

**1st BATCH ICGIAP IMPLEMENTATION PERFORMANCE
ASSESSMENT REPORT (FY 2014-16)**

**City Governance Project (CGP),
Local Government Engineering Department (LGED)
June 2016**

GLOSSARY

Administrative Reform Committee (ARC) headed by the Mayor is to facilitate administrative reform of local governance at City Corporation level for collecting and compiling necessary data, and proposes strategic plan as well as specific by-law for the CC and submits draft by-law to LGD to review, finalize and take necessary action at national level.

Annual Administrative Report (AAR) is a statement of facts which reflects the City Corporation as a whole specifying basic information, vision, mission, powers and functions to streamline accountability and determine the annual development index with a view to render better services to the citizens of the City Corporation.

City Development Co-ordination Committee (CDCC) headed by the Mayor is a common platform at City Corporation level necessary to maintain meaningful coordination and collaboration among the national agencies working in the City Corporation area as well as involving private sector organizations to set up inclusive city planning and implementation.

Community Development Committee (CDC) refers ward based traditional or newly formed social organization (combining average 5-6 moholla/paras), self-help group, samity, club, and/or cultural organization.

Capacity Development Unit (CDU) chaired by the Chief Executive Officer (CEO) is established at City Corporation level in order to design comprehensive training program to improve capacity of the elected representatives, officers, and staff of City Corporation, and sustain it.

Community Group (CG) existing functional or newly formed community based organization in each community (para/mohalla) to assess local need, prepare local/ community development plan, and integrate community with the CC's management for expected regular services to the community. Ref. Local Government (City Corporation) Act 2009, third schedule, section 28.2

City Information Service Center (CISC) headed by the Mayor is an innovative solution combining back-end automation with efficient services points to improve the quality and speed of services at the CCs offices.

Comprehensive Planning Unit (CPU) headed by the Head of Engineering Department is to formulate long term policy based on citizen's need and considering both micro and macro perspective.

Civil Society Coordination Committee (CSCC) chaired by the Mayor and CEO as member secretary is a project introduced forum of citizen, elected representatives and CC's officials to examine the plan in terms of resource distribution, monitor the development activities, involve citizen in decision making and maximize interaction between CC and citizen.

Diversify Earnings from Business Operated by CCs refers new areas of business to increase earnings from own sources in the CC territory (e.g. lease of markets, concession for bus/truck terminals etc.) and make its finance base strong.

E-Governance refers government services are made available to the citizens in a convenient, efficient and transparent manner, include (a) automation of government routine functions (b) Web-enabling government functions for access of the citizen, and (c) achievement of openness, accountability,

effectiveness and efficiency through improvement of government processes. E-governance activities have to be performed under the guidance of Mass Communication Cell.

Gender Action Plan (GAP) is a tool for gender mainstreaming at all level of work in City Corporation and has been developed based on National Women Development Policy 2011 and Strategy of Gender Equity adopted by LGED.

Grievance Redress Cell (GRC) headed by senior most Panel Mayor to provide demand responsive services to the citizen for their satisfaction and to enhance efficiency, accountability and good governance system of City Corporation. Ref. Local Government (City Corporation) Act 2009

Governance Working Group (GWG) is chaired by the Additional Secretary (Urban Wing), Local Government Division, MLGRD&C and is responsible for monitoring and supervising the progress of governance improvement of each CC.

Independent Accounting System in Water supply and Waste Management Sector is envisaged to introduce financially independent accounting system in the water supply and waste management sector for CCs.

Integrated Computer System is an essential instrument to enhance financial management efficiency in CCs includes i) financially independent accounting system, ii) O&M reserve fund, iii) holding tax assessment system, and iv) linkage between accounting and budget preparation.

Kaizen is a system of continuous improvement in quality, technology, process, company, culture, productivity, safety and leadership was introduced in Japan following World War II. The word Kaizen means 'Continuous Improvement'. It comes from the Japanese word "Kai" which means "change" and "Zen" is "better" or "good". Kaizen activities would be guided by the selected focal person from CDU.

Mass Communication Cell (MCC) chaired by the Secretary is a contemporary form of mass communication to share news, information and opinion through which City Corporations are connected to their stakeholders more than ever and to reach new customers and existing customers engaged.

Mass Public Meeting (MPM) under guidance of the Mayor, refers general public are invited to the meeting to disseminate and deliberate some selected issues, policy, large scale development project which can affect citizens' life and to create an atmosphere that citizens can take part of planning and provision of public services.

Project Coordinator (PC) is the member secretary of the Governance Working Group and is responsible for necessary coordination with relevant projects especially Special Assistance for Project Implementation (SAPI) and directly supervise the Technical Cooperation Projects (Governance and Urban Planning).

Project Coordination Office (PCO) is headed by the Project Director assigned by LGED and is responsible for managing the project operation at the central level.

Project Implementation Unit (PIU) established in each City Corporation and is responsible for Governance Improvement and Infrastructure Development of the CC itself. Each PIU has Task Teams (TT) for Governance and Infrastructure.

Standing Committee (SC) in accordance with provision Local Government (City Corporation) Act, 2009 Standing Committees are exist at City Corporation Levels for dealing with finance and establishment, education, health and sanitation, works and building, planning and improvement, water and electricity, social welfare and community centers, and accounts and audit. Each committee

is consisting of six members elected by commissioners among them and committee is to elect one of its member as Chairman and another as Vice-Chairman.

Steering Committee (S/C) is chaired by the Secretary, Local Government Division, MLGRD&C, and is responsible to make policy decisions and decision of this committee is the final judgment of the project.

Vision and Mission Set in Each Department is principle work of a department/organization and/or a commitment to citizen intending to bring betterment in daily work. Vision envisages desirable future status of department; while, mission describes specific responsibilities to bring changes from present status to the visualized future status. Each department head has to be initiated in own department.

Ward Level Coordination Committee (WLCC) is a project introduced committee at ward level chaired by respective ward councilor with the participation female councilor as co-chair, and representative of slum, civil society/NGOs/CBOs, professional group, and any officer nominated by Mayor as member secretary to ensure participation in discussion on the selection of schemes and prioritize implementation of physical works, ongoing solid waste management, poverty reduction, development work, quality of work, planning of IDP, tax, budget and other relevant issue.

List of Acronyms and Abbreviations

AAR	: Annual Administrative Report
ARC	: Administrative Reform Committee
BMET	: Benefit Monitoring and Evaluation Team
CC	: City Corporation
CDCC	: City Development Coordination Committee
CDC	: Community Development Committee
CDU	: Capacity Development Unit
CG	: Community Group
CGP	: City Governance Project
ChCC	: Chittagong City Corporation
CISC	: City Information Service Center
CoCC	: Comilla City Corporation
CGP	: City Governance Project
CPU	: Comprehensive Planning Unit
CSCC	: Civil Society Coordinating Committee
DPP	: Development Project Proposal
GAP	: Gender Action Plan
GCC	: Gazipur City Corporation
GoB	: Government of Bangladesh
GRC	: Grievance- Redress Cell
GWG	: Governance Working Group
ICGIAP	: Inclusive City Governance Improvement Action Program
JICA	: Japan International Cooperation Agency
LGD	: Local Government Division under MLGRD&C
LGED	: Local Government Engineering Department
MCC	: Mass Communication Cell
MLGRD&C	: Ministry of Local Government, Rural Development and Cooperatives
MPM	: Mass Public Meeting
NCC	: Narayanganj City Corporation
NUSP	: National Urban Sector Policy
O&M	: Operation and Maintenance
PA	: Performance Assessment
PC	: Project Coordinator
PCO	: Project Coordination Office
PIU	: Project Implementation Unit
RpCC	: Rangpur City Corporation
SAPI	: Special Assistance for Project Implementation
S/C	: Steering Committee
SC	: Standing Committee
SFYP	: Sixth Five Year Plan of the Bangladesh Government
WASA	: Water Supply and Sewerage Authority
WLCC	: Ward Level Coordination Committee

ACKNOWLEDGEMENT

The 1st performance assessment of ICGIAP implementation is carried out keeping in view making decision for batch-2 funding to qualified City Corporations (CCs) under batch-2, one of the most important agenda of City Governance Project (CGP).


CGP is a time bound performance based project, views to ensure implementation of ICGIAP in parallel with civil works in targeted 5 City Corporations (CCs) over two batches to improve public service delivery efficiency of CC's as emphasized in NSAPR-II or PRSP-II, 2009-11; SFYP, 2011-15; Perspective Plan, 2010-21; draft NUSP, and SFYP, 2016-20. Based on these national goals and targets, CGP developed specific strategies and are divided into two strategic timeframes from FY 2014-15 to FY 2019-20. In consideration of the process, the task of 1st assessment was not so difficult, but it was hurdled because of incorporating ways to address existing and emerging challenges of the city governance as well as to adopt a universal approach, i.e. more synergic implementation of city wide governance project. Finally, we are delighted that the task has been accomplished successfully reflecting the comments and suggestions of City Councils/Officials and recommendations of Working Group for Governance, LGD; Monitoring Group, LGD; High Officials, LGED; JICA representatives and City Corporation representatives in review workshop.

The subject-matter challenge we observed to integrate the goals of different committees at City Corporation level starting from City Council down to the Ward Level Coordination Committee in response to the demand of communities. A comprehensive and participatory approach was adopted for the task accomplishment. Exclusive discussion and sharing of views with City Corporations personnel directly or indirectly involved in implementing ICGIAP activities were organized. Finally, attempts were made to come into a broader consensus among all stakeholders on the major issues of the Inclusive City Governance Improvement Action Program. We feel proud of recalling the consultation process and encouraged to see that the task has been completed as expected.

I think we successfully overcome the challenges faced during 1st ICGIAP implementation assessment. Arriving at this level of satisfaction, we were tremendously supported by our targeted City Corporation managements, Working Group for Governance, Monitoring Group, LGED high officials, JICA representatives, and GICD sub-teams, who are mandated to provide capacity development and facilitate ICGIAP activity implementation support to city corporations. On behalf of the CGP, I sincerely express my gratitude to them. Working Group for Governance established under the leadership of the LGD; the chairperson and the members of the group have taken the pain to provide necessary guidance to entire process of the 1st ICGIAP implementation assessment, review assessment findings and put recommendations to Project Steering Committee to make decision for phase-2 funding to qualified City Corporations. I am especially thankful to the Chief Engineer and the senior officials of the LGED for their warm cooperation, sincere effort and continued guidance.

The officials and the staff of CGP have worked hard and provided consistent management support to the BME consultants in carrying out the assessment. The task to accomplish assessment was almost impossible without their support, I sincerely thank them. Finally, I hope that all of our efforts and contributions were truly meaningful to make decision for phase-2 funding to targeted City Corporations.

We are looking forward to conduct the 2nd performance assessment of ICGIAP implementation which is planned in June 2018 for the decision of further funding to targeted City Corporations.



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Project Director, CGP, LGED

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Chapter 1

This chapter provides a brief background of increased urbanization experience of Bangladesh since independence, narrates contribution of urbanization to strong growth of industries and social development and explains legal framework which are instrumental to govern the Inclusive City Governance Improvement Action Program (ICGIAP of the City Governance Project (CGP)).

1.1 Background

Bangladesh has experienced increased urbanization since independence. In 2012, the estimated total population of the country was 154.69 million of which 29 percent (44.68 million) was urban. The urban population growth rate is 2.92 percent per annum¹ which is much higher than total population growth rate of 1.37 percent². At existing growth rates, it is expected that the country's urban population will reach about 110 million or half of the population by 2036. The major reasons for the rapid population growth in urban area are: i) the high natural increase in urban population; ii) the traditional expansion of urban areas; and iii) rural to urban migration. At present urban dwellers constitute about 30 percent of the total populations of the Bangladesh, but their contribution to GDP is more than 60 percent indicating that the productivity of labor in urban areas is much higher than in rural areas.

Two types of urban local government exist in Bangladesh e.g. the City Corporation (CC) and the Pourashava. Generally, in the division Level, CC functions whereas Pourashavas function in other towns. At present there are 11 (eleven) CCs and 319 Pourashavas in the country. CCs are playing an important role in the national development resulting from rapid growth in these urban centers.

1.2 Justification

Urbanization is the key contributor to the strong growth of industries and the social development. But at the same time, urban congestion and pollution now threaten city/ town dweller's life and future economic growth.

The development of urban infrastructure has not kept pace with rapid urbanization, causing an acute shortage in infrastructure and services like piped water supply, sewerage, drainage, roads and bridges. As roads and bridges have insufficient capacity to meet the traffic volume, traffic jams in city centers limits access to economic opportunity and social services. Rapid urbanization is largely attributed to the migration of low income group settling in urban slums without access to basic services. Rapid urbanization has been posing adverse environment and social consequences.

¹ World Bank, 2012

² Bangladesh Bureau of Statistics, 2011

Moreover, the involvement of many institutions in city area the management resulted gross overlapping of functions, lack of coordination, and plurality in the planning, implementation and development approaches which in fact create more problems than solving them.

Reviewing situation, the Government of Bangladesh (hereinafter refer to as GoB) formulate policy to enhance function of city corporations (hereinafter refer to as CC) which were newly promoted/to be promoted from Pourashava to become inclusive city government. Accordingly, CGP emphasized and covered two important aspects of CC's to response their citizens, I) governance and II) infrastructure. On the other hand, such response requires an administrative reform of the CCs.

1.3 Guiding legal framework

Among others, the Inclusive City Governance Improvement Action Program (ICGIAP) of the City Governance Project (CGP) is governed in accordance with the National Strategy for Accelerated Poverty Reduction II (Revised) for FY 2009-11 (NSAPR-II or PRSP-II), 2009;³ Sixth Five Year Plan (SFYP), FY 2011-'15; Perspective Plan, 2010-'21; Bangladesh Climate Change Strategy and Action Plan, 2009; Bangladesh Environment Conservation Act, 1995 and Bangladesh Environmental Conservation Rules, 1997; draft National Urban Sector Policy (NUSP), 2011; and Local Government (City Corporation) Act, 2009.

³ Government of the People's Republic of Bangladesh, December 2009: Steps Towards Change: National Strategy for Accelerated Poverty Reduction II (Revised): FY 2009-11

Chapter 2

This chapter begins with brief introduction of City Governance Project (CGP), narrates project components and explains implementation timeline of the project activities over a period of six years in three phases under two batches.

2.1 Introduction

The City Governance Project (hereinafter referred as “the project”) has two main missions, namely governance improvement and infrastructure. The project implementation period is 6 years between July 2014 and June 2020 in two batches, the 1st batch implementation period is first two years and for 2nd batch remaining four years.

Through implementing 42 activities of ICGIAP under four groups⁴ and seven areas⁵ the project intended CCs (NCC,⁶ CoCC,⁷ RpCC,⁸ GCC,⁹ and ChCC¹⁰) will address urban infrastructure development in parallel with governance improvement. Infrastructure activities are divided into three task groups I) 1st Batch Construction, II) 2nd Batch Construction and III) Feasibility Study of Prospective Project.

Out of the five city corporations two¹¹ large cities are operating separate WASAs. The other city corporations themselves manage their water and sanitation services.

The CGP comprises of four components. They are as follows:

- 1) Component 1: Governance Improvement and Capacity Development
- 2) Component 2: Urban Infrastructure Development
- 3) Component 3: Procurement of Equipment, and
- 4) Component 4: Consulting Services

2.2 Implementation timeline

The ICGIAP of CGP will be implemented over a period of 6 years starting from FY 2014-15 in three phases, each of two years duration. The phase-I is under batch-1, and phase-II and III are under batch-2.

The batch-1, phase-I comprised priority programs of implementation of 13 trigger activities, relevant 29 Non-trigger activities under ICGIAP and low Tech Physical works.

⁴ i) Transparency, ii) Accountability, iii) Participation, and iv) Predictability

⁵ i) Improvement of Openness and Information Dissemination, ii) Administrative Reform, iii) Tax Reform, iv) Financial Management Reform, v) Citizen Awareness and Participation, vi) Urban Planning and Environmental Improvement, and vii) Coordination System for Law Enforcement

⁶ NCC established in 2010

⁷ CoCC established in 2011

⁸ RpCC established in 2011

⁹ GCC established in 2012

¹⁰ ChCC established in 1982

¹¹ Narayanganj and Chittagong City Corporations

The batch-2, phase-II period include continuation and quality improvement of 13 Trigger and 29 Non-trigger activities and implementation of High Tech physical works.

Batch-2, phase-III include continuation and quality improvement of 13 Trigger and 29 Non-trigger activities, operation and maintenance (O&M) of implemented Physical works and implementation of remaining physical works.

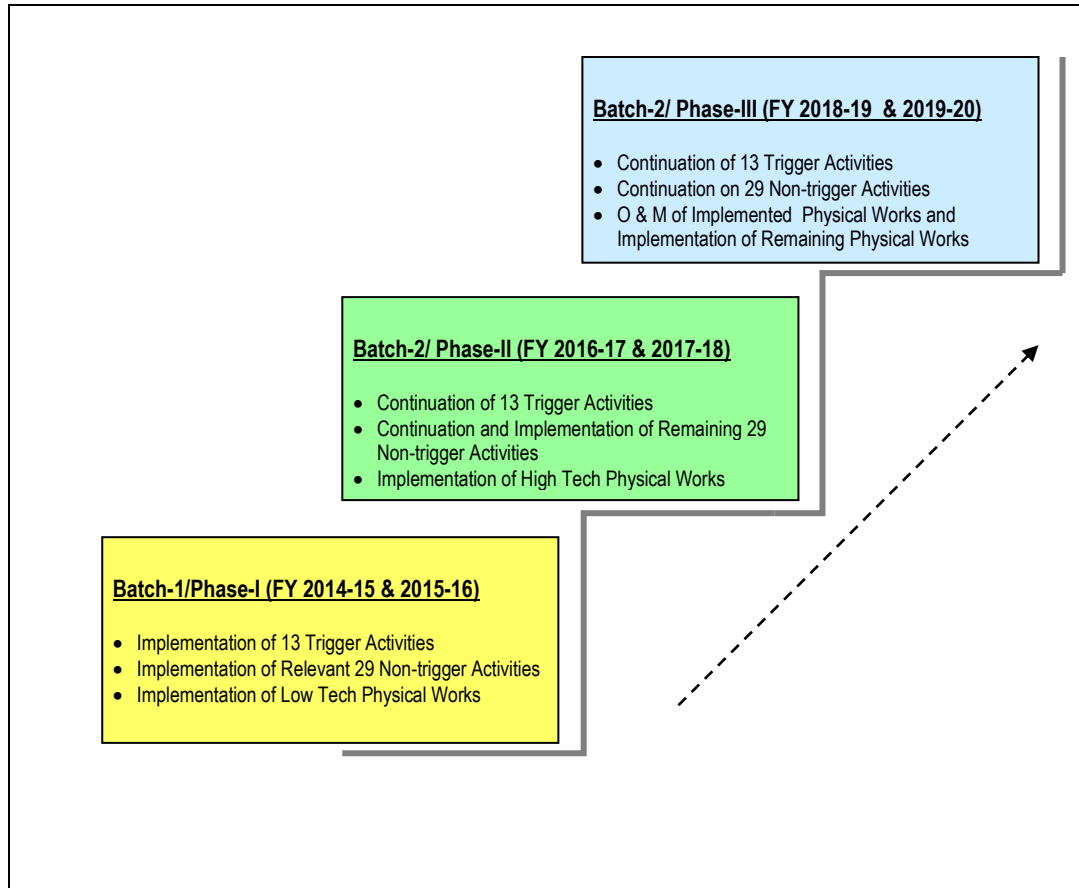


Figure-1: Implementation Timeline of ICGIAP, CGP

It is important to mention that performance assessment of ICGIAP implementation is scheduled on end of 2nd year and later half of the 4th year.

Chapter 3

This chapter describes the objectives and methodologies followed to carry out this assessment. The chapter ends with steps followed to conduct this assessment and its limitations.

3.1 Assessment Objectives

The project has provision of performance assessment (PA) of ICGIAP implementation two times (hereafter 1st and 2nd batch) along with schedule of the batches of infrastructure development fund implemented on selected thirteen activities. This performance assessment of ICGIAP shall make clear linkage between governance improvement and infrastructure development.

CCs are required to meet the at least “minimum requirement” of selected thirteen activities. If any of the criteria is not achieved, then the CC is not allowed to take steps for the 2nd batch.

Objectives of PA are stated below:

- To verify performance track record of selected thirteen activities of ICGIAP implemented during 1st batch of CGP
- To declare that CCs which meet the minimum satisfactory level in selected thirteen activities are entitled the fund allocation for 2nd phase of 2nd batch, and
- To make decision in regards to reallocation of surplus fund of 1st batch, if any, to the CC that achieved the highest score in the PA.

3.2 Methodology

The PA is conducted in accordance with Performance Review Guideline of CGP. Meaningful consultative, collaborative and feedback sharing process were followed to carry out this assessment. Thus, following methodologies were followed:

- Reviewed relevant project documents
- Reviewed available quarterly progress and monitoring reports
- Collected information from project city corporations
- Shared preliminary findings of assessment with concerned city corporation and project personnel, and
- Validated collected information with corresponding means of verification in feedback sharing meeting at CC levels.

3.3 Stages followed for the assessment

The first three stages are for finalise of assessment and remaining three stages are for policy decision to take steps for batch-2 implementation.

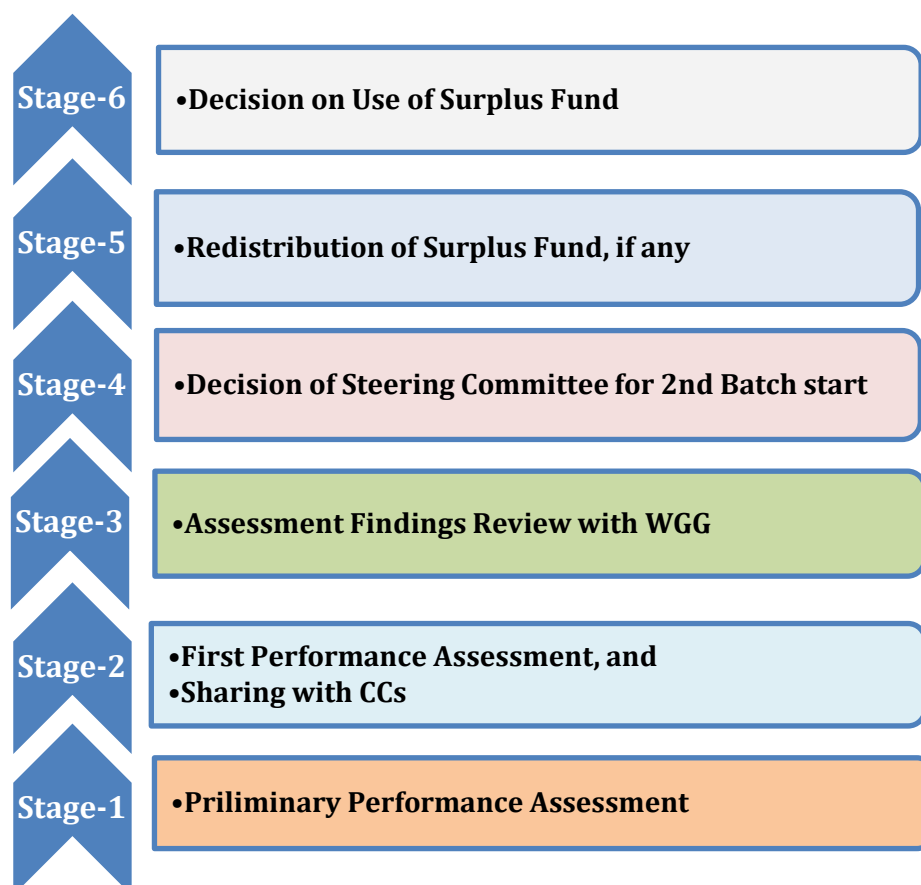


Figure-2: Stages of Assessment

3.4 Limitations of the assessment

- The time period for batch-1 ICGIAP implementation have shifted from August 2014¹² – June 2016 to July 2015¹³ – June 2016, i.e. It reduced to one year time period
- Premature 1st assessment, carried out after actual one year start of ICGIAP implementation
- Preliminary and 1st Performance Assessment carried out in a close proximity, and
- Absence of reliable baseline information on ICGIAP.

¹² Project Memorandum on Inclusive City Governance Project, June 2014

¹³ 3rd Quarter Progress Report (February-April), GII, CGP, 2016

Chapter 4

This chapter analyzes summary findings of the assessment of ICGIAP implementation of CGP including 13 Trigger, relevant 29 Non-trigger activities, and also examines major assumptions made in the logical framework of the project. The remaining findings are analyzed in other chapters.

4.1 Summary findings of the assessment on 13 Trigger activities

Table-1: Findings by Area, Trigger and CC

Area/Triggers	Score Obtained by CC				
	NCC	CoCC	RpCC	GCC	ChCC
Area1: Openness & Information Dissemination					
T1: E-governance system introduced in at least one area	1	1	1	1	1
T2: At least 5,000 citizens registered on SMS information dissemination system and information disseminated	1	1	1	1	1
Area2: Administrative Reform					
T3: At least 4 CDCC meetings held annually	1	1	1	1	1
T4: Training program formulated and at least one kaizen implemented by each department	1	1	1	1	1
Area3: Tax Reform					
T5: A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. -> Introduction or utilization of interim tax assessment/billing software initiated	1	1	1	1	1
Area4: Financial Management Reform					
T6: Preparation of the independent accountant system initiated	1	1	1	1	1
T7: Finance and Establishment Standing Committee held at least 4 times annually	1	1	1	1	1
Area5: Citizen Awareness & Participation					
T8: At least 4 CSCC meetings held and minutes prepared	1	1	1	1	1
T9: All WLCCs meet every three months. --> at least twice a year	1	1	1	1	1
Area6: Urban Planning & Environment					
T10: Building permit procedures clarified and officers in charge assigned	1	1	1	1	1
T11: O&M Action Plan Prepared	1	1	1	1	1
T12: Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development	1	1	1	1	1
Area7: Law Enforcement					
T13: At least one campaign activity implemented	1	1	1	1	1
Total score obtained	13	13	13	13	13
Rank	1	4	2	3	2

Five City Corporations out of 13 Trigger activities, Narayanganj achieved 12 at full satisfactory level and 1 at minimum satisfactory level, Comilla 7 and 6, Rangpur 10 and 3, Gazipur 9 and 4, and the Chittagong 10 Trigger activities at full satisfactory level and 3 at minimum satisfactory level. However, all 5 CCs obtained full score (13). Ref. Findings analysis 5.1.1, 5.2.1, 5.3.1, 5.4.1 and 5.5.1

4.2 Summary findings of the Assessment on 29 Non-Trigger Activities

Table-2: Findings by Area, Activity and CC

Area/Activity	Score Obtained by CC				
	NCC	CoCC	RpCC	GCC	ChCC
Area1: Openness and Information Dissemination					
1.3 Establish City Information Service Center (CISC)	1	1	0.5	0.5	1
1.4 Organize mass public meetings	0.5	0	0.5	0.5	0
Area2: Administrative Reform					
2.2 Establish Administrative Reform Committee (ARC)	1	0	1	1	1
2.3 Clarify vision and mission of each department	1	0	1	1	0
2.5 Revise job descriptions	1	0	1	1	0
2.6 Initiate kaizen activities	1	1	1	1	1
2.7 Establish & Operationalize Comprehensive Planning Unit (CPU)	1	0.5	1	1	0.5
2.8 Activate Standing Committees	1	0	0.5	0.5	0.5
2.9 Prepare and publish Annual Administrative Report	1	0	0	0	0
Area3: Tax Reform					
3.2 Carry out interim tax assessment and increase collection	1	1	1	0.4	1
3.3 Identify other sources of CC taxes	1	1	1	1	1
Area4: Financial Management Reform					
4.3 Establish integrated computer-based financial management system (IFMS)	1	0.5	0.5	0.5	1
4.4 Prepare financial statements and conduct internal audit	0.7	0.3	0.7	0	0.7
4.5 Increase non-tax revenues at least by the inflation rate in each year	1	0.5	1	1	1
4.6 All debts due to GOB and other entities paid as per the schedule	1	0	1	1	0
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	1	0	1	1	1
4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened the information displayed at the CC office	1	0.3	0.3	0.3	0.3
Area5: Citizen Awareness and Participation					
5.3 Community integration and formation of Community Group (CG)	0.3	0	0	0	0
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	0	0	0	0	0
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	1	0.4	0.3	1	0.3
5.6 Revise Citizen Charter	1	0	0.6	0.6	0.7

Area/Activity	Score Obtained by CC				
	NCC	CoCC	RpCC	GCC	ChCC
5.7 Implement Citizen Report Card system	1	0	0	0	0
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	1	0	1	0	0.5
Area6: Urban Planning and Environment					
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	1	0	0	0	0
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	0.8	0	0.8	0.8	0.6
6.6 Improve sanitary situations - public toilets & drainage	1	0.5	1	1	1
6.7 Solid waste management – awareness raising & improving practices	1	0.5	1	1	1
Area7: Law Enforcement					
7.2 Establish and operationalize Law Enforcement Unit (LEU)	1	1	1	1	1
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	1	1	1	1	1
Total score obtained	26.3	9.5	19.7	18.1	16.1
Rank	1	5	2	3	4

Five City Corporations out of 29 Non-trigger activities, Narayanganj attained 24 at full requirement level, 4 at partial level and 1 yet to be attained; Comilla 6, 8, and 15; Rangpur 15, 9 and 5; Gazipur 14, 8, and 7; and the Chittagong 12 at full level, 8 at partial level, and 9 yet to be attained. However, Narayanganj, obtained 26.3 score, Comilla 9.5, Rangpur 19.7, Gazipur, 18.1, and Chittagong obtained 16.1 score. . Ref. Findings analysis 5.1.2, 5.2.2, 5.3.2, 5.4.2 and 5.5.2.

Although, attaining Non-trigger activities are not essential for the first assessment but very useful for cementing success of Trigger activities and get way for batch-2 of ICGIAP implementation.

4.3 Status of assumptions made for outputs of Component-1 in Logical Framework

Outputs of Component-1	Important Assumption	Status as of June '16
ICGIAP	By June 2020 Project concepts are well accepted by the participating CCs and their citizens	Project concepts are accepted by the CCs and their citizens and gradually improving, require lot to improve
Training in Bangladesh and Japan	Capacity of CCs staff enhanced through ICGIAP and technology transfer	Gradually improving and lot to improve
	Qualified contractors/supplier/consultants are available	Qualified contractors/supplier/consultants are available
	No abnormal price hike	There was no such abnormal price hike for last two years
	No major natural disasters	There was no such natural disaster for last two years

Outputs of Component-1	Important Assumption	Status as of June '16
	Fund flow is smooth	Fund flow remains smooth for last two years

The analysis gives an understanding that the project did not face such major obstacle during implementation of its activities under Governance Improvement and Capacity Development component for last two years that could hamper progress.

4.4 Overall issues, challenges and action points

Issues and challenges in regard to committees and their function, formation/reformation of project introduced Civil Society Coordination Committee (CSCC), City Development Coordination Committee (CDCC), Ward Level Coordination Committee (WLCC) etc. and their meaningful function as per guidelines are critical issues for ICGIAP implementation. Besides, demand responsive role of Standing Committees in implementing ICGIAP is also critical issue. Therefore, form/reform committees and enhance their evocative role as per guideline are gigantic challenges for CCs.

Action points, assist City Corporation to-

- Reform committees as per guideline structure, wherever appropriate and/or applicable
- Share formulated ToR to respective committee for consensus and familiarize to all members
- Present developed ToR of different committees (CSCC, CDCC, WLCC etc.) in City Council meeting for endorsement, and
- Make ICGIAP activity as regular agenda in City Council and standing committee meetings.

Issues and challenges in relation to implementation arrangement, desired function of project introduced unit/team, particularly Project Implementation Unit (PIU), Task Team Governance/Infrastructure (TT G/I), Capacity Development Unit (CDU), Comprehensive Planning Unit (CPU) etc. at City Corporation levels are very demanding issues for ICGIAP implementation. However, develop, share and familiarize ToR to respective unit/task team are extremely large challenges for ICGIAP implementation.

Action points, support City Corporation to-

- Develop and provide need base and tailor made training/orientation courses on role, responsibility and function of respective unit/task team members.
- Prepare and introduce meeting plan/calendar, select specific agenda points, introduce decision making process, record discussion points and keep to records, and
- Follow up decisions.

Issues and challenges in connection to capacity development, introduction of CGP and ICGIAP concept at City Corporation, individual and citizen levels are very important issues for ICGIAP

implementation, continuity, sustainability and create belongingness sense among them. Nevertheless, capacity developments on CGP and ICGIAP at institution, individual and citizen level are foremost challenges.

Action points, support City Corporation to-

- Introduce project recommended systems at city corporation level
- Develop and provide need based and tailor made training/orientation courses to CC officials, elected representatives, project staff, community leaders on CGP and ICGIAP concept. Side by side, introduce and continue public awareness campaign through meeting, publicity, SMS etc. for general mass, and
- Organize exchange visit for sharing knowledge and experience (horizontal learning) of best practices.

Chapter 5

This chapter analyzes detail findings of the assessment of ICGIAP implementation of CGP including 13 Trigger, relevant 29 Non-trigger activities, issues and challenges, and action points by cities.

5.1 Narayananj City Corporation (NCC)

5.1.1 Analysis of findings on 13 Trigger activities

Area/Triggers	Status	Score
Area1: Openness & Information Dissemination		
T1: E-governance system introduced in at least one area	●	1
T2: At least 5,000 citizens registered on SMS information dissemination system and information disseminated	●	1
Area2: Administrative Reform		
T3: At least 4 CDCC meetings held annually	●	1
T4: Training program formulated and at least one kaizen implemented by each department	●	1
Area3: Tax Reform		
T5: A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. -> Introduction or utilization of interim tax assessment/billing software initiated	●	1
Area 4: Financial Management Reform		
T6: Preparation of the independent accountant system initiated	●	1
T7: Finance and Establishment Standing Committee held at least 4 times annually	●	1
Area5: Citizen Awareness & Participation		
T8: At least 4 CSCC meetings held and minutes prepared	●	1
T9: All WLCCs meet every three months. --> at least twice a year	●	1
Area6: Urban Planning & Environment		
T10: Building permit procedures clarified and officers in charge assigned	●	1
T11: O&M Action Plan Prepared	●	1
T12: Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development	●	1
Area7: Law Enforcement		
T13: At least one campaign activity implemented	●	1
Total		13

Legend:

- Attained full satisfactory level
- Attained minimum satisfactory level

The analysis shows, Narayanganj City Corporation achieved 12 Trigger activities at full requirement level and 1 trigger activity (T4 training program formulated and at least one kaizen implemented by each department) at the minimum requirement level. All documents (means of verification) were found available at the time of assessment. However, obtained full score (13).



The assessment team observed, all records were praiseworthy. Noticed, minor inconsistencies in regard to meeting records (meeting notice served with short duration, missing issuance date, agenda, and meeting number on notice; not convened by Member Secretary, the designated person; and resolution prepared and distributed to members after 3-4 week on meeting, even though meeting number was not mentioned).



5.1.2 Analysis of findings on 29 Non-trigger activities

Area/Activity	Status	Score
Area1: Openness and Information Dissemination		
1.3 Establish City Information Service Center (CISC)	●	1
1.4 Organize mass public meetings	●	0.50
Area2: Administrative Reform		
2.2 Establish Administrative Reform Committee (ARC)	●	1
2.3 Clarify vision and mission of each department	●	1
2.5 Revise job descriptions	●	1
2.6 Initiate kaizen activities	●	1
2.7 Establish & Operationalize Comprehensive Planning Unit (CPU)	●	1
2.8 Activate Standing Committees	●	1
2.9 Prepare and publish Annual Administrative Report	●	1
Area3: Tax Reform		
3.2 Carry out interim tax assessment and increase collection	●	1
3.3 Identify other sources of CC taxes	●	1
Area4: Financial Management Reform		
4.3 Establish integrated computer-based financial management system (IFMS)	●	1
4.4 Prepare financial statements and conduct internal audit	●	0.70
4.5 Increase non-tax revenues at least by the inflation rate in each year	●	1

Area/Activity	Status	Score
4.6 All debts due to GOB and other entities paid as per the schedule	●	1
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	●	1
4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened the information displayed at the CC office	●	1
Area5: Citizen Awareness and Participation		
5.3 Community integration and formation of Community Group (CG)	●	0.30
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	●	0
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	●	1
5.6 Revise Citizen Charter	●	1
5.7 Implement Citizen Report Card system	●	1
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	●	1
Area6: Urban Planning and Environment		
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	●	1
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	●	0.80
6.6 Improve sanitary situations - public toilets & drainage	●	1
6.7 Solid waste management – awareness raising & improving practices	●	1
Area7: Law Enforcement		
7.2 Establish and operationalize Law Enforcement Unit (LEU)	●	1
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	●	1
Total		26.3

Legend:

- Attained full requirement
- Attained partially
- Not attained

The analysis demonstrates, Narayanganj City Corporation has performed encouraging role in regard to implement Non-trigger activities and out of 29 fully implemented 24, partially 4 (1.4 Organize mass public meetings, 4.4 Prepare financial statements and conduct internal audit, 5.3 Community integration and formation of Community Group and 6.3 Infrastructure Development Plan reviewed & revised through inter-governmental coordination and citizen participation) and not implemented 1 activity (5.4 Prepare Gender Action Plan funded by the CC). However, obtained 26.3 score.

5.1.3 Issues, challenges and action points

Issues and challenges, regular meeting, proper record, cost, committee formation/reformation at different levels are critical issues. Regularize those subjects as per guideline are challenges for NCC.

Action points, support NCC to-

- Prepare meeting notice with agenda points and serve well ahead of meeting date
- Prepare and distribute meeting minute among members immediate after meeting, as mentioned in guideline
- Make cost provision for meetings in NCC budget, and
- Form/reform committees at different levels as per guidelines

5.2 Comilla City Corporation (CoCC)

5.2.1 Analysis of findings on 13 Trigger activities

Area/Triggers	Status	Score
Area1: Openness & Information Dissemination		
T1: E-governance system introduced in at least one area	●	1
T2: At least 5,000 citizens registered on SMS information dissemination system and information disseminated	●	1
Area2: Administrative Reform		
T3: At least 4 CDCC meetings held annually	●	1
T4: Training program formulated and at least one kaizen implemented by each department	●	1
Area3: Tax Reform		
T5: A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. --> Introduction or utilization of interim tax assessment/billing software initiated	●	1
Area4: Financial Management Reform		
T6: Preparation of the independent accountant system initiated	●	1
T7: Finance and Establishment Standing Committee held at least 4 times annually	●	1
Area5: Citizen Awareness & Participation		
T8: At least 4 CSCC meetings held and minutes prepared	●	1
T9: All WLCCs meet every three months. --> at least twice a year	●	1
Area6: Urban Planning & Environment		
T10: Building permit procedures clarified and officers in charge assigned	●	1
T11: O&M Action Plan Prepared	●	1
T12: Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development	●	1
Area7: Law Enforcement		
T13: At least one campaign activity implemented	●	1
Total		13

Legend:

- Attained full satisfactory level
- Attained minimum satisfactory level

The analysis confirms, out of 13 Trigger activities, CoCC achieved 07 Trigger activities full satisfactory level and 6 activities (T3 at least 4 CDCC meetings held annually, T4 training program formulated and at least one kaizen implemented by each department, T8 at least 4 CSCC meetings held and minutes prepared, T9 all WLCCs meet every three months. --> at least twice a year, T11 O&M action plan prepared and T13 at least one



campaign activity implemented) at the minimum satisfactory level. However, obtained full score (13).

Assessment team found, all most all soft copies of means of verification were available during assessment. Noticed, inconsistencies in regard to meeting records (meeting notice served with short duration, missing issuance date, agenda, and number on notice; not convened by Member Secretary, the designated person; and resolution prepared and distributed to members after 3-4 weeks even though without number).



5.2.2 Analysis of findings on 29 Non-trigger activities

Area/Activity	Status	Score
Area1: Openness and Information Dissemination		
1.3 Establish City Information Service Center (CISC)	●	1
1.4 Organize mass public meetings	●	0
Area2: Administrative Reform		
2.2 Establish Administrative Reform Committee (ARC)	●	0
2.3 Clarify vision and mission of each department	●	0
2.5 Revise job descriptions	●	0
2.6 Initiate kaizen activities	●	1
2.7 Establish & Operationalize Comprehensive Planning Unit (CPU)	●	0.50
2.8 Activate Standing Committees	●	0
2.9 Prepare and publish Annual Administrative Report	●	0
Area3: Tax Reform		
3.2 Carry out interim tax assessment and increase collection	●	1
3.3 Identify other sources of CC taxes	●	1
Area4: Financial Management Reform		
4.3 Establish integrated computer-based financial management system (IFMS)	●	0.50
4.4 Prepare financial statements and conduct internal audit	●	0.30
4.5 Increase non-tax revenues at least by the inflation rate in each year	●	0.50
4.6 All debts due to GOB and other entities paid as per the schedule	●	0
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	●	0
4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened the information displayed at the CC office	●	0.30
Area5: Citizen Awareness and Participation		
5.3 Community integration and formation of Community Group (CG)	●	0

Area/Activity	Status	Score
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	●	0
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	●	0.40
5.6 Revise Citizen Charter	●	0
5.7 Implement Citizen Report Card system	●	0
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	●	0
Area6: Urban Planning and Environment		
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	●	0
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	●	0
6.6 Improve sanitary situations - public toilets & drainage	●	0.50
6.7 Solid waste management – awareness raising & improving practices	●	0.50
Area7: Law Enforcement		
7.2 Establish and operationalize Law Enforcement Unit (LEU)	●	1
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	●	1
Total		9.5

Legend:

- Attained full requirement
- Attained partially
- Not attained

The above table demonstrates, out of 29 Non-trigger activities, CoCC compare to other CCs made intangible results and attained only 6 at full requirement level, and 8 at partially. Rest 15 (1.4 organize mass public meetings, 2.2 establish Administrative Reform Committee, 2.3 clarify vision and mission of each department, 2.5 revise job descriptions, 2.8 activate Standing Committees, 2.9 prepare and publish Annual Administrative report, 4.6 all debts due to GOB and other entities paid as per the schedule, 4.7 outstanding bills including electricity and telephone older than 3 months paid, 5.3 community integration and formation of Community Group, 5.4 prepare Gender Action Plan– funded by the CC, 5.6 revise Citizen Charter, 5.7 implement Citizen Report Card system, 5.8 establish & operationalize Grievance Redress Cell with revised terms of reference, 6.1 initiate/update Master Plan in coordination with relevant authorities & agencies, and 6.3 Infrastructure Development Plan reviewed & revised through inter-governmental coordination and citizen participation) activities are yet to be attained. However, obtained 9.5 score.

5.2.3 Issues, challenges and action points

Issues and challenges, apparently conceptualize CGP along with ICGIAP concept and harmony among stakeholders is an important issue for CoCC. Other issues are regular meeting, proper record, cost, committee formation/reformation at different levels are critical issues. Enhance knowledge on CGP concept and ICGIAP, regularize project guided process are enormous challenges.

Action points, support CoCC to-

- Initiate proactive and programmatic role to enhance knowledge on CGP and ICGIAP concept.
- Instigate concerted effort to increase coordination and harmony among stakeholders, and
- Resume project guided process to implement ICGIAP activities.

5.3 Rangpur City Corporation (RpCC)

5.3.1 Analysis of findings on 13 Trigger activities

Area/Triggers	Status	Score
Area1: Openness & Information Dissemination		
T1: E-governance system introduced in at least one area	●	1
T2: At least 5,000 citizens registered on SMS information dissemination system and information disseminated	●	1
Area2: Administrative Reform		
T3: At least 4 CDCC meetings held annually	●	1
T4: Training program formulated and at least one kaizen implemented by each department	●	1
Area3: Tax Reform		
T5: A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. -> Introduction or utilization of interim tax assessment/billing software initiated	●	1
Area4: Financial Management Reform		
T6: Preparation of the independent accountant system initiated	●	1
T7: Finance and Establishment Standing Committee held at least 4 times annually	●	1
Area5: Citizen Awareness & Participation		
T8: At least 4 CSCC meetings held and minutes prepared	●	1
T9: All WLCCs meet every three months. --> at least twice a year	●	1
Area6: Urban Planning & Environment		
T10: Building permit procedures clarified and officers in charge assigned	●	1
T11: O&M Action Plan Prepared	●	1
T12: Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development	●	1
Area7: Law Enforcement		
T13: At least one campaign activity implemented	●	1
Total		13

Legend:

- Attained full satisfactory level
- Attained minimum satisfactory level

It emerges that of the 13 Trigger activities, RpCC accomplished 10 Trigger activities at full satisfactory level and 3 (T3 at least 4 CDCC meetings held annually, T4 training program formulated and at least one kaizen implemented by each department, and T8 at least 4 CSCC meetings held and minutes prepared). However, obtained full score (13).



As means of verification, all documents were available during assessment period and records well preserved. Minor inconsistencies were found in meeting procedure like timely issuance notice, agenda setting and minutes writing.



5.3.2 Analysis of findings on 29 Non-trigger activities

Area/Activity	Status	Score
Area1: Openness and Information Dissemination		
1.3 Establish City Information Service Center (CISC)	●	0.50
1.4 Organize mass public meetings	●	0.50
Area2: Administrative Reform		
2.2 Establish Administrative Reform Committee (ARC)	●	1
2.3 Clarify vision and mission of each department	●	1
2.5 Revise job descriptions	●	1
2.6 Initiate kaizen activities	●	1
2.7 Establish & Operationalize Comprehensive Planning Unit (CPU)	●	1
2.8 Activate Standing Committees	●	0.50
2.9 Prepare and publish Annual Administrative Report	●	0
Area3: Tax Reform		
3.2 Carry out interim tax assessment and increase collection	●	1
3.3 Identify other sources of CC taxes	●	1
Area4: Financial Management Reform		
4.3 Establish integrated computer-based financial management system (IFMS)	●	0.50
4.4 Prepare financial statements and conduct internal audit	●	0.70
4.5 Increase non-tax revenues at least by the inflation rate in each year	●	1
4.6 All debts due to GOB and other entities paid as per the schedule	●	1
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	●	1
4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened the information displayed at the CC office	●	0.30
Area5: Citizen Awareness and Participation		
5.3 Community integration and formation of Community Group (CG)	●	0
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	●	0
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	●	0.30
5.6 Revise Citizen Charter	●	0.60
5.7 Implement Citizen Report Card system	●	0
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	●	1

Area/Activity	Status	Score
Area6: Urban Planning and Environment		
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	●	0
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	●	0.80
6.6 Improve sanitary situations - public toilets & drainage	●	1
6.7 Solid waste management – awareness raising & improving practices	●	1
Area7: Law Enforcement		
7.2 Establish and operationalize Law Enforcement Unit (LEU)	●	1
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	●	1
Total		19.7

Legend:

- Attained full requirement
- Attained partially
- Not attained

It is evident that out of 29 Non-trigger activities, RpCC accomplished 15 activities at full requirement level and 9 (activity number 1.3, 1.4, 2.8, 4.3, 4.4, 4.8, 5.5, 5.6 and 6.3) at partially. But remaining 5 activities (2.9 Prepare and publish Annual Administrative Report, 5.3 Community integration and formation of Community Group, 5.4 Prepare Gender Action Plan– funded by the CC, 5.7 Implement Citizen Report Card system, and 6.1 Initiate/update Master Plan– in coordination with relevant authorities & agencies) are yet to be accomplished. However, obtained 19.7 score.

5.3.3 Issues, challenges and action points

Issues and challenges, the committees established in Pourashava regime are slightly of different in terms of composition, size and function than that of CGP/ICGIAP guidelines; however, it's an issue for RpCC. Other issues are regular meeting, proper record keeping, and cost of meeting are also issues.

However, shifting of established committees at different levels by composition and their functions as per CGP/ICGIAP guidelines is a real challenge for RpCC.

Action points, support RpCC to-

- Reform committees as per CGP/ICGIAP guideline gradual process
- Prepare meeting notice with agenda points and serve well ahead of meeting date
- Prepare and distribute meeting minute among members within next week of the meeting
- Make cost provision for meetings in CC budget, and
- Form/reform committees at different levels as per guidelines

5.4 Gazipur City Corporation (GCC)

5.4.1 Analysis of findings on 13 Trigger activities

Area/Triggers	Status	Score
Area1: Openness & Information Dissemination		
T1: E-governance system introduced in at least one area	●	1
T2: At least 5,000 citizens registered on SMS information dissemination system and information disseminated	●	1
Area2: Administrative Reform		
T3: At least 4 CDCC meetings held annually	●	1
T4: Training program formulated and at least one kaizen implemented by each department	●	1
Area3: Tax Reform		
T5: A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. -> Introduction or utilization of interim tax assessment/billing software initiated	●	1
Area4: Financial Management Reform		
T6: Preparation of the independent accountant system initiated	●	1
T7: Finance and Establishment Standing Committee held at least 4 times annually	●	1
Area5: Citizen Awareness & Participation		
T8: At least 4 CSCC meetings held and minutes prepared	●	1
T9: All WLCCs meet every three months. --> at least twice a year	●	1
Area6: Urban Planning & Environment		
T10: Building permit procedures clarified and officers in charge assigned	●	1
T11: O&M Action Plan Prepared	●	1
T12: Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development	●	1
Area7: Law Enforcement		
T13: At least one campaign activity implemented	●	1
Total		13

Legend:

- Attained full satisfactory level
- Attained minimum satisfactory level

It explains that GCC accomplished 9 Trigger activities at full satisfactory level and 4 (T3 at least 4 CDCC meetings held annually, T4 training program formulated and at least one kaizen implemented by each department, T8 at least 4 CSCC meetings held and minutes prepared and T9 all WLCCs meet every three months. --> at least twice a year) at minimum satisfactory level. However, obtained full score (13).



All require means of verification documents were available during assessment period and records are well preserved. Slight inconsistency observed in meeting procedure like timely issuance of notice, agenda setting and minute preparation.



5.4.2 Analysis of findings on 29 Non-trigger activities

Area/Activity	Status	Score
Area1: Openness and Information Dissemination		
1.3 Establish City Information Service Center (CISC)	●	0.50
1.4 Organize mass public meetings	●	0.50
Area2: Administrative Reform		
2.2 Establish Administrative Reform Committee (ARC)	●	1
2.3 Clarify vision and mission of each department	●	1
2.5 Revise job descriptions	●	1
2.6 Initiate kaizen activities	●	1
2.7 Establish & Operationalize Comprehensive Planning Unit (CPU)	●	1
2.8 Activate Standing Committees	●	0.50
2.9 Prepare and publish Annual Administrative Report	●	0
Area3: Tax Reform		
3.2 Carry out interim tax assessment and increase collection	●	0.40
3.3 Identify other sources of CC taxes	●	1
Area4: Financial Management Reform		
4.3 Establish integrated computer-based financial management system (IFMS)	●	0.50
4.4 Prepare financial statements and conduct internal audit	●	0
4.5 Increase non-tax revenues at least by the inflation rate in each year	●	1
4.6 All debts due to GOB and other entities paid as per the schedule	●	1
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	●	1
4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened the information displayed at the CC office	●	0.30
Area5: Citizen Awareness and Participation		
5.3 Community integration and formation of Community Group (CG)	●	0
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	●	0
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	●	1
5.6 Revise Citizen Charter	●	0.60
5.7 Implement Citizen Report Card system	●	0
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	●	0

Area/Activity	Status	Score
Area6: Urban Planning and Environment		
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	●	0
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	●	0.80
6.6 Improve sanitary situations - public toilets & drainage	●	1
6.7 Solid waste management – awareness raising & improving practices	●	1
Area7: Law Enforcement		
7.2 Establish and operationalize Law Enforcement Unit (LEU)	●	1
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	●	1
Total		18.1

Legend:

- Attained full requirement
- Attained partially
- Not attained

It shows, out of 29 Non-triggered activities, GCC achieved 14 activities at full requirement level, 8 activities achieved at partially and remaining 7 activities (2.9 prepare and publish Annual Administrative report, 4.4 prepare financial statements and conduct internal audit, 5.3 community integration and formation of Community Group, 5.4 prepare Gender Action Plan – funded by the CC, 5.7 implement Citizen Report Card system, 5.8 establish & operationalize Grievance Redress Cell with revised terms of reference, and 6.1 initiate/update Master Plan – in coordination with relevant authorities & agencies) are yet to be achieved. However, obtained 18.1 score.

5.4.3 Issues, challenges and Action points

Issues and challenges, regular meeting, proper record, cost, committee formation/reformation at different levels are critical issues. Regularize those subjects as per guideline are challenges for GCC.

Action points, support GCC to-

- Prepare meeting notice with agenda points and serve well ahead of meeting date
- Prepare and distribute meeting minute among members within next week of the meeting
- Make cost provision for meetings in GCC budget, and
- Form/reform committees at different levels as per guidelines

5.5 Chittagong City Corporation (ChCC)

5.5.1 Analysis of findings on 13 Trigger activities

Area/Triggers	Status	Score
Area1: Openness & Information Dissemination		
T1: E-governance system introduced in at least one area	●	1
T2: At least 5,000 citizens registered on SMS information dissemination system and information disseminated	●	1
Area2: Administrative Reform		
T3: At least 4 CDCC meetings held annually	●	1
T4: Training program formulated and at least one kaizen implemented by each department	●	1
Area3: Tax Reform		
T5: A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. -> Introduction or utilization of interim tax assessment/billing software initiated	●	1
Area4: Financial Management Reform		
T6: Preparation of the independent accountant system initiated	●	1
T7: Finance and Establishment Standing Committee held at least 4 times annually	●	1
Area5: Citizen Awareness & Participation		
T8: At least 4 CSCC meetings held and minutes prepared	●	1
T9: All WLCCs meet every three months. --> at least twice a year	●	1
Area6: Urban Planning & Environment		
T10: Building permit procedures clarified and officers in charge assigned	●	1
T11: O&M Action Plan Prepared	●	1
T12: Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development	●	1
Area7: Law Enforcement		
T13: At least one campaign activity implemented	●	1
Total		13

Legend:

- Attained full satisfactory level
- Attained minimum satisfactory level

The analysis shows, ChCC has achieved 10 Trigger activities at full satisfactory level and 3 activities (T4 training program formulated and at least one kaizen implemented by each department, T9 all WLCCs meet every three months. --> at least twice a year and T13 at least one campaign activity implemented) at minimum satisfactory level. However, obtained full score (13).



Assessment team observed some minor inconsistencies in regard to meeting procedure like timely issuance of notice, agenda setting and minute preparation and distribution among members.



5.5.2 Analysis of findings on 29 Non-trigger activities

Area/Activity	Status	Score
Area1: Openness and Information Dissemination		
1.3 Establish City Information Service Center (CISC)	●	1
1.4 Organize mass public meetings	●	0
Area2: Administrative Reform		
2.2 Establish Administrative Reform Committee (ARC)	●	1
2.3 Clarify vision and mission of each department	●	0
2.5 Revise job descriptions	●	0
2.6 Initiate kaizen activities	●	1
2.7 Establish & Operationalize Comprehensive Planning Unit (CPU)	●	0.50
2.8 Activate Standing Committees	●	0.50
2.9 Prepare and publish Annual Administrative Report	●	0
Area3: Tax Reform		
3.2 Carry out interim tax assessment and increase collection	●	1
3.3 Identify other sources of CC taxes	●	1
Area4: Financial Management Reform		
4.3 Establish integrated computer-based financial management system (IFMS)	●	1
4.4 Prepare financial statements and conduct internal audit	●	0.70
4.5 Increase non-tax revenues at least by the inflation rate in each year	●	1
4.6 All debts due to GOB and other entities paid as per the schedule	●	0
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	●	1
4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened the information displayed at the CC office	●	0.30
Area5: Citizen Awareness and Participation		
5.3 Community integration and formation of Community Group (CG)	●	0
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	●	0
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	●	0.30
5.6 Revise Citizen Charter	●	0.70
5.7 Implement Citizen Report Card system	●	0
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	●	0.50
Area6: Urban Planning and Environment		
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	●	0

Area/Activity	Status	Score
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	●	0.60
6.6 Improve sanitary situations - public toilets & drainage	●	1
6.7 Solid waste management – awareness raising & improving practices	●	1
Area7: Law Enforcement		
7.2 Establish and operationalize Law Enforcement Unit (LEU)	●	1
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	●	1
Total		16.1

Legend:

- Attained full requirement
- Attained partially
- Not attained

The analysis shows, ChCC attained 12 Non-trigger activities at full requirement level, 08 activities at partially, and remaining 9 Non-trigger activities (1.4 organize mass public meetings, 2.3 clarify vision and mission of each department, 2.5 revise Job Descriptions, 2.9 prepare and publish Annual Administrative report, 4.6 all debts due to GOB and other entities paid as per the schedule, 5.3 community integration and formation of Community Group, 5.4 prepare Gender Action Plan – funded by the CC, 5.7 implement Citizen Report Card system and 6.1 initiate/update Master Plan – in coordination with relevant authorities & agencies) are yet to be attained. However, obtained 16.1 score.

5.5.3 Issues, challenges and action points

Issues and challenges, regular meeting, proper record, cost, committee formation/reformation at different levels are critical issues. Regularize those subjects as per guideline are challenges for ChCC.

Action points, support ChCC to-

- Prepare meeting notice with agenda points and serve well ahead of meeting date
- Prepare and distribute meeting minute among members within next week of the meeting
- Make cost provision for meetings in ChCC budget, and
- Form/reform committees at different levels as per guidelines

Chapter 6

6. 1 Analysis of 1st Assessment Findings

Analysis of 1st assessment findings show that all (5) of the City Corporations conformed and come across thirteen trigger activities, which were mandatory to step into the batch-2 funding of City Governance Project.

In regards to thirteen trigger activities, Narayanganj City Corporation achieved 12 activities at full satisfactory level and 1 at minimum satisfactory level; likewise Comilla 7 and 6; Rangpur 10 and 3; Gazipur 9 and 4; and Chittagong City Corporation achieved 10 activities at satisfactory level and 3 points at minimum satisfactory level.

Further, in regards to twenty nine non-trigger activities, Narayanganj City Corporation attained 23 activities at full requirement level and 3.3 at partial requirement level; similarly Comilla 6 and 3.3; Rangpur 13 and 4.5; Gazipur 13 and 4.1; and Chittagong City Corporation attained 12 activities full requirement level and 4.1 activities at partial requirement level.

Combining thirteen trigger and twenty nine non-trigger activities, out of 42, Narayanganj City Corporation achieved 39.3 points; Comilla 22.3; Rangpur 30.5; Gazipur 30.1 and Chittagong City Corporation achieved 29.1 points.

Thus, in regards to achieve thirteen trigger activities at full satisfactory level, Narayanganj City Corporation ranked as the highest performer, Rangpur and Chittagong second highest, Gazipur third highest and Comilla City Corporation ranked as fourth performer.

Chapter 7

7.1 Conclusion

The City Council representative and staff do not have adequate information on Inclusive City Government Improvement Action Program (ICGIAP), they consider that ICGIAP implementation is the responsibility of project deployed staff. The project recommended institutional arrangements starting from CSCC down to the WLCC are very much instrumental to enhance capacity, skill and sense of belongingness among elected representatives and staff as well as eventual capacity development of project participated City Corporations, which require further attention.

In order to promote inclusive governance and citizen participation of the targeted City Corporation require more attention to the functionality and continuity of the project recommended institutions up to the end are very much imperative. Amendment of rules and regulations of the newly promoted City Corporations are also a vital issue of attention. Urgent initiatives need to strengthen the financial capacity of CCs involving people and business community in the process for identification and collection thereof.

The 2nd ICGIAP assessment will be carried out in 4th project year and the fund investment for 3rd phase will largely depend on the assessment result. So, targeted City Corporations need to be more focused to accomplish ICGIAP activities within the stipulated/agreed time period.

Annexure

Annex-1 (a): ICGIAP 1st Performance Review Work Sheet on 13 Trigger Activities, NCC

Narayananj City Corporation

Survey date: 16- 18 May 2016

Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response must be No and the score must be 0 (zero). Any actions incomplete but in progress can be described under Comments.

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
1. Openness & information dissemination	1.1 Initiate e-governance activities	(T1) E-governance system introduced in at least one area.	(i) E-government procurement has been used.	Office Order	✓		1.0	1.0
	1.2 Establish & operationalize Mass Communication Cell (MCC)	(T2) At least 5,000 citizens registered on SMS information dissemination system and information disseminated.	(i) At least 5,000 citizens registered on SMS system.	MCC Report	✓		0.3	0.3
			(ii) Mayor's consent on a SMS message.	MCC Report with SMS messages			0.3	0.3
			(iii) SMS message disseminated.	A photo of the received SMS			0.4	0.4
2. Administrative Reform	2.1 Establish & operationalize City Development Coordination Committee (CDCC)	(T3) At least 4 CDCC meetings held annually.	(i) A meeting to review the composition and TOR organized.	Meeting record	✓		0.3	0.25
			(ii) 2 nd CDCC meeting for the year held.	Meeting record			0.3	0.25
			(iii) 3 rd CDCC meeting for the year held.	Meeting record			0.3	0.25
			(iv) 4 th CDCC meeting for the year held.	Meeting record			0.3	0.25
	2.4 Establish Capacity Development Unit (CDU), which will then formulate training program	(T4) Training program formulated and at least one kaizen implemented by each department.	(i) CDU workshop held to formulate a training program.	Workshop report with a training program		✓		0.5

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score		
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained	
			(ii) At least one Kaizen implemented by each department.	CDU report			0.5	0.5	
3. Tax Reform	3.1 Improve capacity/efficiency of tax assessment	(T5) A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. Introduction or utilization of interim tax assessment/billing software initiated.	(i) A senior tax assessor identified and appointed.	Office Order	✓		0.3	0.25	
			(ii) Assessors and collectors deployed.	Office Order			0.3	0.25	
			(iii) Tax-related software initiated.	Print-out (one page) of the relevant tax data			0.5	0.5	
4. Financial Management Reform	4.1 Introduce independent account system in water supply and waste management (CoCC, RpCC)	(T6) Preparation of the independent accountant system initiated.	(i) O&M expenditure for water supply prepared separately with breakdown.	O&M expenditure for water supply	✓		1.0	1.0	
			(ii) O&M expenditure for waste management prepared separately with breakdown.	O&M expenditure for waste management					
	4.2 Diversify earnings from CC services (e.g. markets, bus/truck terminals)	(T7) Finance and Establishment Standing Committee held at least 4 times annually.	(i) 1st Finance and Establishment Standing Committee for the FY held.	Meeting record	✓		0.3	0.25	
(ii) 2nd Finance and Establishment Standing Committee meeting for the FY held.			Meeting record	0.3					0.25
(iii) 3rd Finance and Establishment Standing Committee meeting for the FY held.			Meeting record	0.3					0.25

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
			(iv) 4th Finance and Establishment Standing Committee meeting for the FY held	Meeting record			0.3	0.25
5. Citizen Awareness & Participation	5.1 Establish & operationalize Civil Society Coordination Committee (CSCC)	(T8) At least 4 CSCC meetings held and minutes prepared.	(i) 1 st CSCC meeting for the establishment, review of the ToR and identifying agenda for FY 2015/16.	Meeting record	✓		0.3	0.25
			(ii) 2 nd CSCC meeting held.	Meeting record			0.3	0.25
			(iii) 3 rd CSCC meeting held.	Meeting record			0.3	0.25
			(iv) 4 th CSCC meeting held.	Meeting record			0.3	0.25
	5.2 Establish & operationalize Ward Level Coordination Committee (WLCC)	(T9) All WLCCs meet every three months. at least twice a year.	(i) All WLCCs have held 1 st meeting for the FY.	Meeting record	✓		0.5	0.5
			(ii) All WLCCs have held 2 nd meeting for the FY.	Meeting record			0.5	0.5
6. Urban Planning & Environment	6.2 Implement development control	(T10) Building permit procedures clarified and officers in charge assigned.	(i) Clarify and document building permit procedure of the CC (RAJUK for NCC & GCC and CDA for ChCC)	Guideline on Building permit procedures	✓		1.0	1.0
			(ii) Officers in charge assigned (RpCC, CoCC)	Office Order			N/A	N/A
	6.4 Prepare O&M Action Plan	(T11) O&M Action Plan prepared.	(i) O&M Action Plan prepared for all of Batch 1 projects.	O&M Action Plans of Batch 1	✓		1.0	1.0

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
	6.5 Implement environmental laws & regulations	(T12) Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development.	(i) Environmental and Social Officer (ESO) assigned.	Office Order	✓		0.5	0.5
			(ii) IEE/EIA requirements complied with for Batch 1 projects.	IEE/EIA documents	✓		0.5	0.5
7. Law Enforcement	7.1 Awareness raising campaigns on specific law enforcement issues	(T13) At least one campaign activity implemented.	(i) At least one awareness-raising campaign to improve citizens' observation of law/regulation has been launched.	CC's report describing the campaign	✓		1.0	1.0
Total							13.0	13.0

Note : Meeting record includes notice, attendance and resolution

Annex-1 (b): ICGIAP 1st Performance Review Work Sheet on 29 Non-Trigger Activities, NCC

Narayanganj City Corporation

Survey date: 16- 18 May 2016

*Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response should be **No** and score must be **0** (zero). Any actions incomplete but in progress can be described under Comments.*

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
1. Openness and Information Dissemination	1.3 Establish City Information Service Center (CISC)	CISC established and staff in charge trained.	(i) a CISC space is allocated in the CC HQ and preparation has started.	Office Order	✓			0.5	0.5
			(ii) CISC officers assigned trained.	Training record			0.5	0.5	
	1.4 Organize mass public meetings	Mass public meetings held at least twice a year.	(i) 1st mass public meeting for FY 2015/16 held.	Meeting record		✓		0.5	0.5
			(ii) 2nd mass public meeting for FY 2015/16 held.	Meeting record			0.5	0.0	
2. Administrative Reform	2.2 Establish Administrative Reform Committee (ARC)	ARC implementation initiated.	(i) An ARC workshop organized to discuss AR activities	ARC workshop report	✓			1.0	1.0
	2.3 Clarify vision and mission of each department	Vision, mission and strategic plan of each department prepared and approved in the CC meeting.	(i) Each Department to have clarified its vision and mission through a staff meeting	Meeting record	✓			0.5	0.5
			(ii) ARC to have reviewed (i) vision & mission and (ii) functional analysis sheet of each Department.	Meeting record			0.5	0.5	
	2.5 Revise job descriptions	Job descriptions revised and approved in the CC meeting.	(i) Each Department to have clarified/revised staff job descriptions	Job descriptions	✓			1.0	1.0
2.6 Initiate kaizen activities	At least one kaizen activity implemented in each department.	(i) Each Department has completed a whole process of at least one planned Kaizen activity	CDU report on departmental Kaizen activities	✓			1.0	1.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	2.7 Establish & operationalize Comprehensive Planning Unit (CPU)	CPU established and regular meetings held by sectorial task forces.	(i) CPU established.	Office Order	✓			0.5	0.5
			(ii) Sector Tasks Forces to have met to review sector situations and update projects in the inclusive list.	Meeting record			0.5	0.5	
	2.8 Activate Standing Committees	TORs of Standing Committees approved by City Council (in a CC meeting).	(i) A workshop conducted to review the Standing Committees and roles & responsibilities.	Workshop report	✓			0.5	0.5
			(ii) The Standing Committees discussed and adopted the ToRs.	Meeting record			0.5	0.5	
	2.9 Prepare and publish Annual Administrative Report	Annual Administrative Report (AAR) prepared and approved by City Council.	(i) Draft Annual Administrative Report (AAR) prepared (as per the formant and describing all activities conducted during the year and expenditures against the budget).	Draft Report	✓			0.5	0.5
			(ii) The Annual Administrative Report (AAR) presented to and approved in a CC meeting.	Meeting and final AAR record			0.5	0.5	
3. Tax Reform	3.2 Carry out interim tax assessment and increase collection	Interim tax assessment carried out regularly.	(i) 1st progress report on interim tax assessment prepared.	Progress report	✓			0.3	0.3
			(ii) 2nd progress report on interim tax assessment prepared.	Progress report			0.3	0.3	
			(iii) 3rd progress report on interim tax assessment prepared.	Progress report			0.4	0.4	
	3.3 Identify other sources of CC taxes	Finance and Establishment Standing Committee held at least 4 times annually.	(i) Tax collection situation assessment report (incl. challenges) prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report & Standing Committee meeting record	✓			1.0	1.0

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
4. Financial Management Reform	4.3 Establish integrated computer-based financial management system (IFMS)	Integrated computer-based financial management system (IFMS) installed. Preparation initiated.	(i) Existing software (MSP or other) installed and utilized as preparation for IFMS.	Printout of quarterly financial statements	✓			0.5	0.5
			(ii) Officers/staff concerned trained on the software.	Training report				0.5	0.5
	4.4 Prepare financial statements and conduct internal audit	Financial statements prepared and internal audit department carry out audit within 3 months after the end of the fiscal year.	(i) Financial statements for FY 2014/15 prepared.	Draft financial record		✓		0.4	0.4
			(ii) Internal Audit Department established and functional.	Office Order				0.3	0.3
			(iii) Internal Audit conducted at least for one quarter during FY 2015/16.	Internal audit record				0.3	0.0
	4.5 Increase non-tax revenues at least by the inflation rate in each year	Non-tax own source revenue increased at least by annual inflation rate.	(i) Collection target for each of non-tax revenue sources for FY 2015/16 established.	FY 2015/16 collection record	✓			0.5	0.5
			(ii) Progress of collecting non-tax revenues reviewed in a CC meeting at least once by the end of the 3rd Quarter.	Progress & meeting record				0.5	0.5
	4.6 All debts due to GOB and other entities paid as per the schedule	As per the Activity (and inform the PCO on the debt repayment on a quarterly basis).	(i) Information on due debts and debts repaid sent to the PCO/LGED every quarter.	Payment record	✓			1.0	1.0
	4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	As per the Activity. (Settle electricity and telephone arrears and ensure regular payments.)	(i) Electricity and telephone bill arrears and settlement measures discussed in a CC meeting at least once every quarter	Meeting record	✓			1.0	1.0
	4.8 Budget compared with the actual expenditure at the role of Finance and Establishment Committee	As per the Activity	(i) The FY 2015/16 budget made available to the public and on the website.	Photo	✓			0.3	0.3
(ii) A draft budget for FY 2016/17 prepared, reflecting ICGIAP-related costs.			Draft budget				0.3	0.3	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score		
					Full	Partial	No	Distributed	Obtained	
	strengthened at the information displayed at the CC office		(iii) The draft budget for FY 2016/17 discussed in a CSCC meeting.	Meeting record				0.4	0.4	
5. Citizen Awareness and Participation	5.3 Community integration and formation of Community Group (CG)	Waste collection activities with CGs implemented. A model for waste collection in collaboration with CGs proposed.	(i) Target wards selected for piloting community waste collection.	Office Order		✓		0.3	0.3	
			(ii) CGs formed in the target wards.	List of CGs in the target wards				0.3	0.0	
			(iii) CGs have initiated waste collection.	Record and pictures				0.4	0.0	
	5.4 Prepare Gender Action Plan (GAP) funded by the CC	GAP fully implemented and quarterly reports prepared.	(i) Standing Committee on Women Development oriented on GAP	Orientation record			✓		0.5	0.0
			(ii) GAP prepared with budget proposal.	GAP record				0.5	0.0	
	5.5 Prepare Poverty Reduction Action Plan (PRAP) funded by CGP	Budget allocated and PRAP implementation commenced.	(i) PRAP orientation held.	Orientation record	✓				0.3	0.3
			(ii) All target slum communities identified.	Survey report					0.3	0.3
			(iii) PRAP prepared with budget.	PRAP					0.4	0.4
	5.6 Revise Citizen Charter	Revised Citizen Charter displayed.	(i) Citizen Charter reviewed and a draft revision prepared.	Draft Citizen Charter	✓				0.3	0.3
			(ii) The revised Citizen Charter discussed in a CSCC meeting.	Meeting record					0.3	0.3
			(iii) The revised Citizen Charter displayed in public.	Revised Citizen Charter					0.4	0.4
	5. Citizen Awareness and Participation	5.7 Implement Citizen Report Card system	Citizen report card (CRC) revised and approved by CSCC.	(i) CRC Working Group established	Office Order	✓			0.5	0.5
(ii) A CRC format prepared and discussed with CSCC.				Meeting record				0.5	0.5	
5.8 Establish & operationalize		GRC established with the composition and TOR as per the	(i) An official in charge of GRC assigned.	Office Order	✓			0.5	0.5	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	Grievance Redress Cell (GRC) with revised terms of reference	ICGIAP.	(ii) GRC established with procedures and formats.	Office Order				0.5	0.5
6. Urban Planning and Environment	6.1 Initiate/update Master Plan in coordination with relevant authorities & agencies	Any plan is under preparation or updating.	(i) Mater plan or related plan updated or reviewed.	Planning record	✓			1.0	1.0
	6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	IDP revised in consistency with relevant plans and accessible from the public.	(i) The existing IDP accessible from the public and available on the website.	Printout of the website		✓		0.2	0.2
			(ii) The IDP project list reviewed, updated and prioritized for development, (capital investment), rehabilitation and O&M through CPU coordination.	Updated IDP project list				0.2	0.2
			(iii) The updated IDP project list discussed with the CSCC.	Meeting record				0.2	0.2
			(iv) The updated IDP project list discussed with the CDCC and coordination requirements clarified.	Meeting record				0.2	0.2
			(v) The updated IDP project list discussed and endorsed by the Urban Planning Standing Committee and in a CC meeting.	Meeting record				0.2	0.0
	6.6 Improve sanitary situations - public toilets & drainage	Number of public toilets, household latrines and waste water drainage connections are increasing with CC's efforts.	(i) Officer in charge of sanitation assigned.	Office Order	✓			0.5	0.5
			(ii) Inventory of existing public toilets and Batch 1 waste water drainage prepared.	The inventory (or its summary)				0.5	0.5
	6.7 Solid waste management	CC takes actions to enhance community awareness and	(i) Officers in charge of SWM assigned.	Office Order	✓			0.5	0.5

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	awareness raising & improving practices	participation in solid waste collection, 3Rs and cleaning.	(ii) Community awareness campaign organized.	Report from the department with photo				0.5	0.5
7. Law Enforcement	7.2 Establish and operationalize Law Enforcement Unit (LEU)	LEU established and oriented on the mandate and activities.	(i) LEU established	Office Order	✓			1.0	1.0
	7.3 Capacity development of Law Enforcement & Discipline Standing Committee	Not applicable (NA) for the 1st PR	NA	List of CGs in the target wards	✓			1.0	1.0
Total								29.0	26.3

Note: *Meeting record includes notice, attendance and resolution* *Training record includes invitation letter, attendance, report*
 Workshop report includes invitation letter, attendance, report *Orientation report includes invitation letter, attendance, report*

Annex-2 (a): ICGIAP 1st Performance Review Work Sheet on 13 Trigger Activities, CoCC

Comilla City Corporation

Survey date: 11-12 May 2016

Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response must be No and the score must be 0 (zero). Any actions incomplete but in progress can be described under Comments.

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
1. Openness & information dissemination	1.1 Initiate e-governance activities	(T1) E-governance system introduced in at least one area.	(i) E-government procurement has been used.	Office Order	✓		1.0	1.0
	1.2 Establish & operationalize Mass Communication Cell (MCC)	(T2) At least 5,000 citizens registered on SMS information dissemination system and information disseminated.	(i) At least 5,000 citizens registered on SMS system.	MCC Report	✓		0.3	0.3
			(ii) Mayor's consent on a SMS message.	MCC Report with SMS messages			0.3	0.3
			(iii) SMS message disseminated.	A photo of the received SMS			0.4	0.4
2. Administrative Reform	2.1 Establish & operationalize City Development Coordination Committee (CDCC)	(T3) At least 4 CDCC meetings held annually.	(i) A meeting to review the composition and TOR organized.	Meeting record		✓	0.3	0.25
			(ii) 2 nd CDCC meeting for the year held.	Meeting record			0.3	0.25
			(iii) 3 rd CDCC meeting for the year held.	Meeting record			0.3	0.25
			(iv) 4 th CDCC meeting for the year held.	Meeting record			0.3	0.25
	2.4 Establish Capacity Development Unit (CDU), which will then formulate training program	(T4) Training program formulated and at least one kaizen implemented by each department.	(i) CDU workshop held to formulate a training program.	Workshop report with a training program		✓	0.5	0.5
			(ii) At least one Kaizen implemented by each department.	CDU report			0.5	0.5

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
3. Tax Reform	3.1 Improve capacity/efficiency of tax assessment	(T5) A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. Introduction or utilization of interim tax assessment/billing software initiated.	(i) A senior tax assessor identified and appointed.	Office Order	✓		0.3	0.25
			(ii) Assessors and collectors deployed.	Office Order			0.3	0.25
			(iii) Tax-related software initiated.	Print-out (one page) of the relevant tax data			0.5	0.5
4. Financial Management Reform	4.1 Introduce independent account system in water supply and waste management (CoCC, RpCC)	(T6) Preparation of the independent accountant system initiated.	(i) O&M expenditure for water supply prepared separately with breakdown.	O&M expenditure for water supply	✓		1.0	1.0
			(ii) O&M expenditure for waste management prepared separately with breakdown.	O&M expenditure for waste management				
	4.2 Diversify earnings from CC services (e.g. markets, bus/truck terminals)	(T7) Finance and Establishment Standing Committee held at least 4 times annually.	(i) 1st Finance and Establishment Standing Committee for the FY held.	Meeting record	✓		0.3	0.25
			(ii) 2nd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record				
			(iii) 3rd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record				
			(iv) 4th Finance and Establishment Standing Committee meeting for the FY held	Meeting record				
	5. Citizen Awareness & Participation	5.1 Establish & operationalize Civil Society Coordination Committee (CSCC)	(T8) At least 4 CSCC meetings held and minutes prepared.	(i) 1 st CSCC meeting for the establishment, review of the ToR and identifying agenda for FY 2015/16.	Meeting record		✓	0.3
(ii) 2 nd CSCC meeting held.				Meeting record	0.3			

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score		
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained	
			(iii) 3 rd CSCC meeting held.	Meeting record			0.3	0.25	
			(iv) 4 th CSCC meeting held.	Meeting record			0.3	0.25	
	5.2 Establish & operationalize Ward Level Coordination Committee (WLCC)	(T9) All WLCCs meet every three months. at least twice a year.	(i) All WLCCs have held 1 st meeting for the FY.	Meeting record		✓	0.5	0.5	
			(ii) All WLCCs have held 2 nd meeting for the FY.	Meeting record			0.5	0.5	
6. Urban Planning & Environment	6.2 Implement development control	(T10) Building permit procedures clarified and officers in charge assigned.	(i) Clarify and document building permit procedure of the CC (RAJUK for NCC & GCC and CDA for ChCC)	Guideline on Building permit procedures	✓		0.5	0.5	
			(ii) Officers in charge assigned (RpCC, CoCC)	Office Order			0.5	0.5	
	6.4 Prepare O&M Action Plan	(T11) O&M Action Plan prepared.	(i) O&M Action Plan prepared for all of Batch 1 projects.	O&M Action Plans of Batch 1		✓	1.0	1.0	
	6.5 Implement environmental laws & regulations	(T12) Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development.	(i) Environmental and Social Officer (ESO) assigned.	Office Order	✓		0.5	0.5	
(ii) IEE/EIA requirements complied with for Batch 1 projects.			IEE/EIA documents			0.5	0.5		
7. Law Enforcement	7.1 Awareness raising campaigns on specific law enforcement issues	(T13) At least one campaign activity implemented.	(i) At least one awareness-raising campaign to improve citizens' observation of law/regulation has been launched.	CC's report describing the campaign		✓	1.0	1.0	
Total								13.0	13.0

Note : Meeting record includes notice, attendance and resolution

Annex-2 (b): ICGIAP 1st Performance Review Work Sheet on 29 Non-Trigger Activities, CoCC

Comilla City Corporation

Survey date: 11- 12 May 2016

*Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response should be **No** and score must be **0** (zero). Any actions incomplete but in progress can be described under Comments.*

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
1. Openness and Information Dissemination	1.3 Establish City Information Service Center (CISC)	CISC established and staff in charge trained.	(i) a CISC space is allocated in the CC HQ and preparation has started.	Office Order	✓			0.5	0.5
			(ii) CISC officers assigned trained.	Training record				0.5	0.5
	1.4 Organize mass public meetings	Mass public meetings held at least twice a year.	(i) 1st mass public meeting for FY 2015/16 held.	Meeting record			✓	0.5	0.0
			(ii) 2nd mass public meeting for FY 2015/16 held.	Meeting record				0.5	0.0
2. Administrative Reform	2.2 Establish Administrative Reform Committee (ARC)	ARC implementation initiated.	(i) An ARC workshop organized to discuss AR activities	ARC workshop report			✓	1.0	0.0
	2.3 Clarify vision and mission of each department	Vision, mission and strategic plan of each department prepared and approved in the CC meeting.	(i) Each Department to have clarified its vision and mission through a staff meeting	Meeting record			✓	0.5	0.0
			(ii) ARC to have reviewed (i) vision & mission and (ii) functional analysis sheet of each Department.	Meeting record				0.5	0.0
	2.5 Revise job descriptions	Job descriptions revised and approved in the CC meeting.	(i) Each Department to have clarified/revised staff job descriptions	Job descriptions			✓	1.0	0.0
2.6 Initiate kaizen activities	At least one kaizen activity implemented in each department.	(i) Each Department has completed a whole process of at least one planned Kaizen activity	CDU report on departmental Kaizen activities	✓			1.0	1.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	2.7 Establish & operationalize Comprehensive Planning Unit (CPU)	CPU established and regular meetings held by sectorial task forces.	(i) CPU established.	Office Order		✓		0.5	0.5
			(ii) Sector Tasks Forces to have met to review sector situations and update projects in the inclusive list.	Meeting record				0.5	0.0
	2.8 Activate Standing Committees	TORs of Standing Committees approved by City Council (in a CC meeting).	(i) A workshop conducted to review the Standing Committees and roles & responsibilities.	Workshop report			✓	0.5	0.0
			(ii) The Standing Committees discussed and adopted the ToRs.	Meeting record				0.5	0.0
	2.9 Prepare and publish Annual Administrative Report	Annual Administrative Report (AAR) prepared and approved by City Council.	(i) Draft Annual Administrative Report (AAR) prepared (as per the formant and describing all activities conducted during the year and expenditures against the budget).	Draft Report			✓	0.5	0.0
			(ii) The Annual Administrative Report (AAR) presented to and approved in a CC meeting.	Meeting and final AAR record				0.5	0.0
3. Tax Reform	3.2 Carry out interim tax assessment and increase collection	Interim tax assessment carried out regularly.	(i) 1st progress report on interim tax assessment prepared.	Progress report	✓			0.3	0.3
			(ii) 2nd progress report on interim tax assessment prepared.	Progress report				0.3	0.3
			(iii) 3rd progress report on interim tax assessment prepared.	Progress report				0.4	0.4
	3.3 Identify other sources of CC taxes	Finance and Establishment Standing Committee held at least 4 times annually.	(i) Tax collection situation assessment report (incl. challenges) prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report & Standing Committee meeting record	✓			1.0	1.0

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
4. Financial Management Reform	4.3 Establish integrated computer-based financial management system (IFMS)	Integrated computer-based financial management system (IFMS) installed. Preparation initiated.	(i) Existing software (MSP or other) installed and utilized as preparation for IFMS.	Printout of quarterly financial statements		✓		0.5	0.0
			(ii) Officers/staff concerned trained on the software.	Training report				0.5	0.5
	4.4 Prepare financial statements and conduct internal audit	Financial statements prepared and internal audit department carry out audit within 3 months after the end of the fiscal year.	(i) Financial statements for FY 2014/15 prepared.	Draft financial record		✓		0.4	0.0
			(ii) Internal Audit Department established and functional.	Office Order				0.3	0.3
			(iii) Internal Audit conducted at least for one quarter during FY 2015/16.	Internal audit record				0.3	0.0
	4.5 Increase non-tax revenues at least by the inflation rate in each year	Non-tax own source revenue increased at least by annual inflation rate.	(i) Collection target for each of non-tax revenue sources for FY 2015/16 established.	FY 2015/16 collection record		✓		0.5	0.5
			(ii) Progress of collecting non-tax revenues reviewed in a CC meeting at least once by the end of the 3rd Quarter.	Progress & meeting record				0.5	0.0
	4.6 All debts due to GOB and other entities paid as per the schedule	As per the Activity (and inform the PCO on the debt repayment on a quarterly basis).	(i) Information on due debts and debts repaid sent to the PCO/LGED every quarter.	Payment record	✓		✓	1.0	0.0
	4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	As per the Activity. (Settle electricity and telephone arrears and ensure regular payments.)	(i) Electricity and telephone bill arrears and settlement measures discussed in a CC meeting at least once every quarter	Meeting record			✓	1.0	0.0
	4.8 Budget compared with the actual expenditure the role of Finance and Establishment Committee strengthened at the information displayed at the CC office	As per the Activity	(i) The FY 2015/16 budget made available to the public and on the website.	Photo		✓		0.3	0.3
(ii) A draft budget for FY 2016/17 prepared, reflecting ICGIAP-related costs.			Draft budget				0.3	0.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			(iii) The draft budget for FY 2016/17 discussed in a CSCC meeting.	Meeting record				0.4	0.0
5. Citizen Awareness and Participation	5.3 Community integration and formation of Community Group (CG)	Waste collection activities with CGs implemented. A model for waste collection in collaboration with CGs proposed.	(i) Target wards selected for piloting community waste collection.	Office Order			✓	0.3	0.0
			(ii) CGs formed in the target wards.	List of CGs in the target wards				0.3	0.0
			(iii) CGs have initiated waste collection.	Record and pictures				0.4	0.0
	5.4 Prepare Gender Action Plan (GAP) funded by the CC	GAP fully implemented and quarterly reports prepared.	(i) Standing Committee on Women Development oriented on GAP	Orientation record			✓	0.5	0.0
			(ii) GAP prepared with budget proposal.	GAP record				0.5	0.0
	5.5 Prepare Poverty Reduction Action Plan (PRAP) funded by CGP	Budget allocated and PRAP implementation commenced.	(i) PRAP orientation held.	Orientation record		✓		0.3	0.0
			(ii) All target slum communities identified.	Survey report				0.3	0.0
			(iii) PRAP prepared with budget.	PRAP				0.4	0.4
	5.6 Revise Citizen Charter	Revised Citizen Charter displayed.	(i) Citizen Charter reviewed and a draft revision prepared.	Draft Citizen Charter			✓	0.3	0.0
			(ii) The revised Citizen Charter discussed in a CSCC meeting.	Meeting record				0.3	0.0
(iii) The revised Citizen Charter displayed in public.			Revised Citizen Charter				0.4	0.0	
5. Citizen Awareness and Participation	5.7 Implement Citizen Report Card system	Citizen report card (CRC) revised and approved by CSCC.	(i) CRC Working Group established	Office Order			✓	0.5	0.0
			(ii) A CRC format prepared and discussed with CSCC.	Meeting record				0.5	0.0

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	GRC established with the composition and TOR as per the ICGIAP.	(i) An official in charge of GRC assigned.	Office Order			✓	0.5	0.0
			(ii) GRC established with procedures and formats.	Office Order				0.5	0.0
6. Urban Planning and Environment	6.1 Initiate/update Master Plan in coordination with relevant authorities & agencies	Any plan is under preparation or updating.	(i) Mater plan or related plan updated or reviewed.	Planning record			✓	1.0	0.0
	6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	IDP revised in consistency with relevant plans and accessible from the public.	(i) The existing IDP accessible from the public and available on the website.	Printout of the website			✓	0.2	0.0
			(ii) The IDP project list reviewed, updated and prioritized for development, (capital investment), rehabilitation and O&M through CPU coordination.	Updated IDP project list				0.2	0.0
			(iii) The updated IDP project list discussed with the CSCC.	Meeting record				0.2	0.0
			(iv) The updated IDP project list discussed with the CDCC and coordination requirements clarified.	Meeting record				0.2	0.0
			(v) The updated IDP project list discussed and endorsed by the Urban Planning Standing Committee and in a CC meeting.	Meeting record				0.2	0.0
	6.6 Improve sanitary situations - public toilets & drainage	Number of public toilets, household latrines and waste water drainage connections are increasing with CC's efforts.	(i) Officer in charge of sanitation assigned.	Office Order		✓		0.5	0.5
			(ii) Inventory of existing public toilets and Batch 1 waste water drainage prepared.	The inventory (or its summary)				0.5	0.0
6.7 Solid waste management	CC takes actions to enhance community	(i) Officers in charge of SWM assigned.	Office Order		✓		0.5	0.5	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	awareness raising & improving practices	awareness and participation in solid waste collection, 3Rs and cleaning.	(ii) Community awareness campaign organized.	Report from the department with photo				0.5	0.0
7. Law Enforcement	7.2 Establish and operationalize Law Enforcement Unit (LEU)	LEU established and oriented on the mandate and activities.	(i) LEU established	Office Order	✓			1.0	1.0
	7.3 Capacity development of Law Enforcement & Discipline Standing Committee	Not applicable (NA) for the 1st PR	NA	NA	✓			1.0	1.0
Total								29.0	9.5

*Note: Meeting record includes notice, attendance and resolution
Workshop report includes invitation letter, attendance, report*

*Training record includes invitation letter, attendance, report
Orientation report includes invitation letter, attendance, report*

Annex-3 (a): ICGIAP 1st Performance Review Work Sheet on 13 Trigger Activities, RpCC

Rangpur City Corporation

Survey date: 07-11 May 2016

Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response must be No and the score must be 0 (zero). Any actions incomplete but in progress can be described under Comments.

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
1. Openness & information dissemination	1.1 Initiate e-governance activities	(T1) E-governance system introduced in at least one area.	(i) E-government procurement has been used.	Office Order	✓		1.0	1.0
	1.2 Establish & operationalize Mass Communication Cell (MCC)	(T2) At least 5,000 citizens registered on SMS information dissemination system and information disseminated.	(i) At least 5,000 citizens registered on SMS system.	MCC Report	✓		0.3	0.3
			(ii) Mayor's consent on a SMS message.	MCC Report with SMS messages			0.3	0.3
			(iii) SMS message disseminated.	A photo of the received SMS			0.4	0.4
2. Administrative Reform	2.1 Establish & operationalize City Development Coordination Committee (CDCC)	(T3) At least 4 CDCC meetings held annually.	(i) A meeting to review the composition and TOR organized.	Meeting record		✓	0.3	0.25
			(ii) 2 nd CDCC meeting for the year held.	Meeting record			0.3	0.25
			(iii) 3 rd CDCC meeting for the year held.	Meeting record			0.3	0.25
			(iv) 4 th CDCC meeting for the year held.	Meeting record			0.3	0.25
	2.4 Establish Capacity Development Unit (CDU),	(T4) Training program formulated and at least one kaizen implemented	(i) CDU workshop held to formulate a	Workshop report with a			✓	0.5

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
	which will then formulate training program	by each department.	training program.	training program				
			(ii) At least one Kaizen implemented by each department.	CDU report			0.5	0.5
3. Tax Reform	3.1 Improve capacity/efficiency of tax assessment	(T5) A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. Introduction or utilization of interim tax assessment/billing software initiated.	(i) A senior tax assessor identified and appointed.	Office Order	✓		0.3	0.25
			(ii) Assessors and collectors deployed.	Office Order			0.3	0.25
			(iii) Tax-related software initiated.	Print-out (one page) of the relevant tax data			0.5	0.5
4. Financial Management Reform	4.1 Introduce independent account system in water supply and waste management (CoCC, RpCC)	(T6) Preparation of the independent accountant system initiated.	(i) O&M expenditure for water supply prepared separately with breakdown.	O&M expenditure for water supply	✓		1.0	1.0
			(ii) O&M expenditure for waste management prepared separately with breakdown.	O&M expenditure for waste management				
	4.2 Diversify earnings from CC services (e.g. markets, bus/truck terminals)	(T7) Finance and Establishment Standing Committee held at least 4 times annually.	(i) 1st Finance and Establishment Standing Committee for the FY held.	Meeting record	✓		0.3	0.25
			(ii) 2nd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record			0.3	0.25
			(iii) 3rd Finance and Establishment Standing Committee	Meeting record			0.3	0.25

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
			meeting for the FY held.					
			(iv) 4th Finance and Establishment Standing Committee meeting for the FY held	Meeting record			0.3	0.25
5. Citizen Awareness & Participation	5.1 Establish & operationalize Civil Society Coordination Committee (CSCC)	(T8) At least 4 CSCC meetings held and minutes prepared.	(i) 1 st CSCC meeting for the establishment, review of the ToR and identifying agenda for FY 2015/16.	Meeting record		✓	0.3	0.25
			(ii) 2 nd CSCC meeting held.	Meeting record			0.3	0.25
			(iii) 3 rd CSCC meeting held.	Meeting record			0.3	0.25
			(iv) 4 th CSCC meeting held.	Meeting record			0.3	0.25
	5.2 Establish & operationalize Ward Level Coordination Committee (WLCC)	(T9) All WLCCs meet every three months. at least twice a year.	(i) All WLCCs have held 1 st meeting for the FY.	Meeting record	✓		0.5	0.5
			(ii) All WLCCs have held 2 nd meeting for the FY.	Meeting record			0.5	0.5
6. Urban Planning & Environment	6.2 Implement development control	(T10) Building permit procedures clarified and officers in charge assigned.	(i) Clarify and document building permit procedure of the CC (RAJUK for NCC & GCC and CDA for ChCC)	Guideline on Building permit procedures	✓		0.5	0.5
			(ii) Officers in charge assigned (RpCC, CoCC)	Office Order			0.5	0.5

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
	6.4 Prepare O&M Action Plan	(T11) O&M Action Plan prepared.	(i) O&M Action Plan prepared for all of Batch 1 projects.	O&M Action Plans of Batch 1	✓		1.0	1.0
	6.5 Implement environmental laws & regulations	(T12) Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development.	(i) Environmental and Social Officer (ESO) assigned.	Office Order	✓		0.5	0.5
			(ii) IEE/EIA requirements complied with for Batch 1 projects.	IEE/EIA documents			0.5	0.5
7. Law Enforcement	7.1 Awareness raising campaigns on specific law enforcement issues	(T13) At least one campaign activity implemented.	(i) At least one awareness-raising campaign to improve citizens' observation of law/regulation has been launched.	CC's report describing the campaign	✓		1.0	1.0
Total							13.0	13.0

Note : Meeting record includes notice, attendance and resolution

Annex-3 (b): ICGIAP 1st Performance Review Work Sheet on 29 Non-Trigger Activities, RpCC

Rangpur City Corporation

Survey date: 07- 11 May 2016

*Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response should be **No** and score must be **0** (zero). Any actions incomplete but in progress can be described under Comments.*

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
1. Openness and Information Dissemination	1.3 Establish City Information Service Center (CISC)	CISC established and staff in charge trained.	(i) a CISC space is allocated in the CC HQ and preparation has started.	Office Order		✓		0.5	0.5
			(ii) CISC officers assigned trained.	Training record			0.5	0.0	
	1.4 Organize mass public meetings	Mass public meetings held at least twice a year.	(i) 1st mass public meeting for FY 2015/16 held.	Meeting record		✓		0.5	0.5
			(ii) 2nd mass public meeting for FY 2015/16 held.	Meeting record			0.5	0.0	
2. Administrative Reform	2.2 Establish Administrative Reform Committee (ARC)	ARC implementation initiated.	(i) An ARC workshop organized to discuss AR activities	ARC workshop report	✓			1.0	1.0
	2.3 Clarify vision and mission of each department	Vision, mission and strategic plan of each department prepared and approved in the CC meeting.	(i) Each Department to have clarified its vision and mission through a staff meeting	Meeting record	✓			0.5	0.5
			(ii) ARC to have reviewed (i) vision & mission and (ii) functional analysis sheet of each Department.	Meeting record			0.5	0.5	
	2.5 Revise job descriptions	Job descriptions revised and approved in the CC meeting.	(i) Each Department to have clarified/revised staff job descriptions	Job descriptions	✓			1.0	1.0
2.6 Initiate kaizen activities	At least one kaizen activity implemented in each department.	(i) Each Department has completed a whole process of at least one planned Kaizen	CDU report on departmental Kaizen	✓			1.0	1.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			activity	activities					
	2.7 Establish & operationalize Comprehensive Planning Unit (CPU)	CPU established and regular meetings held by sectorial task forces.	(i) CPU established.	Office Order	✓			0.5	0.5
			(ii) Sector Tasks Forces to have met to review sector situations and update projects in the inclusive list.	Meeting record				0.5	0.5
	2.8 Activate Standing Committees	TORs of Standing Committees approved by City Council (in a CC meeting).	(i) A workshop conducted to review the Standing Committees and roles & responsibilities.	Workshop report		✓		0.5	0.5
			(ii) The Standing Committees discussed and adopted the ToRs.	Meeting record				0.5	0.0
	2.9 Prepare and publish Annual Administrative Report	Annual Administrative Report (AAR) prepared and approved by City Council.	(i) Draft Annual Administrative Report (AAR) prepared (as per the formant and describing all activities conducted during the year and expenditures against the budget).	Draft Report			✓	0.5	0.0
			(ii) The Annual Administrative Report (AAR) presented to and approved in a CC meeting.	Meeting and final AAR record				0.5	0.0
3. Tax Reform	3.2 Carry out interim tax assessment and increase collection	Interim tax assessment carried out regularly.	(i) 1st progress report on interim tax assessment prepared.	Progress report	✓			0.3	0.3
			(ii) 2nd progress report on interim tax assessment prepared.	Progress report				0.3	0.3
			(iii) 3rd progress report on interim tax assessment	Progress report				0.4	0.4

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			prepared.						
	3.3 Identify other sources of CC taxes	Finance and Establishment Standing Committee held at least 4 times annually.	(i) Tax collection situation assessment report (incl. challenges) prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report & Standing Committee meeting record	✓			1.0	1.0
4. Financial Management Reform	4.3 Establish integrated computer-based financial management system (IFMS)	Integrated computer-based financial management system (IFMS) installed. Preparation initiated.	(i) Existing software (MSP or other) installed and utilized as preparation for IFMS.	Printout of quarterly financial statements		✓		0.5	
			(ii) Officers/staff concerned trained on the software.	Training report				0.5	0.5
	4.4 Prepare financial statements and conduct internal audit	Financial statements prepared and internal audit department carry out audit within 3 months after the end of the fiscal year.	(i) Financial statements for FY 2014/15 prepared.	Draft financial record		✓		0.4	0.4
			(ii) Internal Audit Department established and functional.	Office Order				0.3	0.3
			(iii) Internal Audit conducted at least for one quarter during FY 2015/16.	Internal audit record				0.3	
	4.5 Increase non-tax revenues at least by the inflation rate in each year	Non-tax own source revenue increased at least by annual inflation rate.	(i) Collection target for each of non-tax revenue sources for FY 2015/16 established.	FY 2015/16 collection record	✓			0.5	0.5
			(ii) Progress of collecting non-tax revenues reviewed in a CC meeting at least once by the end of the 3rd Quarter.	Progress & meeting record				0.5	0.5
	4.6 All debts due to GOB and other entities paid as per the schedule	As per the Activity (and inform the PCO on the debt repayment on a quarterly basis).	(i) Information on due debts and debts repaid sent to the PCO/LGED every quarter.	Payment record	✓			1.0	1.0
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	As per the Activity. (Settle electricity and telephone arrears and ensure regular	(i) Electricity and telephone bill arrears and settlement measures discussed in a CC	Meeting record	✓			1.0	1.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
		payments.)	meeting at least once every quarter						
	4.8 Budget compared with the actual expenditure at the role of Finance and Establishment Committee strengthened à the information displayed at the CC office	As per the Activity	(i) The FY 2015/16 budget made available to the public and on the website.	Photo		✓		0.3	0.3
(ii) A draft budget for FY 2016/17 prepared, reflecting ICGIAP-related costs.			Draft budget				0.3	0.0	
(iii) The draft budget for FY 2016/17 discussed in a CSCC meeting.			Meeting record				0.4	0.0	
5. Citizen Awareness and Participation	5.3 Community integration and formation of Community Group (CG)	Waste collection activities with CGs implemented. A model for waste collection in collaboration with CGs proposed.	(i) Target wards selected for piloting community waste collection.	Office Order			✓	0.3	0.0
			(ii) CGs formed in the target wards.	List of CGs in the target wards				0.3	0.0
			(iii) CGs have initiated waste collection.	Record and pictures				0.4	0.0
	5.4 Prepare Gender Action Plan (GAP) funded by the CC	GAP fully implemented and quarterly reports prepared.	(i) Standing Committee on Women Development oriented on GAP	Orientation record			✓	0.5	0.0
			(ii) GAP prepared with budget proposal.	GAP record				0.5	0.0
	5.5 Prepare Poverty Reduction Action Plan (PRAP) funded by CGP	Budget allocated and PRAP implementation commenced.	(i) PRAP orientation held.	Orientation record		✓		0.3	0.0
			(ii) All target slum communities identified.	Survey report				0.3	0.3
			(iii) PRAP prepared with budget.	PRAP				0.4	0.0
	5.6 Revise Citizen Charter	Revised Citizen Charter displayed.	(i) Citizen Charter reviewed and a draft revision prepared.	Draft Citizen Charter		✓		0.3	0.3
			(ii) The revised Citizen Charter discussed in a CSCC	Meeting record				0.3	0.3

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score		
					Full	Partial	No	Distributed	Obtained	
			meeting.							
			(iii) The revised Citizen Charter displayed in public.	Revised Citizen Charter				0.4	0.0	
5. Citizen Awareness and Participation	5.7 Implement Citizen Report Card system	Citizen report card (CRC) revised and approved by CSCC.	(i) CRC Working Group established	Office Order			✓	0.5	0.0	
			(ii) A CRC format prepared and discussed with CSCC.	Meeting record				0.5	0.0	
	5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	GRC established with the composition and TOR as per the ICGIAP.	(i) An official in charge of GRC assigned.	Office Order	✓			0.5	0.5	
			(ii) GRC established with procedures and formats.	Office Order				0.5	0.5	
6. Urban Planning and Environment	6.1 Initiate/update Master Plan in coordination with relevant authorities & agencies	Any plan is under preparation or updating.	(i) Mater plan or related plan updated or reviewed.	Planning record			✓	1.0	0.0	
	6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	IDP revised in consistency with relevant plans and accessible from the public.	(i) The existing IDP accessible from the public and available on the website.	Printout of the website		✓			0.2	0.2
			(ii) The IDP project list reviewed, updated and prioritized for development, (capital investment), rehabilitation and O&M through CPU coordination.	Updated IDP project list					0.2	0.2
			(iii) The updated IDP project list discussed with the CSCC.	Meeting record					0.2	0.2
			(iv) The updated IDP project list discussed with the CDCC and coordination requirements clarified.	Meeting record					0.2	0.2
			(v) The updated IDP project list discussed and endorsed by the Urban Planning Standing Committee and in a CC	Meeting record					0.2	0.0

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			meeting.						
	6.6 Improve sanitary situations - public toilets & drainage	Number of public toilets, household latrines and waste water drainage connections are increasing with CC's efforts.	(i) Officer in charge of sanitation assigned.	Office Order	✓			0.5	0.5
(ii) Inventory of existing public toilets and Batch 1 waste water drainage prepared.			The inventory (or its summary)	0.5				0.5	
	6.7 Solid waste management awareness raising & improving practices	CC takes actions to enhance community awareness and participation in solid waste collection, 3Rs and cleaning.	(i) Officers in charge of SWM assigned.	Office Order	✓			0.5	0.5
			(ii) Community awareness campaign organized.	Report from the department with photo				0.5	0.5
7. Law Enforcement	7.2 Establish and operationalize Law Enforcement Unit (LEU)	LEU established and oriented on the mandate and activities.	(i) LEU established	Office Order	✓			1.0	1.0
	7.3 Capacity development of Law Enforcement & Discipline Standing Committee	Not applicable (NA) for the 1st PR	NA	NA	✓			1.0	1.0
Total								29.0	19.7

Note: *Meeting record includes notice, attendance and resolution
Workshop report includes invitation letter, attendance, report*

*Training record includes invitation letter, attendance, report
Orientation report includes invitation letter, attendance, report*

Annex-4 (a): ICGIAP 1st Performance Review Work Sheet on 13 Trigger Activities, GCC

Gazipur City Corporation

Survey date: 15-18 May 2016

Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response must be No and the score must be 0 (zero). Any actions incomplete but in progress can be described under Comments.

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
1. Openness & information dissemination	1.1 Initiate e-governance activities	(T1) E-governance system introduced in at least one area.	(i) E-government procurement has been used.	Office Order	✓		1.0	1.0
	1.2 Establish & operationalize Mass Communication Cell (MCC)	(T2) At least 5,000 citizens registered on SMS information dissemination system and information disseminated.	(i) At least 5,000 citizens registered on SMS system.	MCC Report	✓		0.3	0.3
			(ii) Mayor's consent on a SMS message.	MCC Report with SMS messages		0.3	0.3	
			(iii) SMS message disseminated.	A photo of the received SMS		0.4	0.4	
2. Administrative Reform	2.1 Establish & operationalize City Development Coordination Committee (CDCC)	(T3) At least 4 CDCC meetings held annually.	(i) A meeting to review the composition and TOR organized.	Meeting record		✓	0.3	0.25
			(ii) 2 nd CDCC meeting for the year held.	Meeting record		0.3	0.25	
			(iii) 3 rd CDCC meeting for the year held.	Meeting record		0.3	0.25	
			(iv) 4 th CDCC meeting for the year held.	Meeting record		0.3	0.25	
	2.4 Establish Capacity Development Unit (CDU), which will then formulate training program	(T4) Training program formulated and at least one kaizen implemented by each department.	(i) CDU workshop held to formulate a training program.	Workshop report with a training program		✓	0.5	0.5
(ii) At least one Kaizen implemented by each			CDU report			0.5	0.5	

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
			department.					
3. Tax Reform	3.1 Improve capacity/efficiency of tax assessment	(T5) A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. Introduction or utilization of interim tax assessment/billing software initiated.	(i) A senior tax assessor identified and appointed.	Office Order	✓		0.3	0.25
			(ii) Assessors and collectors deployed.	Office Order			0.3	0.25
			(iii) Tax-related software initiated.	Print-out (one page) of the relevant tax data			0.5	0.5
4. Financial Management Reform	4.1 Introduce independent account system in water supply and waste management (CoCC, RpCC)	(T6) Preparation of the independent accountant system initiated.	(i) O&M expenditure for water supply prepared separately with breakdown.	O&M expenditure for water supply	✓		1.0	1.0
			(ii) O&M expenditure for waste management prepared separately with breakdown.	O&M expenditure for waste management				
	4.2 Diversify earnings from CC services (e.g. markets, bus/truck terminals)	(T7) Finance and Establishment Standing Committee held at least 4 times annually.	(i) 1st Finance and Establishment Standing Committee for the FY held.	Meeting record	✓		0.3	0.25
			(ii) 2nd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record				
			(iii) 3rd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record				
			(iv) 4th Finance and Establishment Standing Committee meeting for the FY held	Meeting record				

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
5. Citizen Awareness & Participation	5.1 Establish & operationalize Civil Society Coordination Committee (CSCC)	(T8) At least 4 CSCC meetings held and minutes prepared.	(i) 1 st CSCC meeting for the establishment, review of the ToR and identifying agenda for FY 2015/16.	Meeting record		✓	0.3	0.25
			(ii) 2 nd CSCC meeting held.	Meeting record			0.3	0.25
			(iii) 3 rd CSCC meeting held.	Meeting record			0.3	0.25
			(iv) 4 th CSCC meeting held.	Meeting record			0.3	0.25
	5.2 Establish & operationalize Ward Level Coordination Committee (WLCC)	(T9) All WLCCs meet every three months. at least twice a year.	(i) All WLCCs have held 1 st meeting for the FY.	Meeting record		✓	0.5	0.5
			(ii) All WLCCs have held 2 nd meeting for the FY.	Meeting record			0.5	0.5
6. Urban Planning & Environment	6.2 Implement development control	(T10) Building permit procedures clarified and officers in charge assigned.	(i) Clarify and document building permit procedure of the CC (RAJUK for NCC & GCC and CDA for ChCC)	Guideline on Building permit procedures	✓		1.0	1.0
			(ii) Officers in charge assigned (RpCC, CoCC)	Office Order			N/A	N/A
	6.4 Prepare O&M Action Plan	(T11) O&M Action Plan prepared.	(i) O&M Action Plan prepared for all of Batch 1 projects.	O&M Action Plans of Batch 1	✓		1.0	1.0
	6.5 Implement environmental laws & regulations	(T12) Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development.	(i) Environmental and Social Officer (ESO) assigned.	Office Order	✓		0.5	0.5
(ii) IEE/EIA requirements complied with for Batch 1 projects.			IEE/EIA documents			0.5	0.5	

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
7. Law Enforcement	7.1 Awareness raising campaigns on specific law enforcement issues	(T13) At least one campaign activity implemented.	(i) At least one awareness-raising campaign to improve citizens' observation of law/regulation has been launched.	CC's report describing the campaign	✓		1.0	1.0
Total							13.0	13.0

Note : Meeting record includes notice, attendance and resolution

Annex-4 (b): ICGIAP 1st Performance Review Work Sheet on 29 Non-Trigger Activities, GCC

Gazipur City Corporation

Survey date: 15- 18 May 2016

*Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response should be **No** and score must be **0 (zero)**. Any actions incomplete but in progress can be described under Comments.*

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
1. Openness and Information Dissemination	1.3 Establish City Information Service Center (CISC)	CISC established and staff in charge trained.	(i) a CISC space is allocated in the CC HQ and preparation has started.	Office Order		✓		0.5	0.5
			(ii) CISC officers assigned trained.	Training record			0.5	0.0	
	1.4 Organize mass public meetings	Mass public meetings held at least twice a year.	(i)1st mass public meeting for FY 2015/16 held.	Meeting record		✓		0.5	0.5
			(ii) 2nd mass public meeting for FY 2015/16 held.	Meeting record			0.5	0.0	
2. Administrative Reform	2.2 Establish Administrative Reform Committee (ARC)	ARC implementation initiated.	(i) An ARC workshop organized to discuss AR activities	ARC workshop report	✓			1.0	1.0
	2.3 Clarify vision and mission of each department	Vision, mission and strategic plan of each department prepared and approved in the CC meeting.	(i) Each Department to have clarified its vision and mission through a staff meeting	Meeting record	✓			0.5	0.5
			(ii) ARC to have reviewed (i) vision & mission and (ii) functional analysis sheet of each Department.	Meeting record			0.5	0.5	
	2.5 Revise job descriptions	Job descriptions revised and approved in the CC meeting.	(i) Each Department to have clarified/revised staff job descriptions	Job descriptions	✓			1.0	1.0
2.6 Initiate kaizen activities	At least one kaizen activity implemented in each department.	(i) Each Department has completed a whole process of at least one planned Kaizen	CDU report on departmental Kaizen	✓			1.0	1.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			activity	activities					
	2.7 Establish & operationalize Comprehensive Planning Unit (CPU)	CPU established and regular meetings held by sectorial task forces.	(i) CPU established.	Office Order	✓			0.5	0.5
			(ii) Sector Tasks Forces to have met to review sector situations and update projects in the inclusive list.	Meeting record				0.5	0.5
	2.8 Activate Standing Committees	TORs of Standing Committees approved by City Council (in a CC meeting).	(i) A workshop conducted to review the Standing Committees and roles & responsibilities.	Workshop report		✓		0.5	0.5
			(ii) The Standing Committees discussed and adopted the ToRs.	Meeting record				0.5	0.0
	2.9 Prepare and publish Annual Administrative Report	Annual Administrative Report (AAR) prepared and approved by City Council.	(i) Draft Annual Administrative Report (AAR) prepared (as per the formant and describing all activities conducted during the year and expenditures against the budget).	Draft Report			✓	0.5	0.0
			(ii) The Annual Administrative Report (AAR) presented to and approved in a CC meeting.	Meeting and final AAR record				0.5	0.0
3. Tax Reform	3.2 Carry out interim tax assessment and increase collection	Interim tax assessment carried out regularly.	(i) 1st progress report on interim tax assessment prepared.	Progress report		✓		0.3	0.0
			(ii) 2nd progress report on interim tax assessment prepared.	Progress report				0.3	0.0
			(iii) 3rd progress report on interim tax assessment	Progress report				0.4	0.4

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			prepared.						
	3.3 Identify other sources of CC taxes	Finance and Establishment Standing Committee held at least 4 times annually.	(i) Tax collection situation assessment report (incl. challenges) prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report & Standing Committee meeting record	✓			1.0	1.0
4. Financial Management Reform	4.3 Establish integrated computer-based financial management system (IFMS)	Integrated computer-based financial management system (IFMS) installed. Preparation initiated.	(i) Existing software (MSP or other) installed and utilized as preparation for IFMS.	Printout of quarterly financial statements		✓		0.5	0.5
			(ii) Officers/staff concerned trained on the software.	Training report				0.5	0.0
	4.4 Prepare financial statements and conduct internal audit	Financial statements prepared and internal audit department carry out audit within 3 months after the end of the fiscal year.	(i) Financial statements for FY 2014/15 prepared.	Draft financial record			✓	0.4	0.0
			(ii) Internal Audit Department established and functional.	Office Order				0.3	0.0
			(iii) Internal Audit conducted at least for one quarter during FY 2015/16.	Internal audit record				0.3	0.0
	4.5 Increase non-tax revenues at least by the inflation rate in each year	Non-tax own source revenue increased at least by annual inflation rate.	(i) Collection target for each of non-tax revenue sources for FY 2015/16 established.	FY 2015/16 collection record	✓			0.5	0.5
			(ii) Progress of collecting non-tax revenues reviewed in a CC meeting at least once by the end of the 3rd Quarter.	Progress & meeting record				0.5	0.5
	4.6 All debts due to GOB and other entities paid as per the schedule	As per the Activity (and inform the PCO on the debt repayment on a quarterly basis).	(i) Information on due debts and debts repaid sent to the PCO/LGED every quarter.	Payment record	✓			1.0	1.0
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	As per the Activity. (Settle electricity and telephone arrears and ensure regular	(i) Electricity and telephone bill arrears and settlement measures discussed in a CC	Meeting record	✓			1.0	1.0	

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
		payments.)	meeting at least once every quarter						
	4.8 Budget compared with the actual expenditure at the role of Finance and Establishment Committee strengthened à the information displayed at the CC office	As per the Activity	(i) The FY 2015/16 budget made available to the public and on the website.	Photo		✓		0.3	0.3
(ii) A draft budget for FY 2016/17 prepared, reflecting ICGIAP-related costs.			Draft budget				0.3	0.0	
(iii) The draft budget for FY 2016/17 discussed in a CSCC meeting.			Meeting record				0.4	0.0	
5. Citizen Awareness and Participation	5.3 Community integration and formation of Community Group (CG)	Waste collection activities with CGs implemented. A model for waste collection in collaboration with CGs proposed.	(i) Target wards selected for piloting community waste collection.	Office Order			✓	0.3	0.0
			(ii) CGs formed in the target wards.	List of CGs in the target wards				0.3	0.0
			(iii) CGs have initiated waste collection.	Record and pictures				0.4	0.0
	5.4 Prepare Gender Action Plan (GAP) funded by the CC	GAP fully implemented and quarterly reports prepared.	(i) Standing Committee on Women Development oriented on GAP	Orientation record			✓	0.5	0.0
			(ii) GAP prepared with budget proposal.	GAP record				0.5	0.0
	5.5 Prepare Poverty Reduction Action Plan (PRAP) funded by CGP	Budget allocated and PRAP implementation commenced.	(i) PRAP orientation held.	Orientation record	✓			0.3	0.3
			(ii) All target slum communities identified.	Survey report				0.3	0.3
			(iii) PRAP prepared with budget.	PRAP				0.4	0.4
	5.6 Revise Citizen Charter	Revised Citizen Charter displayed.	(i) Citizen Charter reviewed and a draft revision prepared.	Draft Citizen Charter		✓		0.3	0.3
			(ii) The revised Citizen Charter discussed in a CSCC	Meeting record				0.3	0.3

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score		
					Full	Partial	No	Distributed	Obtained	
			meeting.							
			(iii) The revised Citizen Charter displayed in public.	Revised Citizen Charter				0.4	0.0	
5. Citizen Awareness and Participation	5.7 Implement Citizen Report Card system	Citizen report card (CRC) revised and approved by CSCC.	(i) CRC Working Group established	Office Order			✓	0.5	0.0	
			(ii) A CRC format prepared and discussed with CSCC.	Meeting record				0.5	0.0	
	5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	GRC established with the composition and TOR as per the ICGIAP.	(i) An official in charge of GRC assigned.	Office Order			✓	0.5	0.0	
			(ii) GRC established with procedures and formats.	Office Order				0.5	0.0	
6. Urban Planning and Environment	6.1 Initiate/update Master Plan in coordination with relevant authorities & agencies	Any plan is under preparation or updating.	(i) Mater plan or related plan updated or reviewed.	Planning record			✓	1.0	0.0	
	6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	IDP revised in consistency with relevant plans and accessible from the public.	(i) The existing IDP accessible from the public and available on the website.	Printout of the website		✓			0.2	0.2
			(ii) The IDP project list reviewed, updated and prioritized for development, (capital investment), rehabilitation and O&M through CPU coordination.	Updated IDP project list					0.2	0.2
			(iii) The updated IDP project list discussed with the CSCC.	Meeting record					0.2	0.2
			(iv) The updated IDP project list discussed with the CDCC and coordination requirements clarified.	Meeting record					0.2	0.2
			(v) The updated IDP project list discussed and endorsed by the Urban Planning Standing Committee and in a CC	Meeting record					0.2	0.0

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
			meeting.						
	6.6 Improve sanitary situations - public toilets & drainage	Number of public toilets, household latrines and waste water drainage connections are increasing with CC's efforts.	(i) Officer in charge of sanitation assigned.	Office Order	✓			0.5	0.5
(ii) Inventory of existing public toilets and Batch 1 waste water drainage prepared.			The inventory (or its summary)	0.5				0.5	
	6.7 Solid waste management awareness raising & improving practices	CC takes actions to enhance community awareness and participation in solid waste collection, 3Rs and cleaning.	(i) Officers in charge of SWM assigned.	Office Order	✓			0.5	0.5
			(ii) Community awareness campaign organized.	Report from the department with photo				0.5	0.5
7. Law Enforcement	7.2 Establish and operationalize Law Enforcement Unit (LEU)	LEU established and oriented on the mandate and activities.	(i) LEU established	Office Order	✓			1.0	1.0
	7.3 Capacity development of Law Enforcement & Discipline Standing Committee	Not applicable (NA) for the 1st PR	NA	NA	✓			1.0	1.0
Total								29.0	18.1

Note: *Meeting record includes notice, attendance and resolution
Workshop report includes invitation letter, attendance, report*

*Training record includes invitation letter, attendance, report
Orientation report includes invitation letter, attendance, report*

Annex-5 (a): ICGIAP 1st Performance Review Work Sheet on 13 Trigger Activities, ChCC

Chittagong City Corporation

Survey date: 8- 10 May 2016

Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response must be No and the score must be 0 (zero). Any actions incomplete but in progress can be described under Comments.

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
1. Openness & information dissemination	1.1 Initiate e-governance activities	(T1) E-governance system introduced in at least one area.	(i) E-government procurement has been used.	Office Order	✓		1.0	1.0
	1.2 Establish & operationalize Mass Communication Cell (MCC)	(T2) At least 5,000 citizens registered on SMS information dissemination system and information disseminated.	(i) At least 5,000 citizens registered on SMS system.	MCC Report	✓		0.3	0.3
			(ii) Mayor's consent on a SMS message.	MCC Report with SMS messages		0.3	0.3	
			(iii) SMS message disseminated.	A photo of the received SMS		0.4	0.4	
2. Administrative Reform	2.1 Establish & operationalize City Development Coordination Committee (CDCC)	(T3) At least 4 CDCC meetings held annually.	(i) A meeting to review the composition and TOR organized.	Meeting record	✓		0.3	0.25
			(ii) 2 nd CDCC meeting for the year held.	Meeting record		0.3	0.25	
			(iii) 3 rd CDCC meeting for the year held.	Meeting record		0.3	0.25	
			(iv) 4 th CDCC meeting for the year held.	Meeting record		0.3	0.25	
	2.4 Establish Capacity Development Unit (CDU), which will then formulate training program	(T4) Training program formulated and at least one kaizen implemented by each department.	(i) CDU workshop held to formulate a training program.	Workshop report with a training program		✓	0.5	0.5
		(ii) At least one Kaizen implemented by each	CDU report			0.5	0.5	

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score			
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained		
			department.							
3. Tax Reform	3.1 Improve capacity/efficiency of tax assessment	(T5) A senior tax assessor, assessors/collectors deployed. Software for tax assessment database introduced. Introduction or utilization of interim tax assessment/billing software initiated.	(i) A senior tax assessor identified and appointed.	Office Order	✓		0.3	0.25		
			(ii) Assessors and collectors deployed.	Office Order			0.3	0.25		
			(iii) Tax-related software initiated.	Print-out (one page) of the relevant tax data			0.5	0.5		
4. Financial Management Reform	4.1 Introduce independent account system in water supply and waste management (CoCC, RpCC)	(T6) Preparation of the independent accountant system initiated.	(i) O&M expenditure for water supply prepared separately with breakdown.	O&M expenditure for water supply	✓		1.0	1.0		
			(ii) O&M expenditure for waste management prepared separately with breakdown.	O&M expenditure for waste management						
	4.2 Diversify earnings from CC services (e.g. markets, bus/truck terminals)	(T7) Finance and Establishment Standing Committee held at least 4 times annually.	(i) 1st Finance and Establishment Standing Committee for the FY held.	Meeting record	✓		0.3	0.25		
			(ii) 2nd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record					0.3	0.25
			(iii) 3rd Finance and Establishment Standing Committee meeting for the FY held.	Meeting record					0.3	0.25
		(iv) 4th Finance and Establishment Standing Committee meeting for the FY held	Meeting record			0.3	0.25			

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
5. Citizen Awareness & Participation	5.1 Establish & operationalize Civil Society Coordination Committee (CSCC)	(T8) At least 4 CSCC meetings held and minutes prepared.	(i) 1 st CSCC meeting for the establishment, review of the ToR and identifying agenda for FY 2015/16.	Meeting record	✓		0.3	0.25
			(ii) 2 nd CSCC meeting held.	Meeting record			0.3	0.25
			(iii) 3 rd CSCC meeting held.	Meeting record			0.3	0.25
			(iv) 4 th CSCC meeting held.	Meeting record			0.3	0.25
	5.2 Establish & operationalize Ward Level Coordination Committee (WLCC)	(T9) All WLCCs meet every three months. at least twice a year.	(i) All WLCCs have held 1 st meeting for the FY.	Meeting record		✓	0.5	0.5
			(ii) All WLCCs have held 2 nd meeting for the FY.	Meeting record			0.5	0.5
6. Urban Planning & Environment	6.2 Implement development control	(T10) Building permit procedures clarified and officers in charge assigned.	(i) Clarify and document building permit procedure of the CC (RAJUK for NCC & GCC and CDA for ChCC)	Guideline on Building permit procedures	✓		1.0	1.0
			(ii) Officers in charge assigned (RpCC, CoCC)	Office Order			N/A	N/A
	6.4 Prepare O&M Action Plan	(T11) O&M Action Plan prepared.	(i) O&M Action Plan prepared for all of Batch 1 projects.	O&M Action Plans of Batch 1	✓		1.0	1.0
	6.5 Implement environmental laws & regulations	(T12) Officers in charge of environment assigned. CC observes the environment law & regulations in infrastructure development.	(i) Environmental and Social Officer (ESO) assigned.	Office Order	✓		0.5	0.5
(ii) IEE/EIA requirements complied with for Batch 1 projects.			IEE/EIA documents			0.5	0.5	

Areas	Activities	13 Triggers for the 1st PR	Key Performance Indicators	Means of Verification	Level of attainment		Score	
					Full Satisfactory	Minimum Satisfactory	Distributed	Obtained
7. Law Enforcement	7.1 Awareness raising campaigns on specific law enforcement issues	(T13) At least one campaign activity implemented.	(i) At least one awareness-raising campaign to improve citizens' observation of law/regulation has been launched.	CC's report describing the campaign		✓	1.0	1.0
Total							13.0	13.0

Note : Meeting record includes notice, attendance and resolution

Annex-5 (b): ICGIAP 1st Performance Review Work Sheet on 29 Non-Trigger Activities, ChCC

Chittagong City Corporation Survey date: 08- 10 May 2016

Note on the Scoring Method: If an action corresponding to the Key Performance Indicator has not taken place or is incomplete, the response should be No and score must be 0 (zero). Any actions incomplete but in progress can be described under Comments.

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
1. Openness and Information Dissemination	1.3 Establish City Information Service Center (CISC)	CISC established and staff in charge trained.	(i) a CISC space is allocated in the CC HQ and preparation has started.	Office Order	✓			0.5	0.5
			(ii) CISC officers assigned trained.	Training record				0.5	0.5
	1.4 Organize mass public meetings	Mass public meetings held at least twice a year.	(i) 1st mass public meeting for FY 2015/16 held.	Meeting record			✓	0.5	0.0
			(ii) 2nd mass public meeting for FY 2015/16 held.	Meeting record				0.5	0.0
2. Administrative Reform	2.2 Establish Administrative Reform Committee (ARC)	ARC implementation initiated.	(i) An ARC workshop organized to discuss AR activities	ARC workshop report	✓			1.0	1.0
	2.3 Clarify vision and mission of each department	Vision, mission and strategic plan of each department prepared and approved in the CC meeting.	(i) Each Department to have clarified its vision and mission through a staff meeting	Meeting record			✓	0.5	0.0
			(ii) ARC to have reviewed (i) vision & mission and (ii) functional analysis sheet of each Department.	Meeting record				0.5	0.0
	2.5 Revise job descriptions	Job descriptions revised and approved in the CC meeting.	(i) Each Department to have clarified/revised staff job descriptions	Job descriptions			✓	1.0	0.0
	2.6 Initiate kaizen activities	At least one kaizen activity implemented in each department.	(i) Each Department has completed a whole process of at least one planned Kaizen activity	CDU report on departmental Kaizen activities	✓			1.0	1.0
	2.7 Establish &	CPU established and	(i) CPU established.	Office Order		✓		0.5	0.5

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	operationalize Comprehensive Planning Unit (CPU)	regular meetings held by sectorial task forces.	(ii) Sector Tasks Forces to have met to review sector situations and update projects in the inclusive list.	Meeting record				0.5	0.0
	2.8 Activate Standing Committees	TORs of Standing Committees approved by City Council (in a CC meeting).	(i) A workshop conducted to review the Standing Committees and roles & responsibilities.	Workshop report		✓		0.5	0.5
			(ii) The Standing Committees discussed and adopted the ToRs.	Meeting record				0.5	0.0
	2.9 Prepare and publish Annual Administrative Report	Annual Administrative Report (AAR) prepared and approved by City Council.	(i) Draft Annual Administrative Report (AAR) prepared (as per the formant and describing all activities conducted during the year and expenditures against the budget).	Draft Report			✓	0.5	0.0
			(ii) The Annual Administrative Report (AAR) presented to and approved in a CC meeting.	Meeting and final AAR record				0.5	0.0
3. Tax Reform	3.2 Carry out interim tax assessment and increase collection	Interim tax assessment carried out regularly.	(i) 1st progress report on interim tax assessment prepared.	Progress report	✓			0.3	0.3
			(ii) 2nd progress report on interim tax assessment prepared.	Progress report				0.3	0.3
			(iii) 3rd progress report on interim tax assessment prepared.	Progress report				0.4	0.4
	3.3 Identify other sources of CC taxes	Finance and Establishment Standing Committee held at least 4 times annually.	(i) Tax collection situation assessment report (incl. challenges) prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report & Standing Committee meeting record	✓			1.0	1.0
4. Financial Management Reform	4.3 Establish integrated computer-based financial management system (IFMS)	Integrated computer-based financial management system (IFMS) installed. Preparation initiated.	(i) Existing software (MSP or other) installed and utilized as preparation for IFMS.	Printout of quarterly financial statements	✓			0.5	0.5
			(ii) Officers/staff concerned trained on the software.	Training report				0.5	0.5
	4.4 Prepare financial statements and conduct	Financial statements prepared and internal	(i) Financial statements for FY 2014/15 prepared.	Draft financial record		✓		0.4	0.4

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	internal audit	audit department carry out audit within 3 months after the end of the fiscal year.	(ii) Internal Audit Department established and functional.	Office Order				0.3	0.3
			(iii) Internal Audit conducted at least for one quarter during FY 2015/16.	Internal audit record				0.3	0.0
4.5	Increase non-tax revenues at least by the inflation rate in each year	Non-tax own source revenue increased at least by annual inflation rate.	(i) Collection target for each of non-tax revenue sources for FY 2015/16 established.	FY 2015/16 collection record	✓			0.5	0.5
			(ii) Progress of collecting non-tax revenues reviewed in a CC meeting at least once by the end of the 3rd Quarter.	Progress & meeting record				0.5	0.5
4.6	All debts due to GOB and other entities paid as per the schedule	As per the Activity (and inform the PCO on the debt repayment on a quarterly basis).	(i) Information on due debts and debts repaid sent to the PCO/LGED every quarter.	Payment record			✓	1.0	0.0
4.7	Outstanding bills (incl. electricity and telephone) older than 3 months paid	As per the Activity. (Settle electricity and telephone arrears and ensure regular payments.)	(i) Electricity and telephone bill arrears and settlement measures discussed in a CC meeting at least once every quarter	Meeting record				1.0	1.0
4.8	Budget compared with the actual expenditure at the role of Finance and Establishment Committee strengthened à the information displayed at the CC office	As per the Activity	(i) The FY 2015/16 budget made available to the public and on the website.	Photo		✓		0.3	0.3
			(ii) A draft budget for FY 2016/17 prepared, reflecting ICGIAP-related costs.	Draft budget				0.3	0.0
			(iii) The draft budget for FY 2016/17 discussed in a CSCC meeting.	Meeting record				0.4	0.0

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
5. Citizen Awareness and Participation	5.3 Community integration and formation of Community Group (CG)	Waste collection activities with CGs implemented. A model for waste collection in collaboration with CGs proposed.	(i) Target wards selected for piloting community waste collection.	Office Order			✓	0.3	0.0
			(ii) CGs formed in the target wards.	List of CGs in the target wards				0.3	0.0
			(iii) CGs have initiated waste collection.	Record and pictures				0.4	0.0
	5.4 Prepare Gender Action Plan (GAP) funded by the CC	GAP fully implemented and quarterly reports prepared.	(i) Standing Committee on Women Development oriented on GAP	Orientation record			✓	0.5	0.0
			(ii) GAP prepared with budget proposal.	GAP record				0.5	0.0
	5.5 Prepare Poverty Reduction Action Plan (PRAP) funded by CGP	Budget allocated and PRAP implementation commenced.	(i) PRAP orientation held.	Orientation record		✓		0.3	0.0
			(ii) All target slum communities identified.	Survey report				0.3	0.3
			(iii) PRAP prepared with budget.	PRAP				0.4	0.0
	5.6 Revise Citizen Charter	Revised Citizen Charter displayed.	(i) Citizen Charter reviewed and a draft revision prepared.	Draft Citizen Charter		✓		0.3	0.0
			(ii) The revised Citizen Charter discussed in a CSCC meeting.	Meeting record				0.3	0.3
			(iii) The revised Citizen Charter displayed in public.	Revised Citizen Charter				0.4	0.4
	5. Citizen Awareness and Participation	5.7 Implement Citizen Report Card system	Citizen report card (CRC) revised and approved by CSCC.	(i) CRC Working Group established	Office Order			✓	0.5
(ii) A CRC format prepared and discussed with CSCC.				Meeting record				0.5	0.0
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference		GRC established with the composition and TOR as per the ICGIAP.	(i) An official in charge of GRC assigned.	Office Order		✓		0.5	0.0
			(ii) GRC established with procedures and formats.	Office Order				0.5	0.5

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
6. Urban Planning and Environment	6.1 Initiate/update Master Plan in coordination with relevant authorities & agencies	Any plan is under preparation or updating.	(i) Mater plan or related plan updated or reviewed.	Planning record			✓	1.0	0.0
	6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	IDP revised in consistency with relevant plans and accessible from the public.	(i) The existing IDP accessible from the public and available on the website.	Printout of the website		✓		0.2	0.2
			(ii) The IDP project list reviewed, updated and prioritized for development, (capital investment), rehabilitation and O&M through CPU coordination.	Updated IDP project list				0.2	0.2
			(iii) The updated IDP project list discussed with the CSCC.	Meeting record				0.2	0.2
			(iv) The updated IDP project list discussed with the CDCC and coordination requirements clarified.	Meeting record				0.2	0.0
			(v) The updated IDP project list discussed and endorsed by the Urban Planning Standing Committee and in a CC meeting.	Meeting record				0.2	0.0
			6.6 Improve sanitary situations - public toilets & drainage	Number of public toilets, household latrines and waste water drainage connections are increasing with CC's efforts.	(i) Officer in charge of sanitation assigned.	Office Order	✓		
	(ii) Inventory of existing public toilets and Batch 1 waste water drainage prepared.	The inventory (or its summary)	0.5		0.5				

Areas	Activities	1st PR criteria incl. non Triggers	Key Performance Indicators	Means of Verification	Level of Attainment			Score	
					Full	Partial	No	Distributed	Obtained
	6.7 Solid waste management awareness raising & improving practices	CC takes actions to enhance community awareness and participation in solid waste collection, 3Rs and cleaning.	(i) Officers in charge of SWM assigned.	Office Order	✓			0.5	0.5
			(ii) Community awareness campaign organized.	Report from the department with photo				0.5	0.5
7. Law Enforcement	7.2 Establish and operationalize Law Enforcement Unit (LEU)	LEU established and oriented on the mandate and activities.	(i) LEU established	Office Order	✓			1.0	1.0
	7.3 Capacity development of Law Enforcement & Discipline Standing Committee	Not applicable (NA) for the 1st PR	NA	NA	✓			1.0	1.0
Total								29.0	16.1

Note: Meeting record includes notice, attendance and resolution Training record includes invitation letter, attendance, report

Workshop report includes invitation letter, attendance, report Orientation report includes invitation letter, attendance, report

References

1. The Project for Developing Inclusive City Governance for City Corporation, Volume 1, LGD, 2014
2. The Project for Developing Inclusive City Governance for City Corporation, Volume 2, LGD, 2014
3. The Project for Developing Inclusive City Governance for City Corporation, Volume 3, LGD, 2014
4. The Project for Developing Inclusive City Governance for City Corporation, Volume 4, LGD, 2014
5. The Project for Developing Inclusive City Governance for City Corporation, Volume 5, LGD, 2014
6. The Project for Developing Inclusive City Governance for City Corporation, Volume 6, LGD, 2014
7. Project Memorandum on Inclusive City Governance Project between Japan International Cooperation Agency and the Government of the People's Republic of Bangladesh, June 2014
8. Development Project Proforma of Inclusive City Governance Project, May 2014
9. Local Government (City Corporation) Act, 2009
10. ICGIAP Implementation guidelines, February 2015