:** Mr. Soma gave a clear idea about the Schedule of Batch- 1 and Batch -2 with design, bidding and implementation.
- **Replacement of Subprojects:** He told that if CCs shows satisfactory progress of 1st batch and PCO agrees, CCs can be allowed for 2nd batch subproject during batch 1 period. Regarding this, changing requirements may come systematically from PIU to PCO with strong rational and should be checked with selection criteria where JICA would have no objection to proceed to detail design and implementation.
- **Tender Evaluation and Approval Authority:** There is distinctive authority for Project Director, Chief Engineer, Ministry and Cabinet Committee for approving depending on the contract amount.

- Quality and Safety management**—Here, Mr. Soma explained the importance of ensuring the quality and safety. He introduced periodical site photos at fixed locations like before starting the project, during implementation and after completion. In case of any accident happens, it should be noticed to PCO and JICA within 24 hours latest.

5. Mr. A. S.M Shamsur Rahman, Expert- Operation and Maintenance

He explained about operation and maintenance (O&M) in detail and told that financially independent Accounting System in Water Supply and Waste Management is needed. He also focused on Operation and Management Cycle, Action Plan, Organizational framework, Reserve fund as well as schedule for Operation and Management.

Question and Answering Part:

- a) **Arch. Rezaul Karim, Chief City Planner, ChCC raised the question about developing Master plan** as it ChCC's master plan is going to expired in next year 2015.
 - In Replying the question, Mr. Nurullah, Additional Chief Engineer, LGED advised him that ChCC can write to Project Coordination office and it can be discussed in steering committee meeting.
- b) **Mr. A.K.M Ahasan Farid, System Analyst, Rangpur-** raised the question about City Service Center – He wanted to know is it Computer based system or not?
 - Mr. Tokuoka replied that way- Basic computer training will be provided and it will be soft and hard both.
- c) **Md. Amdad Hossain, SE, RpCC** raised the question regarding Mass public meeting. When and how frequent it will be held on?
 - Mr. Sakamoto answered that every six month meeting is expected.
- d) **Md. Mainul Islam, Urban planner, NCC,** raised the question about the weight of performance indicators. Is it same value for all indicators or not?
 - Mr. Md. Nurullah. Replied that performance indicators and triggers for ICGIAP activities are different. Indicators are set to evaluate the effectiveness of the project while the achievement of triggers in ICGIAP will be assessed in the performance reviews.
- e) **Md. Mostafa Kamal, CEO, NCC, raised the issue about periodical audit how it would be done?**
 - Mr. Matsuzawa, TL replied that the purpose of audit to ensure transparency on the disbursement for the evidences which are requested to be kept by CC and not required to submit to JICA (SOE: Statement of Expenditure method). JICA expected that all documents will be available in CCs. It is not intended to make huge burden for periodical auditing.
- f) **Md. Ajgor Hossain, Executive Engineer, NCC raised the question that** If NCC completes the 1st batch project earlier before performance review of June 2016 in that case NCC will have to be waiting for June 2016?
 - Mr. Nurullah, Add. Chief Engineer replied that; it is expected that evaluation team will deploy March 2015 and it will take two or three months for preparatory works. Mr. Soma explained that replacement/modification of subproject is possible and its criteria as well as procedure will be mentioned in detail as explained in earlier presentation on guideline.

g) Md. Akbar Hossain, SE, GCC raised the question that how it would be more clear about Inclusive?

- Mr. Nurullah, Add. Chief Engineer replied that inclusive means coordinated with all agencies, all sectors and all projects to avoiding all misuses of resources and overlapping works.

6. Ms. Ritsuko Hagiwara, Representative of JICA, gave a significant speech.

She thanked to all and expressed her deep pleasure to be present the interim workshop, SAPI. She gave more importance for inclusive approach as it is new for local Government of Bangladesh as well as new experience for JICA to work with City Corporations. She added that Governance and Infrastructure Development Project both are included under in one project. City Corporation is the best one among local Governments set up of Bangladesh to provide services to citizens where there are Engineers, Town planners and Mayor. She also requested to LGED to take strong leadership to implement the ICGP and work together with others development partners for sustainable developments.

7. Closing Remarks:

Mr. Md. Nurullah, Additional Chief Engineer, LGED and Chair of this interim Workshop thanked to all and appreciated to JICA and SAPI team members for their enormous efforts and cooperation to bring the project at the launching stage. He requested to all work sincerely and owns the project again. As there was no any other agenda the interim workshop was closed with vote of thanks.

Annex-7: Minutes of 2nd Interim Review Workshop

Minutes of discussion for Final Workshop of Special Assistance for Project Implementation (SAPI) on City Governance Project (CGP)

Date: 06 May 2015

Venue: LGED Conference Room, RDEC Building (Level-12), LGED HQ, Dhaka

Chairperson: Mr. Md. Nurullah, ACE (UM), LGED

No. of Participants: 110

Inaugural Session

1. Welcome speech by Md. Shahjahan Mollah, Project Director, City Governance Project (CGP)

At the set of the final Workshop of SAPI Md. Shahjahan Mollah, PD gave his heartiest welcome and thanks to all participants for participating the workshop and their hardship works for good starting of 1st batch activities of CGP. At the same time, he gave his heartfelt thanks to Honorable Chief Guest, Chief Engineer, LGED Mr. Shyama Prasad Adhikari to his dynamic leadership and management. By his speech, he gave an overview and progress update on CGP activities as well. Finally, he seeks all sorts of cooperation from CCs to reach the goal of CGP.

2. Speech by the special Guest, Mr. Hiroyuki Tomita, Senior Representative of JICA

After hearty thanks giving to all the participants, Mr. Tomita, Senior Representative of JICA referred to existing challenges and future vision on City Corporation. First, he pointed out that the weak urban infrastructure of Bangladesh. Further, he added capacity development of CC administration is an urgent issue mentioning “people make cities, but cities do not make people”. Moreover, he showed a vision that JICA would like to expand the development plan of CC to the peripheries to mitigate the burden of initial cities. In order to accomplish the goal, he asked for LGED’s cooperation to lead CC’s capacity development. In addition, he re-emphasized that Bangladesh has to consider CC’s capacity development as well as infrastructure construction to achieve sustainable development. Then lastly, he informed JICA’s willingness for further collaboration with Government of Bangladesh in this field.

3. Speech by the Chairperson, Mr. Md. Nurullah, Additional Chief Engineer, (Urban Management) LGED

The Chairperson, Mr. Md. Nurullah, ACE, UM, LGED conveyed his great thanks to Chief Guest, Special guests along with all participants for their cordial cooperation to make the investment project CGP. By his speech, Mr. Nurullah mentioned the project ‘CGP’ as an innovative project which will bring the positive changes of urban governance system. He expected that the project would be scaled up in other City Corporations in future. He appreciated the SAPI team to prepare forty two operational guidelines and he gave special thanks to JICA for their all sorts of heartiest cooperation. Then finally, he hoped that JICA will extend their supports to development of urban sector of Bangladesh.

4. Speech by the Honorable Chief Guest, Mr. Shayma Prasad Adhikari, Chief Engineer, LGED

The Honorable Chief Guest, Mr. Shayma Prasad Adhikari, Chief Engineer, LGED delivered a valuable and significant speech in the final workshop of SAPI. Firstly, he thanked to all participants to attend the workshop as well as heartiest cooperation to start the implementation

of project activities. He also gave special thanks to special guests and JICA for their all sorts of cooperation to bring the project at this good condition. He also emphasized of two important strategic components of this project like infrastructure and Governance. He strongly spoke out that “without good governance no project including infrastructures can be sustained longer”. He advised to all CC officials, responsible officers, as well as staffs to do work with high commitment, sincerity, and proactive manner. He also strongly mentioned about thirteen performance indicators of this project that should be qualified by us and by implementing kaizen initiatives to bring a remarkable change in urban Governance sector in Bangladesh. He stated about forty two guidelines are made in CGP that should be finalized by of all our valuable suggestions and remarks so that it is workable and doable at field level. Then, finally, he expressed to work with all together to achieve the goal of the project of CGP and gave his sincere thanks to all again.

Working session

1. Presentation on Operation Guideline by Mr. Takeo Matsuzawa, Team leader, SAPI team, JICA

Mr. Matsuzawa gave an explanatory presentation on the above subject. By his presentation he clarified all basic important issues. One is General Principles of operation are very much important for achieving the goal of project like Anti-corruption, transparent monitoring and evaluation system and strategic cooperation with Japanese Cities etc that should be managed properly by the project. Performance based indicators is another concerning issue that will be reviewed after 2 years (June 2016) and 4 years (June 2018). As because, it is very important for getting next 2nd batch and 3rd batch projects.

2. Presentation on ICCIAP by Dr. Taisuke Tokuoka, Expert Governance, JICA

Progress related update on IGIAP implementation is clearly briefed by the presentation of Mr. Tokuoka. Some key points of his presentation are mentioned here below:

- Task achievements and projection;
- 13 triggers of ICGIAP are clearly briefed and shared with the forum about progress ; and
- ICGIAP implementation schedule and its management

3. Outline of Infrastructure Development Plan for City Corporation (IDPCC) by Takeo Matsuzawa, TL, SAPI, JICA

Mr. Matsuzawa also visualized summary picture by his power-point presentation on Infrastructure Development Plan of City Corporations (IDPCC). He explained about the objectives, notable aspects, composition, and procedure of preparation, implementation of relevant activities and inclusive priority project list of IDPCC etc.

4. Demonstration of 3D technology application for Urban Planning Presented by Waziullah Apu

Mr. Apu gave an attractive presentation on 3D visual images of 3 wards in Comilla City Corporation. Basically, he tried to give images of comparison between present socio- economic condition of Comilla City Corporation and future planned City of Comilla. The 3D visual images is considered as motivational tool by which general people will be aware about the City Master Plan easily and they will be motivated to cooperate to CC management to implement the next future plan as they have planned.

5. Guideline for implementation of Infrastructure sub project for CGP Presented by Yohei Soma, DTL, SAPI, JICA

Mr. Soma gave a power-point presentation on Infrastructure sub project implementation for CGP. By his presentation, he explained some important areas on sub project implementation like Progress of batch 1 subproject, change of subproject, change in application of e-GP, pre-qualification procedure, Head of Procurement Entity (HOPE) and Procuring Entity (PE) schedule management, quality management, safety management, monthly progress monitoring meeting, quality management, safety management and progress monitoring these all are very much concerning issues of this project that should be maintained properly following the infrastructure sub project implementation guidelines.

6. Guidelines for O & M presented by A.S.M Shamsur Rahman, Team Member, SAPI

Another important area of CGP is operation and maintenance that is also very much concerning area of CGP activities implementation. Mr. Rahman explained some key areas on operation and maintenance guideline like objective, framework, action plan, schedule, status of organizational setup, planning, inventory items, process of inventory management, action plan, scopes, subprojects, reserve fund, medium term budgeting framework etc that should be addressed properly to make the project long term sustainable.

Open Discussion Session

Mr. Moinul Islam, Town Planner, NCC

Q 1. What will be the fate if the CC fails to fulfill even one of the 13 Triggers?

- PD, CGP replied that no chance to get fail and needed continuous endeavor to fulfill all the triggers. If required, the PCO office will visit the CC and necessary assistance to achieve all the triggers.

Q 2: Whether the 13 triggers are the equal weight or value?

- Mr. Khalilur Rahman SE, Urban Management, LGED replied that pass mark is all triggers to be achieved. All triggers have equal value/weight.

Mr. Ruhul Amin Khan, CEO, RpCC

Q 3. Is there any budget will be allocated for WLCC formation?

- In replied the ACE mentioned that, no budget for WLCC committee activities. If required, they will keep provision from the CCs own fund. On the other hand, the PD said that, if the project provides budget, then the WLCC will not properly function after phasing out of the project.

Md. Rafiq, ChCC, Assistant Engineer

Q 4. What is the role of the consultants for ICGIAP?

- ACE Mr. Nurullah replied that facilitation is the only role of the consultants at CC level.

Regarding deputation of Judicial Magistrate

Mr. Mostafa Kamal Mazumder, CEO, NCC

Q5. He raised an important question related to the Law and Enforcement. He mentioned that, In the CC Act 2009, there is a provision to set up a trial court with comprising of a Judicial Magistrate, Bench Assistant, and a MLSS. When the court is established, there will be necessary to deploy Police to enforce in the law issues. It should be clarified in the guidelines how the Magistrate and staffs will be deputed and the salary, allowance, and other entities will be allocated for the deputed officials and the staffs of CC level.

- In reply the ACE of LGED mentioned that, the issue is very much important. He requested to the CEO to send the suggestion in written form. After receiving the suggestions from CC, it will be taken necessary action by the PCO office.

Regarding IDPCC

Arch. Mr. Rezaul Karim, Chief City Planner, ChCC

Q6. Mr. Reza raised a question; “we are investing money every year without any planning, and we are making wasted and overlapping of funds. So, the plans are very essential and we have in ctg. a second city, the port city and a very important vital city after Dhaka. So we need that plan. So JICA is coming forward by that plan, and we appreciate the city making plan. We would be in line with city plan. But we should have our own plan. And that plan will be done by our people, our councilors, and JICA people. I would like to know how we would go for that kind of support from JICA. JICA expertise and funding?”

- Mr. Matsuzawa, Team Leader, SAPI explained that, I cannot commit now, but the GII consultant team as the component of Master plan of CGP study for batch three, so when the consultant comes, they will check whether there are priority projects according to master plan or not. But we may request to JICA to focus on that part to develop the project. We already convey the status of Master plan of CDA. And JICA may support to CDA programming. However, I personally pleased that it should be more compact and not broader; they just decided to make the concept. But the details should be developed by the city corporation.
- SE, Mr. Khalilur supplemented that, each CC will develop the development plan and the infrastructure plan. The consultant will help you as per CCs need. Hope that the project will support in this case.

Mr. Amdad, SE, RpCC

Q7. There is a Master plan for 20 years in RpCC. Why we do need IDPCC? Is there any contradiction between Master Plan and IDPCC?

- Mr. Nurullah, ACE, LGED answered that, there will be no contradiction with the master plan. IDPCC is investment plan and guideline is available under this so it can be reviewed the existing plan and it would be followed. He suggested to prepare the infra development plan scheme that will come from master plan and to prepare the infra development plan.

Mainuddin Chisty, Asstt. Eng. CoCC

Q8. We have two big problem, these are Waste mgt. and Sewerage system, What will be our strategy?

- ACE Mr. Nurullah replied that, it will include our study project and also it will be linked up in the IDPCC

Kawsara Begum Sumi, Female Councilors, CoCC

Q9. Recently CoCC formed WLCC committee why we (Female) do not hold any chair position?

- ACE, LGED mentioned that **Gender Action Plan (GAP)** will be the platform to settle the question, because there is a scope to create such position in GAP and PRAP. And in that way the female ward councilors will hold the chair position.

Mr. Asgar, Executive Engineer, NCC

Q10. In 3D presentation there were no any green space/area shown in the 3D presentation.

- In reply the ACE said that the 3D presentation is hypothetical, real structure will show the ecological area.

- Mr. Apu mentioned that, this 3D model is a kind of visualized and motivational tool to make the policy maker of the relevant institutional head to see dreaming, so that they can replicate the model and build a fabulous and livable city.

Tamanna, Town Planner, CoCC

Q11. Is there any scope to establish hypothetical 3D Model in private land?

- ACE said that, there is no scope to establish the 3D model infrastructure development in private land. If the Public/corporate sectors will provide land then it will be easier to established 3D model.

Mr. Rafiq of ChCC

Q12. Who will provide safety engineer?

- Mr. Soma replied that, the contractor will provide the Safety Engineer. In that case, if there any accident occurred during the construction period then the information should be forwarded to the PCO office first.

Q13. Mr. Rafiq added one more question and that is, “Is there any possibility to split the sub project in batch one?”

- PD replied that there is no chance to split the amount in Batch one.

Q14. Another question raised by Mr. Rafiq there is no any Lab in Chittagong for material testing. So, where we can test the materials?

- PD replied that there are some options to test i.e. LGED, BUET and Chittagong Engineering University.

Mr. Amdad, SE, RpCC

Q15. He raised a question that if the RpCC can be able to complete the batch one project earlier, then can we go for implementation of batch two sub projects?

- Mr. Soma replied that if any CC can accomplish 80% of sub project in quick time then they can go for batch two works with the permission of PCO.

Asgar Hossain, Executive Engineer. NCC

Q16. There is a provision to split the sub project in PPR 2008, so, is it possible to split the schemes in CGP project?

- PD replied that considering the small project there is no scope to split the sub project.

Akbar Hossain, SE, GCC

Q17. Mr. Akbar raised a question, if the sub project cost is more than 35 Crore taka, then pre qualification of contractor is mandatory or not?

- In reply PD said that, prequalification of Bidder is obligatory. If prequalification is not done then it will be violation of PPR

Muzakka Zaher, PD, MGSP, LGED

Mr. Zaher discussed that, presently MGSP is also implementing a project on infra and governance in three City Corporation. Those are Rangpur City Corporation, NCC, and CoCC. At the same time, CGP is also implementing in the same intervention area. Under this circumstance, there should not be any overlapping during the implementation period.

He proposed that, for those three city corporation they will prepare only one O & M action Plan. They need not to do O & M action Plan separately for CGP and MGSP. If the PCO office (CGP) and the PD of MGSP agreed with that decision.

Mr. Khalilur Rahman, SE, (Urban)

Q18. Why picture of infrastructure scheme is essential at different position?

- He mentioned that sometimes contractor will not in work but we cannot understand he is practically working or not. If we preserve the periodic pictures of different layers then we can easily find what he is doing. And it is easier for taking any decision upon contractor.

Mr. Wadud, CEO, CoCC

Q19. Mr. Wadud requested the CGP management to issue a letter from relevant ministries to national agencies for CDCC formation and regular meeting held on participatory way and an effectively.

- In this context, the Additional Chief Engineer Mr. Nurullah gives clarification that, during the preparatory study of the CGP project a piloting on Coordination system was implemented in Comilla City Corporation. In that meeting the participants from different national agencies made comments that the officials are not mandatory to attend the meeting. But if the relevant Ministries issue a letter to the district level then the officials will attend the CDCC meeting. Mr. Nurullah also added, taking the important issues into the account, the Steering Committee members has been increased. The steering committee consists with all line ministries so that after consensus in the steering committee meeting and circulate the minutes to each member, the relevant directorate will issue the letter to attend the CDCC meeting regularly. If the CGP manage to activate the CDCC more effectively then it is expected to extend the other CC and all Municipalities as well.

Mostafa Kamal Mazumder, CEO, NCC

Q20. Regarding the CDCC formation there has been mentioned a Representative in the guidelines. Is only one member from chamber of commerce and Industry? He also added one more question, in the guidelines the entertainment cost is only 135 or 150 for a day. But the real situation of the market is different. In this context, the cost should be enhanced.

- PD replied that the issue will be settled according to the GoB rules regarding on expenses of the GoB fund.
- PD also replied that there are many communities in the CC area, like private community and others; there are also a chambers of commerce and industry sectors in each district level. It will be discussed and settled down with the consensus of all in meeting and have a scope to co-opt.

Regarding Exchange Visit PD, CGP

PD informed the house that, in our project we have some demonstration about Solid Waste Management in each CC and we have some plans for exchange visit to Japan and on the other hand some Japanese also will visit in City Corporation. But we do not have any hardware component in Waste Management in our project. But in our upcoming follow up project, there is a provision of waste management.

Summary and Closing remarks by Mr. Khalilur Rahman, S E, (UM), LGED

Mr. Khalilur Rahman, S E, LGED closed the Final Workshop of SAPI with vote of thanks.

Annex-8: Yearly Schedule of Training and Workshop

Yearly Schedule of Training and Workshop

No.	Area	Sub-area	No.	Theme	Fiscal Year					
					2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
1	ICGIAP Implementation	Good Governance	1	Concept of good governance and its application		✓				
			2	Training on basic ideas on e-governance and its operation and maintenance		✓				
			3	Capacity development of IT section on web management and e-governance (after software introduced)		✓				
		Administrative Reform	4	Workshop for operation of City Development Coordination Committee	✓					
			5	Workshop on administrative reform plan	✓					
			6	Workshop on Administrative Reform Plan and Decentralization	✓					
			7	Workshop for formulation and operation of capacity development program	✓					
			8	Concept and implementation of Kaizen	✓					
			9	Workshop on formation and operation of Comprehensive Planning Unit	✓					
			10	Workshop on basic functions and responsibilities of standing committee		✓				
			11	Training for standing committees (issue base)		✓				
			12	Assessment/collection/recording of holding tax, and other tax		✓				
		Financial Reform	13	CC financial management, such as accounting and book keeping		✓				
			14	Computerized financial accounting system		✓				
			15	CC budget preparation, budget control		✓				
			16	Internal auditing		✓				
		Citizen's Awareness and Participation	17	Workshop on formation and operation of CSCC	✓					
			18	Workshop on formation and operation of WLCCs	✓					

No.	Area	Sub-area	No.	Theme	Fiscal Year					
					2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
			19	Concept and tools for participation and facilitation skills		✓				
			20	Training on guideline for Poverty Reduction Action Plan and formation of Slam Improvement Committee		✓				
			21	Workshop for Poverty Reduction Action Plan (PRAP)		✓				
			22	Workshop for Gender Action Plan (GAP)		✓				
			23	Workshop on Revision of Citizen Charter		✓				
			24	Workshop on Citizen Report Card and Grievance-Redress Cell		✓				
		Urban Planning and Environment Improvement	25	Workshop on CCIDP and its use and management		✓				
			26	Review of CCIDP implementation		✓				
			27	Building permission training		✓				
			28	Preparation/revision of master plan		✓				
			29	Preparation of base map and land-use map		✓				
			30	Workshop for Environment Act and regulations (both GoB and JICA)		✓				
			31	Training/workshop of Water, Sanitation, and Waste management				✓		
			32	Training/workshop of 3R Activity Awareness Building		✓				
			33	Training/workshop of City beautification and environmental protection/preservation				✓		
		Law Enforcement	34	Review of rules and regulations to be implemented and its procedure		✓				
			35	Workshop on formation and operation of Law Enforcement Unit (LEU)			✓			
			36	Printing of Guidelines and Manuals 20 variations each 500 copies each. 20 x 500 = 10,000 copies	✓	✓	✓	✓	✓	

No.	Area	Sub-area	No.	Theme	Fiscal Year					
					2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
2	Skill up Training	Project Orientation	37	Special Foundation Training	✓					
			38	Project Kick-off meeting	✓					
			39	Workshop on project administration, technical and financial management		✓				
			40	Project orientation meeting		✓				
		Project Implementation	41	Concept and contents of ICGIAP	✓					
			42	Concept and contents of ARP	✓					
			43	Seminar on social and environmental issues in the project		✓				
			44	Account management of ICGP		✓				
			45	Training on contract management, technical and financial management	✓					
		Basic Administration	46	Administration and office management		✓				
			47	Basic computer training	✓					
		Engineering	48	Cost estimate for physical infrastructure		✓				
			49	Public procurement rules & contract management		✓				
			50	Quality control and supervision of civil works		✓				
			51	O&M of infrastructure and facilities		✓				
		Overseas Training	52	Administrative reform program, People's participation in local governance, decentralization, 12-13 trainees x 2 batches					✓	
			53	Financial management and taxation system 12-13 trainees			✓			
			54	Comprehensive urban planning, Building and land use Control 12-13 trainees,			✓			
			55	Road Network and Traffic management, Drainage network planning, construction and maintenance 12-13 trainees					✓	
			56	Water supply planning, construction and maintenance, PPP 12-13 trainees						✓

No.	Area	Sub-area	No.	Theme	Fiscal Year					
					2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
3	ICGIAP Extension	Orientation Workshop	57	Discussion on governance reform and contents of ICGIAP			✓			
		Urban Seminar	58	Sharing experience and “good practice” in each CC (urban seminar)		✓	✓	✓	✓	✓
		Exchange visit	59	Sharing experience and “good practice” in each CC (exchange visit)		✓	✓	✓	✓	✓
4	Solid Waste Management		60	Community participation in solid waste management			✓			
			61	Reducing food waste by Compost making				✓		
			62	Japanese Practice of 3R in solid waste management for 17 trainees					✓	
5	ICT	E-Governance, SMS Information Service	63			✓				
		Holding Tax Software	64			✓				
6	Community Resource Center	Ward Office cum Community Center	65			✓				

Annex-9: Cost Estimate for Training in Japan

Details of Cost Estimate for Training in Japan												
Loan Project Name		Inclusive City Governance Project in Bangladesh										
Component		Component 1: Governance Improvement and Capacity Development										
Cost #		2-1 Skill-up training 3 Overseas Training										
Venue		Tokyo, Kobe and Kitakyushu, Japan										
Period covered		14 – 28 March 2015										
Estimated No. of Participant		14										
CATEGORIES				Amount (in JPY)								
				Rate	Unit	Quantity	Cost	Totals	Original Currency	OANDA FX		
BANGLADESH												
A Airfare												
Economy: Dhaka(DAC)-HKG/BKK/SIN-Tokyo (HND/NRT)-HKG/BKK/SIN-Dhaka(DAC)												
			¥	155,000	Trip	9	¥	1,395,000	BDT	113,672	1.364	
			¥	24,890	Trip	10	¥	248,900				
Business: Dhaka(DAC)-HKG/BKK/SIN-Tokyo (HND/NRT)-HKG/BKK/SIN-Dhaka(DAC)												
			¥	232,100	Trip	5	¥	1,160,500	BDT	170,146	1.364	
			¥	15,590	Trip	5	¥	77,950				
B Miscellaneous Travel Expenses												
	1. Insurance-Full trip (15 days)		¥	20,000	Unit	9	¥	180,000				
	Insurance-Short trip (9 days)		¥	15,000	Unit	5	¥	75,000				
	2. Visa		-		Unit	14	-					
	3. Ground Transportation (to/from airport)		¥	1,800	Lump	14	¥	25,200	BDT	1,200	1.5	
								¥	3,162,550	BDT	4,743,825	1.5
JAPAN												
C Land Transportation												
	1. Land Transportation (subway, taxi, bus, etc.)		¥	200	Day	6	¥	1,200				
	2. Shinkansen High Speed Rail											
	Tokyo to Kyoto		¥	13,910	Trip	14	¥	194,740				
	Kyoto to Shinkobe		¥	3,650	Trip	14	¥	51,100				
	Shinkobe to Hiroshima		¥	10,220	Trip	9	¥	91,980				
	Hiroshima to Kokura		¥	7,740	Trip	9	¥	69,660				
	3. Micro bus/box taxi for city travel (daily average)		¥	67,100	day	10	¥	671,000				
								¥	1,079,680	BDT	1,619,520	1.5
D Per Diem												
	1. Subsistence – Senior (5 pax for 9 days)		¥	11,958	Day	45	¥	538,128	\$	101.00	118.4	
	Subsistence – Others (9 pax for 15 days)		¥	10,774	Day	135	¥	1,454,544	\$	91.00	118.4	
	2. Accommodation –Senior (at cost, but not to exceed unit price)		¥	13,000	Night	30	¥	390,000				
	Accommodation– Others (at cost, but not to exceed unit price)		¥	11,000	Night	126	¥	1,386,000				
								¥	2,382,672	BDT	3,574,008	1.5
E Miscellaneous Travel Expenses												
	Ground Transportation (Between Hotel and Airport)		¥	4,700	RT	28	¥	131,600				
								¥	131,600	BDT	197,400	1.5
F Other Expenses												
	1. Training Plan Development & Coordination		¥	2,210,320	Unit	1	¥	2,210,320				
	2. Interpreter (fulltime)		¥	60,000	Day	13	¥	780,000				
	3. Training Materials Production/Translation		¥	675,374	Unit	1	¥	675,374				
	4. Photocopy		¥	12,484	Unit	1	¥	12,484				
	5. Administrative Expense (2 Coordinators:Kobe-based / 1 interpreter: Tokyo-based)											
	Accommodation (at cost, not to exceed unit price)		¥	13,100	Night	26	¥	340,600				
	Land Transport (City)		¥	3,000	Day	9	¥	27,000				
	Land Transport (Shinkansen for coordinators)		¥	64,740	Trip	2	¥	129,480				
	Land Transport (Shinkansen for interpreter)		¥	35,520	Trip	1	¥	35,520				
	Flight for interpreter (Fukuoka-Tokyo)		¥	24,890	Trip	1	¥	24,890				
	Subsistence		¥	2,600	Day	30	¥	78,000				
	Ground Transport (Airport pickup/send off)		¥	4,000	RT	9	¥	36,000				
	6. Host Honoraria											
	Lecturer/Facilitators		¥	89,208	Unit	1	¥	89,208				
	Misc – Token of Appreciation		¥	3,240	Unit	5	¥	16,200				
	7. Lecture Space Rental (incl. refreshments) for orientation and report day		¥	89,000	Day	2	¥	178,000				
								¥	4,633,075	BDT	6,949,613	1.5
Total								¥	11,389,577			
Add: Contingency (maximum of XX% of total overseas study tour cost)												
Grand Total								¥	11,389,577			

Red: Unconfirmed/Estimated

Annex-10: ICGP Overall Training Plan

ICGP Overall Training Plan

Area	Sub-area	No	Theme	Target	Timing and Cost																								Event Nos.	Unit cost (BDT)	Total (BDT)	Total BDT by Area																	
					SAPI Team												GI Team																																
					1st year (2014/7 - 2015/6)												2nd year		3rd year		4th year		5th year		6th year																								
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2015/7 - 2016/6	2016/7 - 2017/6	2017/7 - 2018/6	2018/7 - 2019/6	2020/7 - 2021/6																																	
		SAPI Workshop and Training																																															
		a)	Kick off orientation at LGED					23-11																																									
		b)	Orientation and workshop at each CCs				04, 06	16-11																																									
		c)	Procurement Training in Dhaka				07-9	13-16																																									
		d)	Interim workshop at LGED					23-11	26-1																																								
Compo1-1 ICGIAP Implementation	Good governance	1	Concept of good governance and its application	Mayors, CEOs and Secretary							1													1	90,000	90,000	5,445,000																						
		2	Training on basic ideas on e-governance and its operation and maintenance	Officials of Public Relation Section and IT section										5											5	45,000		225,000																					
		3	Capacity development of IT section on web management and e-governance	Officials of IT section										5											5	45,000		225,000																					
	Administrative Reform	4	Workshop for operation of City Development Coordination Committee	Member of CDCC									5											5	45,000	225,000																							
		5	Workshop on administrative reform plan	Member of ARC									5											5	45,000	225,000																							
		6	Workshop on Administrative Reform Plan and Decentralization	LGD and LGED relevant officials									1											1	90,000	90,000																							
		7	Workshop for formulation and operation of capacity development program	Member of CDU									5											5	45,000	45,000																							
	Financial Reform	8	Concept and implementation of Kaizen	Selected officers from each department									5											5	45,000	45,000																							
		9	Workshop on formation and operation of Comprehensive Planning Unit	CEO, Heads of Dept.									5											5	45,000	45,000																							
		10	Workshop on basic functions and responsibilities of standing committee	Members of standing committees								1												1	90,000	90,000																							
		11	Training for standing committees (issue base)	Members of standing committees								1												1	90,000	90,000																							
		12	Assessment/collection/recording of holding tax, and other tax	Tax Assessor, Tax Collector, Account Officer / Accountant										1										1	90,000	90,000																							
		13	CC financial management, such as accounting and book keeping	Account Officer, Accountant, concerned officials										1										1	90,000	90,000																							
		14	Computerized financial accounting system	Account Officer, Accountant, Bill clerk, concerned officials										1										1	90,000	90,000																							
		15	CC budget preparation, budget control	Account Officer / Accountant, concerned officials										1										1	90,000	90,000																							
		16	Internal auditing	Officers of internal audit department, Account Officer / Accountant										1										1	90,000	90,000																							
	Citizen's Awareness and Participation	17	Workshop on formation and operation of CSCC	Member of CSCC									5										5	45,000	225,000																								
		18	Workshop on formation and operation of WLCCs	Member of WLCC, Concern officials									5										5	45,000	225,000																								
		19	Concept and tools for participation and facilitation skills	Secretary, concerned CC officials and staff									5										5	45,000	225,000																								
		20	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										5	45,000	225,000																								
		21	Workshop for Poverty Reduction Action Plan (PRAP)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office									5										5	45,000	225,000																								
		22	Workshop for Gender Action Plan (GAP)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office									5										5	45,000	225,000																								
	Urban planning and environmental improvement	23	Workshop on Revision of Citizen Charter	Heads of department in CC									5									5	45,000	225,000																									
		24	Workshop on Citizen Report Card and Gervanance-Redress Cell	Officials of Secretary Office									5									5	45,000	225,000																									
		25	Workshop on CCIDP and its use and management	CEO, Officials of Engineering, Town Planner									5									5	45,000	225,000																									
		26	Review of CCIDP implementation	Officials of Engineering, town planning, and Secretary Office									5									5	45,000	225,000																									
		27	Building permission training	Officials of town planning (junior/senior)									1									1	90,000	90,000																									
		28	Preparation/revision of master plan	Officials of Engineering, town planning, and Secretary Office																		1	90,000	90,000																									
		29	Preparation of base map and land-use map	Officials of town planning (junior/senior)																		1	90,000	90,000																									
		30	Workshop for Environment Act and regulations (both GoB and JICA)	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office																		1	90,000	90,000																									
		31	Training/workshop of Water, Sanitation, and Waste management	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office																		5	45,000	225,000																									
		32	Training/workshop of 3R Activity Awareness Building	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office																		5	45,000	225,000																									
	33	Training/workshop of City beautification and environmental protection/preservation	Officials of Engineering, town planning, PIUCC environmental staff and Secretary Office																		5	45,000	225,000																										
	Law enforcement	34	Review of rules and regulations to be implemented and its procedure	Secretary, Magistrate, Law officer, Concerned officials																		1	90,000	90,000																									
35		Workshop on formation and operation of Law Enforcement Unit (LEU)	Secretary, Magistrate, Law officer, Concerned officials																		5	45,000	225,000																										
Compo 1-2 1) Skill up Training	a) Project Orientation	36	Special Foundation Training	LGED officials																																													
		37	Project Kick-off meeting	LGED and relevant government officials																																													
		38	Workshop on project administration, technical and financial management	LGED and relevant government officials																																													
		39	Project orientation meeting	CC Mayor, Councilor, CEO																																													
	b) Project Implementation (cooperation with SAPI)	40	Concept and contents of ICGIAP	LGED officials and CC high officials																																													

