

Monitoring Handbook

Inclusive City Governance Improvement Action Program

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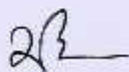
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List of Abbreviations

ARP	Administrative Reform Plan
BME	Benefit Monitoring and Evaluation
CC	City Corporation
CDC	Community Development Committee
CDCC	City Development Coordination Committee
CEO	Chief Executive Officer
CGP	City Governance Project
DSM	Design Supervision & Monitoring
DPDs	Deputy Project Directors
FSMP	Feasibility Study & Master Plan review
GAP	Gender Action Plan
GICD	Governance Improvement and Capacity Development
GII	Governance and Infrastructure Improvement
ICGIAP	Inclusive City Governance Improvement Action Program
O&M	Operation and Maintenance
PA	Performance Assessment
PCO	Project Coordination Office
PD	Project Director
PIU	Project Implementation Unit
PRAP	Poverty Reduction Action Plan
PR	Performance Review
UMU	Urban Management Unit
WG	Working Group



1. Introduction

The “Inclusive City Governance Project” is to improve public services and promote economic opportunities in the five targeted City Corporations by strengthening the City Corporations’ administrative capacity and improving urban infrastructure, thereby contributing to the economic growth and living environment improvement in the targeted cities.

The project puts great emphasis on inclusive city governance. The word “inclusive” implicates three values (i. makes highly integrated governance by overcoming the vertical and non-interactive decision-making system among various sectors in the structure, ii. make fair burden sharing among the present & future generations, and iii. both central and CC government can appropriately demarcate and collaborate to maximize the effectiveness of project) regarding planning and implementation of public services including infrastructure development.

On the other hand, CC governments do not even carry out their duties that are defined by the City Corporation Act. To facilitate CCs to achieve their mandates and improve their function as inclusive city government, a program that contains dozens of governance improvement topics has been prepared and agreed among five City Corporations. This program is called Inclusive City Governance Improvement Action Program (ICGIAP).

The project encourages the progress of ICGIAP, which consist of around 42 items for governance improvement of the targeted CCs and support to implement the administrative reform plan (ARP) to make the city inclusiveness. These items are categorized into four groups i) Participation, ii) Transparency, iii) Accountability, and iv) Predictability for CC governance. Most of the CGP fund is allocated for infrastructure development; however, governance improvement is even more important than infrastructure. Therefore, CGP planned a strung linkage between governance improvement and infrastructure development. Only in the case that achievement of priority items of ICGIAP is confirmed in two years, the infrastructure sub-projects of later stage will be financed. And again, only in case continuous ICGIAP progress is confirmed in four years, GOB and JICA would consider funding for the sub-projects of which feasibility study are conducted as one of the CGP activities.

2. Purpose of Handbook

The purpose of this handbook is to assess-

- Understanding of project goals, objectives, strategies, and time-line;
- Ongoing activities;
- Whether or not the project is being produced outputs/benefits as planned;
- Outputs in meeting the project goal;
- Assess effect/impact of the project activities on individuals and community as a whole;
- Whether or not the project is addressing the special needs of population.

3. Mandate and Responsibility of BME Consultant Team

Benefit Monitoring and Evaluation (BME) consultant team on behalf of Project Coordination Office (PCO) is responsible for regular monitoring of the progress, output, outcome and performance assessment of ICGIAP activities to ensure overall objectives of the project stipulated in the i) Governance Improvement and Capacity Development (GICD), ii) Urban infrastructure development, iii) Equipment procurement, and iv) Consulting services components and subsequent documents. Following documents, the activities under components are executed through respective City Corporations with the support from PCO and assistance of GICD consultants, whereas the BME consultant team will concentrate on coordination and monitoring of the project interventions. Responsibility for the day-to-day implementation of the project activities rests with the City Corporations through its network. Furthermore, the mandate of the BME consultant team is to

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support PCO and Project Implementation Unit (PIU) to maintain liaison with other stakeholders on current issues on Governance.

Specifically, the BME consultant team will:

- Assist PCO to coordinate project interventions parallel with GICD, DSM, and FSMP sub-teams of GII
- Assist PCO to follow-up on plans and initiatives in collaboration with the implementing agencies the City Corporations
- Recommend PCO and CCs on implementation and monitoring of project interventions and provide feedback on possible improvements
- Conduct monitoring on selected governance issues of strategic importance including 3R
- Assess the quality and efficiency of project interventions undertaken by the implementing agencies and suggest possible improvements based on the contract between Project and City Corporations
- Report to PCO on performance of project interventions on basis of the revised output and objective indicators of the project, if applicable and/or required
- Advise on phasing out of CGP interventions
- Assess the reliability of the progress and effect monitoring data provided by sub-components and Implementing agencies
- Assist PCO to advise government institutions and other interested parties on relevant Governance Improvement and Infrastructure Development issues, and
- Identify best practices and lessons learn from the City Corporations for sharing with other City Corporations.

4. Division of Work and Lines of Communication

Coordination, monitoring and supervision of CGP interventions are conducted at central (PCO) as well as City Corporation (PIU) level. While the BME Consultants deals with monitoring and recommendations of issues of strategic importance, and will concentrate on facilitation, monitoring of progress, and quality control. Moreover, BME consultants will collect necessary data to undertake its mandate and responsibilities.

The Team Leader, BME will manage the monitoring activities of the CGP interventions. On matters of mutual interest to CCs and CGP, the Team Leader, BME will communicate with the PD, CGP; Chair Person PIU; and Team Leader GII.

In its collaboration with CCs and GII, BME at central and CC levels will strive to enter a constructive dialogue based on recommendation and feedback. With a view to ensure transparency and build confidence, whenever appropriate formal channels of communication will be applied. Planning and coordination meetings at central and CC levels are examples of formal channels of communication.

If provided advices/suggestions are not reflected in the implementation by the implementing agencies, BME consultant will then bring the issues to the notice of the PD, CGP for further follow-up and action.

5. Scope of Work

The BME consultant team will support counterpart officials at PCO and the 5 CCs, and their scope of work includes:

- Review and refine formats, tools, methodologies and indicators to be used for the evaluation and monitoring
- Develop a system, methodologies, measures, to monitor and evaluate the outputs and outcomes
- Confirm the assistance for preparation or revision of guidelines necessary for ICGIAP implementation

- Assist PCO and PIU in establishing a system, methodologies, mechanisms, measures, tools, and indicators to monitor and evaluate outcomes and impact of activities of the Project
- Assist Project Coordinator and UMU in conducting Working Group (Governance) and ARP activities
- Conduct ICGIAP performance reviews, which is equivalent to mid-term assessment of governance improvement
- Assist and enhance PIU in reviewing and refining the logical framework
- Assist the PCO in assessing the progress and performance of physical works and governance improvement activities in each target CC with defined reporting procedure
- Assist PCO in design, implementation, and reporting of midterm and terminal assessments in all target CCs;
- Support the baseline survey and terminal assessments by organizing field surveys, collecting, verifying, and analyzing data, and producing reports:
- Collect, compile and analyze all data and reports relevant to the monitoring and evaluation of the Project, and support DPDs (governance and infrastructure) in preparing for the monitoring and evaluation at the initial midterm and terminal stages of the Project with analysis of achievements, issues, lessons learned and recommendations; and
- Review staff capability of PIU to conduct the monitoring and evaluation, develop manuals and training module, and train the concerned staff of PIU.

6. Overall Objectives of Monitoring

The Benefit Monitoring and Evaluation (BME) team will support PCO and PIU in monitoring and evaluation of regular progress, outputs, outcome, and ICGIAP implementation assessment of the Project. Output shall be measured by indicators prepared by the BME team. This team will work in parallel with Governance Improvement and Capacity Development (GICD); Design, Supervision and Monitoring (DSM) as well as Feasibility Study and Master Plan reviewing (FSMP) sub-team of GII consultant.

The overall objective of BME monitoring is to facilitate proper implementation of the project interventions of the four CGP components as well as to extract lessons learned through the following:

- Advise PCO and PIUs on monitoring of project interventions and provide feedback on possible improvements
- Conduct monitoring on selected issues of strategic importance with particular attention to output indicators of the CGP components
- Assess the quality of project interventions undertaken by the implementing agencies
- Assess the consistency of the progress according to plans and targets reported by implementing agencies
- Collect data on the output and outcome of project interventions, and
- Review pilot activities (3R) and their operationalization in implementation.

7. Methodologies, Indicators, Feedback & Follow-up

The BME team shall follow the following methodologies towards fulfilling the objectives stated under the scope of work:

7.1 Regular Progress Monitoring

The purpose of this monitoring is to assess the quality and reliability of reported progress and process monitoring data. This will be done in cooperation with PCO, City Corporation and project staffs deployed at city corporations and only take place occasionally. The BME consultants may in some cases have to rely on fresh samples for making its independent progress assessment.

The BME will provide guidance on assessment of quality and reliability of the progress data.

7.2 Output Monitoring

Periodical monitoring of the output of the project interventions shall be carried out by the BME team. The purpose of this monitoring is to assess the immediate result of the project interventions as well as their qualities. The issues shall be identified and prioritized both by the PCO and CCs based on field observations and to fulfil the requirements of the components objectives. The design of such monitoring will be initiated by PCO and to be finalized after having feedback from field. The implementation of such monitoring will be done by BME consultants. The findings will be presented in report with recommendation and to be shared with PCO at the central and City Corporation level.

The following issues could be considered as some examples of such monitoring:

- Establishment of institutional arrangement (PIU, CDCC, CEO and down to CDC at community level) including administrative reforms and their functionality
- Level of knowledge and skill development and their practice
- Establishment of e-governance and their functionality
- Installation of desired software (IFMS) and its functionality
- Awareness level and community participation in solid waste management including 3R system piloting.
- Progress and functionality of civil works including maintenance (road, bridge, overpass, drainage, street light, water supply system, bus/truck terminal, school cum cyclone shelter etc.

7.3 Outcome Monitoring

The objective of such monitoring is to assess whether the performance of the interventions are contributing towards the fulfilment of development objective of the CGP components. Outcome monitoring will be carried out occasionally and with assistance from external support. The following area may be considered as priority:

- Level of citizen access to public service increased
- Level of administrative, financial, governance and capacity of 5 CCs enhanced
- Level of citizen living environment of 5 CCs improved
- Poverty aspects etc.

Findings from the above monitoring will be treated as lesson learnt and to be shared with LGED and other stakeholders¹ (5 City Corporations, Business Sector, Civil Sector and Executive Agencies at local levels) in the urban sector.

7.4 Performance Assessment

The purpose of Performance Assessment of all activities in ICGIAP on selected thirteen items is to make decision for the entitlement to receive fund for 2nd and 3rd phases. The assessment is scheduled two times in June 2016 and June 2018.

¹ Other stakeholders: **City Corporation**-Finance & Establishment Committee; Waste Management Committee; Education, Health, Family Planning & Health Security Management Committee; Urban Planning & Development Committee; Audit & Accounts Department Committee; Urban Preservation & Building Committee; Water & Electricity Committee; Social Welfare & Community Center Committee; Ecology Development Committee; Sports & Cultural Committee; Calamity Management Committee; **Business Sector**- Processing Sector; Wholesale Market; Grocery Shop Sector; Non-Government Service Provider Sector; Transport Sector; **Civil Sector**-NGO's; Women Organization; Slum Dweller Organization; University/College; Real Estate Company; Journalist; Bar Council Lawyer and **Executive Agencies**- District Commissioner; Superintendent of Police; Civil Surgeon; Local Government Engineering Department; Roads & Highway Department; BRTA; Department of Public Health Engineering; Public Works department; National Housing Authority; WASA; Power Development Board; Rural Electrification Board; BTCL; Gas Transmission & Distribution Company.

The procedure for performance assessment consists of six stages, such as i) preliminary performance assessment, ii) 1st performance assessment, iii) Assessment review workshop, iv) Declaration of CC for following phase funding, v) Reallocation of the remaining fund from the previous phase according to the result of PA, vi) Revision of infrastructure list according to the revised CCIDP, and vi) Conduct 2nd performance assessment.

7.5 Monitoring of Institutional Arrangement and Pilot Activities (3R)

Objective of such monitoring is to gather experience and lesson learnt from institution development (functionality of various committees) and pilot (3R) initiatives and to disseminate those to relevant authorities for further incorporation, expansion and replication, if appropriate. The issues are:

- Number of targeted City Corporations reviewed and revised rules and regulation (standing committee ToR, Job descriptions of staff, citizen charter, act revision proposal etc.)
- Number of targeted City Corporations project desired committees and operating effectively (guidelines introduced, staff deployed and trained, reliability of public services, and billing/revenue system in operation etc.)
- Number of targeted City Corporations operating effectively (regular meeting, good record keeping, active committees etc.)
- Assessment of the process, result and sustainability of the services
- Acceptance level of project concept by City Corporations and Citizens

7.6 Monitoring of Resource Utilization

The purpose of this monitoring is to ensure the best utilization of the resources under the project (manpower, money and logistics) through spot checks. CGP management shall be responsible for that through engaging BME consultants with accounts and administration background.

8. **Monitoring Tools**

To carry out the above monitoring, BME Consultant team will design appropriate tools based on the issue and purpose. During designing of the tools, qualitative aspect of the interventions will be given emphasis with suggestive actions.

9. **Terms of Reference for BME Consultants**

9.1 Team Leader (BME)

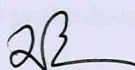
General

Team Leader (BME) will support PD, DPD and Coordinator in monitoring and evaluating the output of the Project, including system set up for monitoring and evaluation at PIU and PCO level and management of the monitoring and evaluation system.

Specific

The specific responsibilities of Team Leader (BME) are follows:

- Coordinate among PCO, PIU, GII teams for effective monitoring and evaluation
- Review project documents and refine formats, tools, methodologies and indicators to be used for the evaluation and monitoring the Project activities
- Confirm guidelines for ICGIAP, PRAP, GAP activities have been prepared
- Assist PCO in conducting performance reviews of the ICGIAP
- Assist PCO in assessing the progress and performance of infrastructure works
- Assist PCO in design, implementation, and reporting of midterm and terminal assessments in all target CCs



- Collect and compile data and report of all surveys and assessments including benefit monitoring and impact assessment of each CC and prepare report on project benefit monitoring and evaluation for PCO at different stages of project implementation along with analysis of issues, success and problems, lessons learnt in ICGIAP related capacity building, institutional improvement, infrastructure development and resource mobilization activities under implementation by PIUs
- Report the monitoring and evaluation results to PD, DPD and Coordinator with necessary advice, and
- Any other relevant activities as required by the PCO.

9.2 Monitoring and Evaluation Specialist

General

The Monitoring and Evaluation Expert will work under the supervision and guidance of Team Leader (BME)

Specific

The specific responsibilities of Monitoring and Evaluation Expert are follows:

- Review and refine formats, tools, methodologies and indicators to be used for the Performance Review (PR) for ICGIAP
- Assist DPD (governance and infrastructure) of PCO to establishing a methodology, system, processes, and tools for the subprojects of the Project both for Governance and Infrastructure
- Give instruction to Data Collection and Evaluation Assistant on Governance, Data Collection and Evaluation Assistant on Infrastructure and Economic Impact Monitoring assistant
- Assist PIU in assessing the progress and performance of ICGIAP activities in each CC
- Assist the DPD (governance and infrastructure) of PCO to designing and implementing baseline survey for the monitoring and evaluation indicators in CCs, preparing detail implementation plan for monitoring and evaluation, reconfirm benchmark indicators, and refining methods of data collection and analysis
- Collect, compile and analyze all data and report relevant to the monitoring and evaluation for ICGIAP at the preliminary and the end of 1st and 2nd batches with analysis of achievements, issues, lessons learned and recommendations
- Review staff's capabilities of PIU to undertake monitoring and evaluation of ICGIAP, develop manuals and training module on monitoring and evaluation, and train concerned staff of PIU; and
- Any other relevant responsibilities assigned by DPD (governance) and Team Leader (BME).

9.3 Mechanical Specialist

General

The Mechanical Specialist will support PCO and PIU in setting up O&M implementation methodology and practice.

Specific

The specific responsibilities of Mechanical Specialist are follows:

- Work under the supervision and guidance of Team Leader (BME)
- Review and refine equipment O&M policy and guidelines prepared by PCO and PIU
- Prepare specification and bid documents of vehicle and equipment kept in the CGP for procurement
- Prepare methodology for monitoring and evaluating O&M activities and achievement of PCO and PIU

- Support PCO and PIU in implementing equipment O&M policy and guideline
- Make appropriate advice and support to PCO and PIU for improvement of equipment O&M; and
- Any other relevant responsibilities assigned by DPD (governance) and Team Leader (BME).

9.4 Audit Specialist

General

The Audit Specialist will support PCO and PIU to prepare and come through the auditing inspection.

Specific

The specific responsibilities of Audit Specialist are follows:

- Examine financial procedure for appropriate project fund flow
- Prepare accounting record and report of PCO and PIU
- Conduct necessary preparation for the official audit and inspection from GOB and JICA
- In case if official audit makes negative evaluation of CGP accounting, then advise effective solution of the mentioned issue; and
- Any other relevant responsibilities assigned by Team Leader (BME).

9.5 Public Relations Specialist

General

The Public Relation Specialist will work under the supervision and guidance of Team Leader (BME) and will support PCO and PIU in disseminating CGP information.

Specific

The specific responsibilities of Public Relation Specialist are follows:

- Prepare public relation policy of the CGP
- Select effective media for CGP public relations that may include newsletter, web site, blog, etc.
- Regularly produce public relations materials and disseminate it
- Monitor opinions of stakeholders and general mass and take necessary actions accordingly
- Involve and enhance the capacity of PCO and PIU officers regarding public relations; and
- Any other relevant responsibilities assigned by DPD (governance) and Team Leader (BME).

9.6 Data Collection and Evaluation Assistant on Governance/Infrastructure

General

The Data Collection and Evaluation Assistant on Governance/Infrastructure will work under the supervision and guidance of PD/DPD/Team Leader(BME) and will support PCO and PIU.

Specific

The specific responsibilities of Data Collection and Evaluation Assistant on Governance/Infrastructure are follows:

- Assist Data Collection and Evaluation of governance/infrastructure related activities, and
- Any other relevant responsibilities assigned by PD/DPDs and Team Leader (BME)



9.7 Economic Impact Monitoring Assistant

General

The Economic Impact Monitoring Assistant will work under the supervision and guidance of PD/DPD/Team Leader (BME) and will support PCO and PIU.

Specific

The specific responsibilities of Economic Impact Monitoring Assistant are follows:

- Assist Data Collection and Evaluation of socio-economic related activities, and
- Any other relevant responsibilities assigned by PD/DPDs and Team Leader (BME)

9.8 3D Animation Specialist

General

The 3D Animation Specialist will work under the supervision and guidance of Team Leader (BME).

Specific

The specific responsibilities of 3D Animation Specialist are follows:

- Work under the supervision and guidance of Team Leader (BME);
- Develop 3D animation based on the drawing prepared for the infrastructure development by CGP;
- Prepare and make presentation to stakeholders at central and CC level;
- Cooperate with Public Relations Specialist to disseminate CGP information in timely manner to generate positive opinion on CGP among stakeholders;
- Reserve the data of the 3D animation as library (Copy right belongs to PCO.); and
- Any other relevant responsibilities assigned by Team Leader (BME)

10. Principal Work Plan of BME Team, July 2016-June 2020

Sl.	Activity	Responsible	Supported	Year-1 2014-15				Year-2 2015-16				Year-3 2016-17				Year-4 2017-18				Year-5 2018-19				Year-6 2019-20				Remarks
				Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	
1.0 Planning & Reporting																												
	Facilitate annual implementation planning sessions of CCs	BME	PCO/CCs																									
1.1	Attend annual planning meeting at GICD, DSM & FSMP	BME	PCO/ GICD, DSM & FSMP																									As GICD, DSM & FSMP Plan
1.2	Attend annual planning meeting at CCs	BME	PCO/CCs																									As CCs Plan
1.3	Attend semi-annual planning and progress review meeting at GICD, DSM & FSMP	BME	PCO/ GICD, DSM & FSMP																									As GICD, DSM & FSMP Plan
1.4	Attend semi-annual planning and progress review meeting at CCs	BME	PCO/CCs																									As CCs Plan
1.5	Attend semi-annual planning and progress review at PCO	BME	PCO																									As PCO Plan
1.6	Prepare BME monthly/quarterly/semi-annual/annual progress reports	BME																										
1.7	Conduct, reporting and sharing of 2 nd Preliminary Performance Review (PPR)	BME	PCO/CCs																									
1.8	Conduct, reporting and sharing of 2 nd Preliminary Performance Review (PPR)	BME	PCO/CCs																									
1.9	Publish bi-monthly CGP News	BME																										
1.10	Support for LGED annual report	BME	PCO																									July 17
1.11	Support for quarterly LGED news letter	BME	PCO/LGED																									
1.12	Conduct M&E training to PIU officials	BME	PCO/CCs																									
2.0 Coordination																												
2.1	Attend monthly coordination meeting at GICD, DSM & FSMP	BME	PCO/ GICD, DSM & FSMP																									As GICD, DSM & FSMP Plan

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Sl.	Activity	Responsible	Supported	Year-1 2014-15				Year-2 2015-16				Year-3 2016-17				Year-4 2017-18				Year-5 2018-19				Year-6 2019-20				Remarks
				Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	
2.2	Attend monthly coordination meeting of CCs	BME	PCO/CCs																								As CCs Plan	
2.3	Attend monthly coordination meeting of PCO	BME	PCO																								As PCO Plan	
2.4	Attend different events at CC level	BME	PCO/GICD/CCs																								As required	
2.5	Preserve BME documents electronically	BME																										
3.0	Monitoring																											
Governance Improvement																												
3.1	Development of monitoring tools and orientation	BME	PCO																									
3.2	Spot Checks at CCs and Communities	BME	PCO/CCs																									
3.3	Review capability and train concern PIU staff on Monitoring and Evaluation	BME	PCO/CCs																									
3.4	Assess knowledge and application of concerned trained staff																											Upon consent of PCO
Infrastructure Development																												
3.5	Development of monitoring tools and orientation	BME	PCO																									
3.6	Spot Checks at CCs civil works	BME	PCO/CCs																									
3.7	Review capability and train concern PIU staff on Monitoring and Evaluation	BME	PCO/CCs																									
3.8	Assess knowledge and application of concerned trained staff																											Upon consent of PCO
3.9	Assess completed (batch-1) civil works (road, drain, bridge, street light etc.)	BME	PCO/CCs																									
Equipment Procurement and Audit																												
3.10	Support procurement of equipment for CCs (office, construction and survey)	BME	PCO																									

Sl.	Activity	Responsible	Supported	Year-1 2014-15				Year-2 2015-16				Year-3 2016-17				Year-4 2017-18				Year-5 2018-19				Year-6 2019-20				Remarks
				Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4	
3.11	Assess use and functionality of logistics supplied (office equipment, vehicle & motorcycle) from project	BME	PCO/CCs																									
3.12	Conduct internal audit	BME	PCO/CCs																									As per schedule
3.13	Facilitate GOB and JICA audit	BME	PCO/CCs																									As per schedule

11. Triggers of Performance Assessment for 1st Performance Review

Components	Areas / Activities	Criteria	Performance level	
			Full satisfactory	Minimum satisfactory
Improvement of Openness and Information Dissemination				
Transparency	1.1 Activities for e-governance initiated	<ul style="list-style-type: none"> E-governance system introduction 	<ul style="list-style-type: none"> Introduced e-governance system at least in one area² 	<ul style="list-style-type: none"> Developed & updated website monthly
	1.2 Mass Communication Cell established and campaign plan developed and implemented as planned	<ul style="list-style-type: none"> Citizen registration SMS information dissemination MCC meeting 	<ul style="list-style-type: none"> Registered at least 5,000 citizens Disseminated SMS information at least to 5,000 citizens 	<ul style="list-style-type: none"> Established MCC MCC monthly meeting held Prepared MCC monthly meeting minutes
2. Administrative Reform				
Accountability	2.1. City Development Coordination Committee (CDCC) established	<ul style="list-style-type: none"> CDCC meeting 	<ul style="list-style-type: none"> Held at least 4 CDCC meetings in a year Prepared CDCC quarterly meeting minutes 	<ul style="list-style-type: none"> Held at least 4 CDCC meetings in a year Prepared CDCC quarterly meeting minutes
	2.4 Capacity Development Unit (CDU) established, and formulate training program	<ul style="list-style-type: none"> Training program formulation Kaizen activity implementation Technical training implementation 	<ul style="list-style-type: none"> Formulated training program implemented at least 1 Kaizen activity³ in each department Implemented technical training in each department 	<ul style="list-style-type: none"> Implemented at least 1 Kaizen activity in each department Implemented technical training in each department
	Tax Reform			
	3.1 Improve capability of tax assessment	<ul style="list-style-type: none"> Staff deployment 		<ul style="list-style-type: none"> Deployed a senior tax assessor,

² Electronic birth and death registration system, citizen charter, trade license and renewal system, different kind of application through web portal including tender

³ File management system, time management for staff, one stop service center, office cleanliness, yearly task calendar and implement task accordingly, cleanliness of 1-2 primary school in regards to safe sanitation and water, collaboration with two health clinics in regards to pre-natal and post-natal care, system to optimize medicine use under health sector, improve tax collection in any ward or area/para, drain cleaning in any ward in collaboration with citizen, improve street lighting at one area/place/ward, waste management in one specific area in collaboration with citizen, ensure relevant services (one/two) from Government Agencies/Line Ministry/Department or NGOs, Bangla typing for smooth communication.

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Components	Areas / Activities	Criteria	Performance level	
			Full satisfactory	Minimum satisfactory
				assessors/collectors • Introduced software for tax assessment database
	3.4 Introduce financially independent accounting system (self-supporting accounting system) in water supply and waste management sector	• Independent accounting system	• Created Independent accounting system	• Initiated preparation of independent accounting system
	Financial Reform			
	4.1 Diversify earnings from Business Operated by CCs	• Business proposal • Standing Committee meetings	• Prepared proposal for new business activity	• Held at least 4 F&E Standing Committee meetings in a year
	Citizen's Awareness and Participation			
Participation	5.1 Establishment of Civil Society Coordination Committee (CSCC) and make it functional	• CSCC meetings • CSCC meeting minutes	• Held at least 4 CSCC meetings in a year • Prepared 4 CSCC meeting minutes	• Held at least 4 CSCC meetings in a year • Prepared 4 CSCC meeting minutes
	5.2 Establishment of Ward Level Coordination Committee (WLCC) and make it functional	• WLCC meeting • WLCC meeting minutes • WLCC good practices assessment	• Held 1/4 WLCC meetings at regular basis regarding basic services by CC • Prepared 1/4 WLCC meeting minutes • Assessed and listed WLCC good practices	• Held 1/4 WLCC meetings at regular basis regarding basic services by CC • Prepared 1/4 WLCC meeting minutes • Assessed and listed WLCC good practices
	Urban Planning and Environmental Improvement			
Predictability (Legal Framework)	6.2 Development control implemented	• Illegal buildings identification • Illegal buildings legalization plan	• Identified Illegal buildings in CC territory • Prepared Illegal building legalization plan in CC territory	• Processed application for building permission properly • Identified major area of Illegal squatting and land use
	6.5 Environmental Conservation Act and environmental framework	• Illegal actions identification • Situation against environmental acts and rule	• Identified illegal actions in CC territory • Analyzed situation against environmental act and rule in CC territory	• Assigned officer(s) in-charge for environment by CCC • Observed Acts and rule in infrastructure development by CC
	6.6 Solid Waste Management	• Waste collection coverage • Waste collection frequency	• Increased waste collection coverage • Improved waste collection frequency	• Taken action(s) taken to enhance community awareness on solid waste • Enhanced community participation in solid waste collection, 3R, community cleaning
	Coordination System for Law Enforcement			
	7.2 Awareness campaign for Rules of Law	• Awareness campaign	• Implemented at least 1 campaign activity	• Implemented at least 1 campaign activity

12. Triggers of Performance Assessment for 2nd Performance Review

Components	Areas / Activities	Criteria	Performance level	
			Full satisfactory	Minimum satisfactory
Transparency	Improvement of Openness and Information Dissemination			
	1.1 Activities for e-governance initiated	<ul style="list-style-type: none"> E-governance system introduction 	<ul style="list-style-type: none"> Introduced e-governance system at least in two areas⁴ 	<ul style="list-style-type: none"> Introduced e-governance system at least in one area
	1.2 Mass Communication Cell established and campaign plan developed and implemented as planned	<ul style="list-style-type: none"> Citizen registration SMS information dissemination 	<ul style="list-style-type: none"> Registered at least 10,000 citizens Disseminated MS information at least to 10,000 citizens 	<ul style="list-style-type: none"> Registered at least 10,000 citizens Disseminated MS information at least to 10,000 citizens
Accountability	2. Administrative Reform			
	2.1. City Development Coordination Committee (CDCC) established	<ul style="list-style-type: none"> CDCC meeting 	<ul style="list-style-type: none"> Held at least 4 CDCC meetings in a year Prepared 4 CDCC meeting minutes 	<ul style="list-style-type: none"> Held at least 4 CDCC meetings in a year Prepared 4 CDCC meeting minutes
	2.3 Capacity Development Unit (CDU) established, and implement trainings according to ARP	<ul style="list-style-type: none"> Kaizen activity implementation 	<ul style="list-style-type: none"> Implemented at least 4 Kaizen activities⁵ in each department 	<ul style="list-style-type: none"> Implemented at least 2 Kaizen activities in each department
	Tax Reform			
	3.2 "Financially independent accounting system" in water supply sector and waste management sector	<ul style="list-style-type: none"> Tax/tariff adjustment 	<ul style="list-style-type: none"> Adjusted Tax/tariff for WS and WM properly (self-financing) 	<ul style="list-style-type: none"> Continued management of "financially independent accounting system"
	Financial Reform			
4.1 Diversify earnings from Business operated by CCs	<ul style="list-style-type: none"> Business proposal preparation Standing Committee meetings Standing Committee meeting minutes 	<ul style="list-style-type: none"> Prepared proposal for new business activities 	<ul style="list-style-type: none"> Held at least 4 F&E Standing Committee meetings in a year Prepared 4 F&E Standing Committee meeting minutes 	
Participation	Citizen's Awareness and Participation			
	5.1 Establishment of Civil Society Coordination Committee (CSCC) and make it functional	<ul style="list-style-type: none"> CSCC meetings CSCC meeting minutes 	<ul style="list-style-type: none"> Held at least 4 CSCC meetings held in a year Prepared 4 CSCC meeting minutes 	<ul style="list-style-type: none"> Held at least 3 CSCC meetings held in a year Prepared 3 CSCC meeting minutes
	5.2 Establishment of Ward Level Coordination Committee (WLCC) and make it functional	<ul style="list-style-type: none"> WLCC meeting WLCC meeting minutes 	<ul style="list-style-type: none"> Held at least 4 WLCC meetings at regular basis regarding basic services by CC Prepared 4 WLCC meeting minutes 	<ul style="list-style-type: none"> Held at least 2 WLCC meetings at regular basis regarding basic services by CC Prepared 2 WLCC meeting minutes
Predictability (Legal Framework)	Urban Planning and Environmental Improvement			
	6.2 Development control implemented	<ul style="list-style-type: none"> Action to illegal buildings 	<ul style="list-style-type: none"> Taken any action to illegal buildings by CC Taken action based on legalization 	<ul style="list-style-type: none"> Identified illegal buildings

⁴ Electronic birth and death registration system, citizen charter, trade license and renewal system, different kind of application through web portal including tender

⁵ File management system, time management for staff, one stop service center, office cleanliness, yearly task calendar and implement task accordingly, cleanliness of 1-2 primary school in regards to safe sanitation and water, collaboration with two health clinic in regards to pre-natal and post-natal care, system to optimize medicine use under health sector, improve tax collection in any ward or area/para, drain cleaning in any ward in collaboration with citizen, improve street lighting at one area/place/ward, waste management in one specific area in collaboration with citizen, ensure relevant services (one/two) from Government Agencies/Line Ministry/Department or NGOs, Bangla typing for smooth communication.

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Components	Areas / Activities	Criteria	Performance level	
			Full satisfactory	Minimum satisfactory
	6.4 Environmental Conservation Act and rule	Actions to stop & solve illegal actions	plan by CC • Taken any action to stop and solve illegal action and situation	• Observed Act & rules in infrastructure development
	6.6 Solid Waste Management	<ul style="list-style-type: none"> • Waste collection coverage • Waste collection frequency 	<ul style="list-style-type: none"> • Increased waste collection coverage • Improved waste collection frequency 	• Prepared solid waste management plan by CC
Coordination System for Law Enforcement				
	7.1 Law Enforcement Unit (LEU) established	• LEU establishment	<ul style="list-style-type: none"> • Implemented Standing Committee proposed legal action • Produced report on legal action 	• Established at least LEU
	7.3 Capacity development for Standing Committee for Law and Discipline implemented	• Legal action proposes	• Proposed at least 1 legal action by a department	• Conducted at least 1 training for member of Standing Committee in a year

13. ICGIAP Monitoring Indicators

Area 1: Improvement of Openness and Information Dissemination

Activities	Monitoring criteria	Monitoring indicator
1.1 Initiated e-governance activities (T1)	<ul style="list-style-type: none"> E-governance system at least in one area Long term plan to expand e-governance set, and implementation of activities accordingly Kind of practices through web portal Continue practice of e-governance 	<ul style="list-style-type: none"> Date/office order of e-governance initiative responsibility given to MCC Dates/period of IT based training and visit some other CCs that have introduced e-governance for potential CC staff/officer engaged in e-governance Copy of training and visit report including participant list Date of establishment of web base MIS software with dynamic website List of e-services⁶ established with SMS system Copy of long term plan to extend e-governance area List of identified potential area⁷ for different kind of application through web portal Continuity of e-governance practice with effort for implementation/updating
1.2 Established MCC (T2)	<ul style="list-style-type: none"> MCC establishment and functionality Information dissemination through different medias twice a year Citizen registration (5000+5000) SMS information dissemination to (5000+5000) citizens 	<ul style="list-style-type: none"> Date/office order of establishment of MCC as per TOR List of MCC members Dates/notices of MCC quarterly meetings Copy of each MCC quarterly meetings minute Copy of annual plans and budget for information dissemination List of registered citizens (5000 + 5000) List of information disseminated (5000 + 5000) citizens through SMS Record/copy of information dissemination through SMS, local newspaper, publicity board, leaflets, posters, stickers, miking, cable TV, website, and campaign activities Copy of annual report prepared by MCC for CC Copy of impact survey report on SMS information dissemination
1.3 Established CISC	<ul style="list-style-type: none"> CISC location with necessary equipment's CISC functionality 	<ul style="list-style-type: none"> Date/office order of assigning officer/staff in-charge for CISC Date of establishment of CISC at appropriate location in CC building List of necessary equipment installed in CISC Dates of centers or information booth set in ward level, if budget is allocated Dates/period of training provided on information service Copy of training report provided for information service Copy of operation plans and budget for CISC Copy of quarterly report Copy of annual report
1.4 Meet Mass public of City Corporation	<ul style="list-style-type: none"> Mass public meeting twice a year Report on public meeting produced and displayed Plans and budget for next year 	<ul style="list-style-type: none"> List of selected issues for mass public meeting by MCC List of examined issues for mass public meeting by SC for communication List of approved issues for mass public meeting by CISC Copy of notice of informing citizens' (a month before) about mass public meeting date and discussion issues Date fixed for mass public meeting Copy of report on discussion, resolution, and result of mass public meeting that displayed through e-governance system Copy of plans and budget for next year mass public meeting prepared by MCC

⁶ Digitizing Certificates & Licenses

⁷ Birth & death registration, citizen charter, trade license & renewal for different kind of application through web portal

Area 2: Administrative Reform

Activities	Monitoring criteria	Monitoring indicator
2.1 Established CDCC (T3)	<ul style="list-style-type: none"> Annual workshop Quarterly meetings Review ToR and composition 	<ul style="list-style-type: none"> Date/office order of CDCC formation List of CDCC members Copy of circular to CDCC members on formation of CDCC by Mayor Dates/period of annual workshops for CDCC members on CDCC operation guideline Copy of workshop reports including participant list Dates of CDCC quarterly meetings Copy of CDCC quarterly meetings minutes Copy of CDCC activities review report and proposal to LGD to establish legal framework
2.2 Established ARC	<ul style="list-style-type: none"> ARC implementation Initiate strategic plan 	<ul style="list-style-type: none"> Copy of circular issued on formation of ARC by Mayor Date of ARC formation List of ARC members Date/period of workshop for ARC members on administrative reform plan Copy of workshop report with list of participants Copy of strategic plan for each issue Copy of approved strategic plan by CC council Copy of by-law for each specific area Copy of request letter that proposed CDU to formulate training program based on ARP strategic plan Dates of regular meeting on implementation ARP Copy of regular meeting minutes Copy of annual report on achievement of ARP implementation and attached in CC annual report
2.3 Set vision and mission in each department	<ul style="list-style-type: none"> Vision and mission of each department 	<ul style="list-style-type: none"> Dates/period of preparing vision and strategy of each department Copy of approved vision and strategic plan of each department by City Corporation meeting Copy of Citizen Charter that reflected vision and mission and displayed in website Copy of revised vision and mission
2.4 Established CDU and formulated training program (T4)	<ul style="list-style-type: none"> CDU establishment Training program formulation Kaizen implementation 	<ul style="list-style-type: none"> Dates of CDU formation and approve by City Corporation meeting List of CDU members approved by City Corporation meeting Copy of circular issued to members on CDU formation by Mayor Date/period of workshop⁸ held on CDU operation Copy of workshop report on CDU operation with list of participants Copy of technical training program including Kaizen activity with plans & budget Dates/period of technical training conducted according to schedule Copy of technical training report with list of participants List of activities and departments⁹ those initiated Kaizen activities Copy of quarterly and annual report on capacity development activities

⁸ Project Coordination Office (PCO) will organize orientation workshop on CDU formulation and operation in each CC. Orientation workshop is to explain the concept of CDU, functions and schedule of activities. It should be held immediately after ICGP consultant starts working on the ground. ICGP consultant will prepare materials for workshop, and organize workshop. ICGP consultant will give lecture on the concept of CDU and operational procedures.

⁹ List of Departments/sections as available in each City Corporation

Activities	Monitoring criteria	Monitoring indicator
2.5 Revised job descriptions	<ul style="list-style-type: none"> Individual officers' and staffs' job description revised Job descriptions approved by City Corporation meeting 	<ul style="list-style-type: none"> Date/period of review CC functions by concern department Copies of revised job description according to the functions in Act by each department Copies of examined revise job descriptions by CDU Copies of approve revised job descriptions by City Corporation meeting Copy of circular along with approve job descriptions to all officer and staff by Mayor
2.6 Initiated KAIZEN activities	<ul style="list-style-type: none"> Kaizen activity implementation 	<ul style="list-style-type: none"> Copy of Kaizen implementation guideline prepared by CC as per PCO direction List of kaizen training nominees, one officer from each department Date/period of kaizen training provided to officers nominated to implement kaizen activity Copy of kaizen training report including participant list Copy of budget section where City Corporation allocated fund for implementing Kaizen activities List of kaizen activity proposed to CDU by officer in-charge List of activities and departments those initiated kaizen Copies of kaizen activity progress report submitted by each department to CDU Copies of monitoring report on kaizen activity based on progress report and field visit by CDU Copies compile monitoring report of kaizen activity submitted to City Corporation meeting by CDU Proof of display kaizen activity achievements on website
2.7 Established CPU	<ul style="list-style-type: none"> CPU establishment Regular Task Force meeting Initiate activities based on policy paper 	<ul style="list-style-type: none"> Date/office order of CPU establishment List of CPU members Dates/notices of CPU monthly meeting Copy of each CPU monthly meeting minutes Dates/office order of establishment of Task Force in each sector List of Task Force members of each sector Copies of short and long-term plan of each sector Copies of reviewed IDPCC including updated inclusive list of different sectors and rolling plan Dates/notices of meeting between CPU and Standing Committee of Planning and Civic Service Development about planning of CC Copies of meeting minutes held between CPU and Standing Committee of Planning and Civic Service Development List of CPU activities presented in City Corporation meeting Copies of CPU activity progress report submitted to Mayor and CEO

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Activities	Monitoring criteria	Monitoring indicator
2.8 Activated standing committees	<ul style="list-style-type: none"> Establishment of Standing Committees Monthly meeting of Standing Committees Annual report produced by Standing Committees 	<ul style="list-style-type: none"> Date/office order of assigning officer to establish standing committees Copy of specific ToR for officer assigned to established standing committees Dates/office order for establishing Standing Committees Copies of revised ToR for each Standing Committee, if any Copies of approved ToR for each Standing Committee by City Corporation meeting Dates/notices of standing committee monthly meeting Copies of minutes of each standing committee monthly meeting submitted to Mayor for discussion in CC meeting Copies of annual report produce by each standing committee
2.9 Prepared and published annual administrative report (Clause 43, CC Act)	<ul style="list-style-type: none"> Annual administrative reports Approval of annual administrative report by CC 	<ul style="list-style-type: none"> Copies of CC approved annual administrative report as per clause 43, CC Act

Area 3: Tax Reform

Activities	Monitoring criteria	Monitoring indicator
3.1 Improved capability/efficiency of tax assessment (T5)	<ul style="list-style-type: none"> Staff deployment in tax section Software for assessment Linkage between holding tax ID and construction registration 	<ul style="list-style-type: none"> Date/office order of deployment of Senior Tax Assessor List of deployed staff in tax section (senior assessor/assessors/collectors) Date of starting use of tax assessment manual/guideline Date/period of conduct regular tax re-assessment, once/5 years Date of introduce software for tax assessment database Date of creation of link system between holding ID and construction registration
3.2 Carried out interim tax assessment throughout the year and collection increased	<ul style="list-style-type: none"> Interim tax assessment 	<ul style="list-style-type: none"> Dates/period of identifying missing holdings and adding in register List of identified missing holdings Copies of quarterly progress reports Dates of submission of quarterly progress report to PCO % of Increased tax collection compare to 85% by project year 4
3.3 Re-identified tax sources ¹⁰	<ul style="list-style-type: none"> Functioning of Finance and Establishment Standing Committee 	<ul style="list-style-type: none"> List of examined re-identified new tax sources by Finance and Establishment standing Committee List of new tax areas Copy of proposal for new tax sources prepared by Finance and Establishment Standing Committee Copies of approved proposal for new tax sources by City Corporation

¹⁰ e.g. clinic, lawyer, tobacco industry etc.

Area 4: Financial Reform

Activities	Monitoring criteria	Monitoring indicator
4.1 Introduced independent financial accounting system for WS&WM section (T6)	<ul style="list-style-type: none"> Financial independent accounting system to enable financial control Proper tariff adjustment of WS&WM to realize cost-recovery 	<ul style="list-style-type: none"> Dates of creating independent accounting system for WS&WM sectors Dates of introducing computerized accounting system for WS&WM sectors Proof of opening separate bank account for WS&WM Proof of earmarking WS & WM tariff from holding tax for O&M expenditures Proof of introducing loss and profit management under each independent account, WS & WM Copies of loss and profit statement Proof of adjusted water tariff and conservancy rate for cost recovery in WS & SM management
4.2 Diversified earnings from Business Operated by CCs (T7)	<ul style="list-style-type: none"> CC's income increased from own source and seek out new business, annually 	<ul style="list-style-type: none"> Dates/notices of F&E Standing Committee quarterly meeting Copies of each quarterly meeting minutes of F&E Standing Committee List of diversified business opportunities¹¹ examined by F&E standing committee Copies of new businesses proposal including PPP prepared by F&E standing committee and eventually approved by CC Council meeting
4.3 Established integrated computer systems	<ul style="list-style-type: none"> Integrated computer system for appropriate financial management 	<ul style="list-style-type: none"> Date of development and installation of integrated computer systems Proof of computerized systems implemented and linked to accounting-tax, database-budget and reserve fund for rehabilitation Dates/period of training provided to CC staff on "integrated computerize systems"¹² Copy of training report provided to CC staff on "integrated computerized systems" with list of training participants
4.4 Prepared financial statements and carried out internal audit within 3 months after closing of fiscal year	<ul style="list-style-type: none"> Financial statement Audit carried out internal audit department 	<ul style="list-style-type: none"> Copies of financial statement (income & expenditure) prepared by CC with a month closing of fiscal year. Date of financial statement submitted to internal audit department to perform audit Copies of audit report carried out by internal audit department within three months closing of fiscal year Copies of audit report that submitted to City Corporation meeting and PCO Date of review audit observation by Standing Committee in CC monthly meeting and suggest appropriate actions List of areas improved in regards to financial and accounting system and initiated required disciplinary action in accordance with decisions of CC monthly meeting

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¹¹ e.g. lease for markets, concession for bus/truck terminal, etc.

¹² The system included functions of Financially Independent Accounting System and Reserve Fund for Rehabilitation

Activities	Monitoring criteria	Monitoring indicator
4.5 Increased non-tax revenue source ¹³ at least by inflation rate in each year	<ul style="list-style-type: none"> Increase fees/charges (lease fees, concession fees, water tariffs etc.) reflecting by inflation rate-CPI 	<ul style="list-style-type: none"> Date of update rates of non-tax revenue sources (lease, fees, rent etc.) in accordance with the Model Tax Schedule Copy of decisions in regards to update rates of non-tax revenue sources Copy of non-tax revenue collection plans with targets by each official Dates of adopt non-tax revenue collection plans with targets by each official Copies/findings of monthly progress review of non-tax revenue collection by CEO/Sectary Dates of monthly progress review of non-tax revenue collection in CC meeting
4.6 Repaid all due debts to GOB and other entities according to the schedule	<ul style="list-style-type: none"> Repayment of all due debts 	<ul style="list-style-type: none"> Copy of budget section where made allocation for repayment of all due debts to GOB and other entities Copy of statement that forwarded to PCO about repayment of due debt quarterly
4.7 Paid outstanding bills older than 3 months, including i) electricity, and ii) telephone	<ul style="list-style-type: none"> Payment of due bills complying by conditions 	<ul style="list-style-type: none"> Dates of receipt 3 months older electricity and telephone bills Dates of settle disputes over receipt electricity and telephone bills, if any Copy of budget section where made provision for electricity and telephone bill payment Dates of payment 3 months older electricity and telephone bills Dates of progress review of bill payment position every month by CEO/Secretary Dates of progress review of bill payment position every in CC monthly meeting
4.8 Compared budget proposal with the budget and actual outlay in previous year	Annual budget preparation process integrating citizen in the process	<ul style="list-style-type: none"> Copy of budget proposal as mentioned in CC Act Date of public disclosure of proposed annual budget for citizen comments /suggestions Date of discussion of proposed annual budget in CSCC meeting Copy of annual budget approved by CC meeting

Area 5: Citizen's Awareness and Participation

Activities	Monitoring criteria	Monitoring indicator
5.1 Established Civil Society Coordination Committee (CSCC) and made it functional (T8)	<ul style="list-style-type: none"> CSCC establishment CSCC functionality 	<ul style="list-style-type: none"> Copy of office order regarding CSCC establishment issued by Mayor to members List of CSCC members Copy of office order regarding establishment of CSCC secretariat with office in charge Copy of prepared budget for CSCC meeting Office order regarding establishment of Sector-wise Working Groups for planning and monitoring of development activities List of sector-wise working group members Dates/notices of CSCC quarterly meetings Copies of Minutes of each CSCC quarterly meetings Copies quarterly report with meeting minutes submitted by CSCC secretary for approval of Mayor and circulate to participants

¹³ e.g. lease fees for markets, concession fees for bus/truck terminal, water tariffs, etc.

Activities	Monitoring criteria	Monitoring indicator
5.2 Established WLCC and made it functional (T9)	<ul style="list-style-type: none"> • WLCC establishment • WLCC functionality • Assessment of WLCC good practices 	<ul style="list-style-type: none"> • Dates/office orders for establishment of WLCCs • List of WLCC members • Dates of awareness raising meeting at ward level for paying tax and user charges • Dates of WLCC meeting • Copy of Minutes of each WLCC meeting • Dates of open discussion meeting • Lists of participants of open discussion meeting • Copy of minutes of open discussion meeting
5.3 Integrated community and formed CG	<ul style="list-style-type: none"> • Implementation of waste collection activities with CG • Model for waste collection in collaboration with CG • Implementation of 3R activities • Model for 3R in collaboration with CG 	<ul style="list-style-type: none"> • Date of conduct workshop¹⁴ on concept and implementation of CG activity according to guideline • Copy of workshop report with list of workshop participants¹⁵ • List of wards selected for pilot activity • Date/period of training on management and implementation of activities provided to CG members • Copy of training report with list of training participants (CG members) • List of areas/localities where initiated waste management and social activities with CGs • Date/period of training on 3R provided to CG • Copy of training report with list of training participants (CG members) • Copy of proposed 3R model • List of wards expanded waste collection and 3R activities • Copy of priority list among registered community groups • List of CBO formed in the core area of pilot wards
5.4 Prepared GAP	<ul style="list-style-type: none"> • GAP preparation • GAP full implementation 	<ul style="list-style-type: none"> • Copy of office order for assigning specific responsibility to Standing Committee for Women Development for preparing GAP • Copy of office order for nominating one relevant officer by Mayor to perform secretarial work to the Standing Committee • Copy of draft GAP presented in City Parishad for finalization • Copy of final GAP for implementation • Copy of the budget section where CC made allocation for GAP implementation • Dates/notices for monthly meeting of Standing Committee for Women Development • Copy of each monthly meeting minutes of Standing Committee for Women Development

¹⁴Content of the workshop are:

- To provide an overview on 'Community Collaboration' in between CC and CGs
- To share field review on 'Urban Service Condition' in various clusters/para/mohalla of the ward
- To identify prospective sectors for community collaboration among CC and CGs
- To identify the problems and probable solutions on public services providing by CC.

¹⁵ Local leaders/ elites, professionals, councilors, relevant CC officials etc.

Activities	Monitoring criteria	Monitoring indicator
5.5 Prepared PRAP and implemented with inclusion of slum	<ul style="list-style-type: none"> • PRAP preparation and implementation • Budget allocation for PRAP 	<ul style="list-style-type: none"> • Date/office order of assigning Standing Committee of Poverty Reduction for preparing PRAP • Date/office order of assigning Slum Development Officer/Officials for facilitating Standing Committee's activities • Date/invitation of holding workshop with CC officials and agencies involved in poverty reduction activity on PRAP guideline • Copy of workshop report with list of participants • Copy of budget section where CC made allocation for PRAP implementation • Copy of CSCC meeting minutes where PRAP was discussed, improved and endorsed • Copy of CC council meeting minutes where PRAP was finally approved • Copy of approved PRAP
5.6 Revised citizen charter	<ul style="list-style-type: none"> • Preparation/revision of Citizen Charter • Display Citizen Charter 	<ul style="list-style-type: none"> • Date/office order of assigning Working Group/officer in-charge for preparation/revision of Citizen Charter • Copy of revised Citizen Charter • Copy of CSCC meeting minutes where revised Citizen Charter was discussed • Photographs of display Citizen Charter (CC premises, upload on website, distribute to citizen and publish in local newspaper).
5.7 Prepared CRC, approved and implemented by CSCC, once a year	<ul style="list-style-type: none"> • Revise Citizen Report Card • Approval of CRC by CSCC • Disclose compiled result twice within phase-2 	<ul style="list-style-type: none"> • Date/office order of setting 3 members Working Group • List of Working Group members • Date/period of conduct survey with minimum 5000 households, commercial/social institutions • Copy of compiled survey findings • Copy of survey report prepared by W/G • List of places/locations where disclosed compiled survey result
5.8 Established GRC with revised ToR and made it functional	<ul style="list-style-type: none"> • GRC establishment • Budget for GRC operation • Guideline for GRC • GRC functioning 	<ul style="list-style-type: none"> • Date/office order of assigning official to set GRC • Date/office order of setting GRC at CC level • List of GRC members at CC level • Dates/notices of GRC monthly meeting at CC level • Copy of each GRC monthly meeting minutes at CC level • Available complaint desk/box at CC office • Dates/office orders of setting GRC at each ward level, if any • List of each GRC members set at ward level • Dates/notices of GRC monthly meeting set at each ward level • Copy of each GRC monthly meeting minutes set at ward level • List of grievances received since inception and during the quarter • List of grievances resolved since inception and during the quarter • Date of complaint register/book opened

Area 6: Urban Planning and Environmental Improvement

Activities	Monitoring criteria	Monitoring indicator
6.1 Initiated/updated master plan	<ul style="list-style-type: none"> • Master plan under preparation or updating • Sector wise plan based on master plan • Public access to prepared plans 	<ul style="list-style-type: none"> • Date/letter of assigning office in-charge of each plan • Dates/office order of setting committee for each plan¹⁶ • List of each committee members set for plan • Date/year of master plan preparation • Date/year of area plan preparation • Dates/year of action plans preparation for infrastructure
6.2 Implemented development control (T10)	<ul style="list-style-type: none"> • Building permission procedure • Major area of illegal land use and squatting 	<ul style="list-style-type: none"> • Date/office order of assigning at least one officer in-charge for building permission • Date/office order of defining signers for application procedure • Date/office order of plotting area of illegal land use and squatting on map • Date/office order of identifying illegal buildings • List of identified illegal buildings
6.3 Used partially CCIDP	<ul style="list-style-type: none"> • Revise CCIDP in consistent with various plans • CC budget in consistent with CCIDP • Conduct financial supporter for practical promotion 	<ul style="list-style-type: none"> • Copy of IDP that uploaded on CC website and print copy in CISCC for citizen • Copy of revised infrastructure list prepared based on policy paper by WLCC, SC, and CSCC • Copy of CDCC meeting minutes where IDP sharing was recorded for coordination and collaboration • Copy of CC Parishad meeting minute where revised IDP was approval was recorded • List of financial supporters¹⁷ those contacted for practical promotion of IDP
6.4 Established O&M action plan (T11)	<ul style="list-style-type: none"> • O&M plan preparation • O&M plan implementation 	<ul style="list-style-type: none"> • Copy of draft O&M plan prepared based on framework set by PCO • Copy of approved O&M plan by PCO • Copy of progress report on O&M implementation that submitted to PCO
6.5 Observed environmental conservation Act and environmental framework (T12)	<ul style="list-style-type: none"> • Observes environmental act and rule in infrastructure development • Takes action to stop and solve illegal actions and situations 	<ul style="list-style-type: none"> • Date/office order of assigning officer(s) of environmental conservation • List of identified environmentally vulnerable areas and activities • Copy of decision of actions taken to stop illegal activities
6.6 Improved sanitary situation	<ul style="list-style-type: none"> • Increase number of public toilets, household latrines and waste water drainage connection 	<ul style="list-style-type: none"> • Date/office order of assigning officer in-charge • Copy of complete sanitation situation analysis report • List of selected areas for public and household toilets based on demand analysis • List of public toilets constructed • List of public toilets under O&M • List of household latrines facilitated to construct • List of household connections to drains for waste water discharge

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¹⁶ Plans are- drainage plan, traffic & transportation plan, Landuse plan and solid waste management plan etc.

¹⁷ CC's Own Fund, Annual Development Project (ADP), Development Project Proposal (DPP), Bangladesh Municipal Development Fund (BMDf), World Bank, GOB, UNICEF, UNDP, JICA etc.

Activities	Monitoring criteria	Monitoring indicator
6.7 Improved solid waste management system	<ul style="list-style-type: none"> Community awareness and participation in solid waste collection, including 3R and cleaning Increase waste collection coverage Improve waste collection frequency 	<ul style="list-style-type: none"> Date/office order of assigning officer in-charge for solid waste management List of communities established primary waste collection system in collaboration with CBOs, local organization, and private sector List of locations for dust bins, solid waste deposits, and transfer stations in collaboration with community List of roads and drains for cleaning solid waste Specific dumping site location to deposit solid waste

Area 7: Coordination System for Law Enforcement

Activities	Monitoring criteria	Monitoring indicator
7.1 Launched awareness campaign for rule of law (T13)	<ul style="list-style-type: none"> Campaign for law enforcement such as traffic rules, encroachment licenses etc. 	<ul style="list-style-type: none"> Date/office order of deploying Law Officer or assigning officer in-charge List of law issues examined and proposed possible actions by Law Officer Copy of examined awareness campaign plan by the Standing Committee for Law and Discipline Copy of approved of awareness campaign plan in City Corporation meeting Dates of implementing awareness campaign Copy of report on awareness campaign
7.2 Established law enforcement unit	<ul style="list-style-type: none"> Implementation of legal actions 	<ul style="list-style-type: none"> Copy of circular on LEU formation issued by Mayor List of LEU members Copy of plan for law enforcement Dates/period of holding training of law enforcement Copy of training report including participant list List of law enforcement activity that are implemented Copy of progress report on law enforcement activity
7.3 Developed capacity of Standing Committee for Law and Discipline	<ul style="list-style-type: none"> Training for Standing Committee members annually 	<ul style="list-style-type: none"> Dates/period of training provided to Standing Committee members on law enforcement Copy of training report including list of participants

SRP