

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
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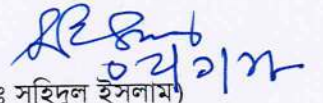
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বিষয়: সিটি গভারনেন্স প্রজেক্ট এর 1st Quarter Output Monitoring Report, FY 2017-18 প্রেরণ প্রসঙ্গে ।

উপর্যুক্ত বিষয়ের প্রেক্ষিতে, সিটি গভারনেন্স প্রজেক্ট এর আওতায় Governance Improvement কার্যক্রম বাস্তবায়নে অগ্রগতি নিরূপণের লক্ষ্যে 1st Quarter Output Monitoring Report, FY 2017-18 এতদসঙ্গে আপনার সদয় অবগতি ও তদসংশ্লিষ্ট কর্মকর্তা/কর্মচারীদের অবহিত ও কার্যকরী ব্যবস্থা গ্রহণের নিমিত্ত প্রেরণ করা হল ।

সংযুক্তি:

১। 1st Quarter Output Monitoring Report, FY 2017-18


(মোঃ সহিদুল ইসলাম)

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Quarter-1 Output Monitoring Report

FY 2017-18

City Governance Project

Local Government Engineering Department

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Abbreviations

ARC	Administrative Reform Committee
ARSP	Administrative Reform Strategic Plan
As req.	As require
B1	Batch One
B2	Batch Two
BDT	Bangladesh Taka
BME	Benefit Monitoring and Evaluation
CAP	Community Action Plan
CBO	Community Based Organization
CC	City Corporation
CCIDP	City Corporation Infrastructure Development Plan
CDA	Chittagong Development Authority
CDC	Community Development Committee
CDCC	City Development Coordination Committee
CDU	Capacity Development Unit
CEO	Chief Executive Officer
CG	Community Group
CGP	City Governance Project
ChCC	Chittagong City Corporation
CISC	City Information Service Center
CMIS	City Management Information System
CoCC	Comilla City Corporation
CPU	Comprehensive Planning Unit
Cr.	Course
CRC	Citizen Report Card
CSCC	Civil Society Coordination Committee
DAPs	Detail Area Plans
Dept.	Department
DMDP	Dhaka Metropolitan Development Plan
DoE	Department of Environment
E-governance	Electronic governance
E. ser.	Electronic Service
F&E	Financial and Establishment
Feas.	Feasible
FY	Financial Year

GAP	Gender Action Plan
GCC	Gazipur City Corporation
GICD	Governance Improvement and Capacity Development
GO	Government Organization
GOB	Government of Bangladesh
GRC	Grievance Redress Cell
ICGIAP	Inclusive City Governance Improvement Action Program
ID	Identification
IDPCC	Inclusive Development Plan of City Corporation
IFMS	Integrated Financial Management Software
IGAs	Income Generating Activities
ICT	Information Communication and Technology
IT	Information Technology
LEU	Law Enforcement Unit
LGD	Local Government Division
LGED	Local Government Engineering Department
MCC	Mass Communication Cell
MIS	Management Information System
N/A	Not Applicable
NCC	Narayanganj City Corporation
NGO	Non-government Organization
O&M	Operation and Maintenance
PCO	Project Coordination Office
PIU	Project Implement Unit
PRAP	Poverty Reduction Action Plan
PRO	Public Relation Officer
PS	Private Secretary/ Personal Secretary
PSC	Project Steering Committee
Q2, Y3	Quarter Two, Year Three
Q3, Y3	Quarter Three, Year Three
3R	Reduce, Recycle & Reuse
RAJUK	Rajdhani Unnayan Kartipakkha
RpCC	Rangpur City Corporation
SAE	Sub-assistant Engineer
SC	Standing Committee
SMS	Sort Message Service
SW	Solid Waste

SWM	Solid Waste Management
SWMC	Solid Waste Management Committee
T	Trigger
ToR	Terms of Reference
VGD	Vulnerable Group Development
VGf	Vulnerable Group Feeding
W	Ward
WASA	Water Supply and Sewerage Authority
WDSC	Women Development Standing Committee
WG	Working Group
WIT	Work Improvement Team
WLCC	Ward Level Coordination Committee
WM	Waste Management
WS	Water Supply

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Executive Summary

Governance Improvement and Capacity Development (GICD) is one of the main component of City Governance Project (CGP), which output is to improve and develop capacity of project City Corporations (Narayanganj City Corporation-NCC, Comilla City Corporation-CoCC, Rangpur City Corporation-RpCC, Gazipur City Corporation-GCC and Chittagong City Corporation-ChCC). City Corporations implement governance improvement thirteen trigger and twenty nine non-trigger activities through Inclusive City Governance Improvement Action Program (ICGIAP) consists of seven areas, forty two activities and total 251 tasks. The activities are supported by training, facilitation, administrative reform, services to citizens, reducing gender discrimination, poverty reduction and intensively monitor to assess the performance. Performance based fund allocation is applied for this project, so that City Corporations have incentive to achieve the thirteen selected targets in ICGIAP. City Corporations are implemented most of the activities as quarterly basis. BME is mandated to assess the progress and performance of physical works and governance improvement activities in each targeted CC with defined reporting procedure. BME could not physically verify the fruitfulness of most events like meetings, campaigns, trainings, workshops as because there is no plan of City Corporations to BME. BME monitors the outputs/benefits of those activities quarterly based on the documents as completion evidence.

Governance Improvement Component

Area-1: Improvement of Openness and Information Dissemination

34 monitored tasks of total 4 activities are being implemented under area-1 in Q1, Y4. Out of 8 tasks under activity 1.1 (T1), RpCC attended 100% tasks; and NCC, CoCC, GCC & ChCC attended 75% tasks each. Out of 11 tasks under activity 1.2 (T2), RpCC attended 64% tasks; and NCC, CoCC, GCC & ChCC attended 55% tasks each. Out of 7 tasks under activity 1.3, NCC attended 86% tasks; CoCC & ChCC 100% each and RpCC & GCC attended 71% tasks each. Out of 8 tasks under activity 1.4, NCC, CoCC & GCC attended 0% tasks each, RpCC 50% and ChCC attended 13% tasks.

However, considering the 34 monitored tasks of 4 activities under area 1, NCC attended 53% tasks, CoCC 56%, RpCC 71%, GCC 50% and ChCC attended 59% tasks in Q1, Y4.

Area-2: Administrative Reform

57 monitored tasks of total 9 activities are being implemented under area-2 in Q1, Y4. Out of 5 tasks under activity 2.1 (T3), all CC (5) attended 80% tasks each. Out of 9 tasks under activity 2.2, NCC, RpCC, GCC & ChCC attended 33% tasks each and CoCC attended 22% tasks. Out of 6 tasks under activity 2.3, NCC, RpCC, GCC & ChCC attended 67% tasks each and CoCC attended 33% tasks. Out of 6 tasks under activity 2.4 (T4), NCC & CoCC attended 33% tasks each; RpCC & GCC attended 50% tasks each and ChCC attended 67% tasks. Out of 4 tasks under activity 2.5, NCC, RpCC & ChCC attended 75% tasks each; while, CoCC & GCC didn't attend any tasks each. Out of 10 tasks under activity 2.6, NCC, RpCC & GCC attended 40% tasks each, CoCC 50% and ChCC attended 80% tasks. Out of 9 tasks under activity 2.7, NCC attended 67% tasks; CoCC 33%; RpCC 100%; GCC 78% and ChCC attended 89% tasks. Out of 5 tasks under activity

2.8, all CC (5) attended 80% tasks each. Out of 3 tasks under activity 2.9, all CC (5) attended 100% tasks each.

However, considering the 57 monitored tasks of 9 activities under area 2, NCC attended 58% tasks, CoCC 44%, RpCC 65%, GCC 56% and ChCC attended 72% tasks in Q1, Y4.

Area-3: Tax Reform

18 monitored tasks of total 3 activities are being implemented under area-3 in Q1, Y4. Out of 9 tasks under activity 3.1, CoCC & RpCC attended 100% tasks each; and NCC, GCC, & ChCC attended 89% tasks each. Out of 6 tasks under activity 3.2, RpCC attended 100% tasks; NCC & CoCC 33% each; GCC 83% and ChCC attended 53% tasks. Out of 3 tasks under activity 3.3, all CC (5) attended 67% tasks each.

However, considering the 18 monitored tasks of 3 activities under area 3, NCC attended 67% tasks, CoCC 72%, RpCC 94%, GCC 83% and ChCC attended 72% tasks in Q1, Y4.

Area-4: Financial Reform

27 monitored tasks of total 8 activities are being implemented under area-4 in Q1, Y4. Out of 4 tasks under activity 4.1 (T5), all CC (5) attended 50% tasks each. Out of 2 tasks under activity 4.2 (T6), all CC (5) attended 0% task each. Out of 2 tasks under activity 4.3, all CC (5) attended 0% task each, because PCO could not provide Integrated Financial Management Software (IFMS). Out of 4 tasks under activity 4.4, NCC, RpCC & ChCC attended 50% tasks each, CoCC & GCC attended 25% tasks each. Out of 4 tasks under activity 4.5, all CC (5) attended 100% tasks each. Out of 3 tasks under activity 4.6, CoCC, RpCC & GCC attended 100% tasks each and NCC & ChCC attended 67% tasks each. Out of 5 tasks under activity 4.7, GCC attended 100% tasks; NCC & RpCC attended 80% tasks each; CoCC and ChCC attended 60% tasks. Out of 3 tasks under activity 4.8, all CC (5) attended 100% tasks each.

However, considering the 27 monitored tasks of 8 activities under area-4, NCC attended 63% tasks, CoCC 59%, RpCC 67%, GCC 67% and ChCC attended 59% tasks in Q1, Y4.

Area-5: Citizen's Awareness and Participation

63 monitored tasks of total 8 activities are being implemented under area-5 in Q1, Y4. Out of 11 tasks under activity 5.1 (T7), NCC, CoCC, RpCC & ChCC attended 55% task each and GCC attended 64% tasks. Out of 7 tasks under activity 5.2 (T8), NCC & GCC attended 57% tasks each; CoCC & RpCC 71% each and ChCC attended 86% tasks. Out of 7 tasks under activity 5.3, NCC, CoCC & ChCC attended 29% tasks each and RpCC & GCC attended 14% tasks each. Out of 6 tasks under activity 5.4, NCC attended 50% tasks; CoCC & ChCC 33% each; RpCC 83% and GCC attended 67% tasks. Out of 17 tasks under activity 5.5, NCC attended 65% tasks; CoCC, RpCC & ChCC 71% each and GCC attended 76% tasks. Out of 4 tasks under activity 5.6, all CC (5) attended 25% tasks each. Out of 5 tasks under activity 5.7, all CC (5) attended 20% tasks each. Out of 6 tasks under activity 5.8, CoCC attended 0% task and rest CC (4) attended 33% tasks each.



However, considering the 63 monitored tasks of 8 activities under area-5, NCC attended 48% tasks, CoCC 46%, RpCC 52%, GCC 52% and ChCC attended 51% tasks in Q1, Y4.

Area-6: Urban Planning and Environment Improvement

36 monitored tasks of total 7 activities are being implemented under area-6 in Q1, Y4. Out of 5 tasks under activity 6.1, NCC attended 60% tasks and CoCC, RpCC, GCC & ChCC attended 40% tasks each. Out of 4 tasks under activity 2 (T9), all CC (5) attended 50% tasks each. Out of 4 tasks under activity 6.3, all CC (5) attended 100% tasks each. Out of 2 tasks under 6.4, all CC (5) attended 50% tasks each. Out of 4 tasks under activity 6.5 (T10), all CC (5) attended 50% tasks each. Out of 7 tasks under activity 6.6, all CC (5) attended 43% tasks each. Out of 10 tasks under activity 6.7 (T11), all CC (5) attended 50% tasks each.

However, considering the 36 monitored tasks of 7 activities under area-6, NCC attended 56% tasks, CoCC 53%, RpCC 53%, GCC 53% and ChCC attended 53% tasks in Q1, Y4.

Area-7: Coordination System for Law Enforcement

16 tasks of 3 activities are being implemented under area-7 in Q1, Y4. Out of 5 tasks under activity 7.1 (T12), all CC (5) attended 20% tasks each. Out of 8 tasks under activity 7.2, NCC, RpCC & GCC attended 50% tasks each, CoCC 25% and ChCC attended 63% tasks. Out of 3 tasks under activity 7.3 (T13), NCC, CoCC & RpCC, attended 0% task each and GCC & ChCC attended 33% tasks each.

However, considering the 16 monitored tasks of 3 activities under area-7, NCC attended 31% tasks, CoCC 19%, RpCC 31%, GCC 38% and ChCC attended 44% tasks in Q1, Y4.

Considering total 251 monitored tasks, NCC attended 54%, tasks, CoCC 49%, RpCC 61%, GCC 56% and ChCC attended 59% tasks in Q1, Y4.

Infrastructure Development Component

Urban Infrastructure development is also another main component of City Governance Project (CGP), which outputs to construct 375.67km. road; 3,167.67m bridge/overpass; 288.04km. drain and retaining wall; 17,588 street lights; 6 water supply systems; 2 bus/truck terminals and 8 schools cum cyclone shelters in five City Corporations (ref. approved estimate).

BME monitored physical and financial progress of Batch-1 and 2 sub-projects (civil works) till Q1, Y4 and summary findings are below:

NCC, Batch-1

Out of total 3 sub-projects under batch-1, NCC completed physical work of 2 sub-projects (package 2 & 3) and followed by 100% payment progress of both and remaining one sub-project (package-1) completed physical work 99% followed by 85% payment progress till Q1, Y4.

NCC, Batch-2

Out of total 12 sub-projects under batch-2, construction work started of 6 sub-projects' (package 1, 3, 4, 5, 6 & 11) and made 1, 5, 23, 5, 7 & 2% physical progress respectively. Among the sub-projects financial progress of package-4 is 19% till Q1, Y4.

CoCC, Batch-1

Out of total (9-1) 8 sub-projects under batch-1, completed 100% civil work followed by final payment of all 8 sub-projects (packages 1 to 7 and 9) in Q1, Y4.

CoCC, Batch-2

Out of total 9 sub-projects, none of the sub-projects started physical work in Q1, Y4.

RpCC, Batch-1

Out of total 18 sub-projects, completed 100% civil work of 10 sub-projects (package 1, 2, 3, 5, 6, 9, 10, 13, 14 & 17) followed by 100%, 84%, 98%, 94%, 75%, 86%, 85%, 68%, 80% & 85% payment progress respectively till Q1, Y4.

RpCC, Batch-2

Out of total 25 sub-projects, started civil work of 6 sub-projects (package 6, 15, 16, 17, 18 & 19) followed by 1%, 17%, 21%, 6%, 23% & 13% physical progress respectively. Among the sub-projects financial progress of package-16 & 18 are 17% & 12% respectively till Q1, Y4.

GCC, Batch-1

Out of total 9 sub-projects, completed 100% civil work of 5 sub-projects (package 2, 6, 7, 8 & 9) followed by 79%, 89%, 69%, 43% & 84% payment progress respectively till Q1, Y4.

GCC, Batch-2

Out of total 14 sub-projects, started civil work of 10 sub-projects (package 2, 3, 4, 6, 7, 9, 10, 11, 12 & 13) followed by 1%, 3%, 4%, 1%, 13%, 6%, 6%, 6%, 3%, 7%, & 27% physical progress respectively. Among the sub-projects financial progress of package-13 is 20% till Q1, Y4.

ChCC Batch-1

Out of total (18-2) 16 sub-projects, completed 100% civil work followed by payment of 11 sub-projects (package 1, 2, 4, 7, 8, 9, 11, 12, 13, 17 & 18) till Q1, Y4.

ChCC Batch-2

Out of 17 sub-projects, just started civil work of 6 sub-projects (package 10, 12, 13, 14, 15 & 17) in Q1, Y4.

1. Introduction

Benefit Monitoring and Evaluation (BME) consultant team on behalf of Project Coordination Office (PCO) carried out this output monitoring produced through ICGIAP and Infrastructure Development activities till quarter-1 of the project year-4.

The objectives of monitoring were to-

- Support PCO and PIU to assess regular progress
- Facilitate proper implementation of the project interventions
- Extract lessons learned in the form of providing feedback for possible improvements, and
- Assess consistency of the progress according to plans and targets.

2. Process followed to carryout monitoring

The consultant teams followed mostly collaborative, interactive, consultative, feedback sharing, and participatory processes to carry out output monitoring for quarter-1 of the project year-4. Broadly following steps were followed to carry out this assignment:

1. Defined boundary in terms of components, areas, activities, tasks, targets and timeline up to Q1 project Y4
2. Reviewed and updated tool for field data collection
3. Conducted introductory meeting with each City Corporation officials and authorities
4. Collected information from concerned City Corporation officials and verified at real situations
5. Shared initial findings with concerned City Corporation officials and authorities to validate collected information and receive feedbacks for further development, and
6. Shared summary findings with project authorities and GICD personnel.

3. Limitations of the monitoring

Among others, the monitoring team largely faced following limitations:

- This Q1, Y4 output monitoring was confined to ICGIAP and Infrastructure Development activities implemented at city corporation levels
- Absence of annual implementation plans and inadequate progress reports
- Limited physical verification of outputs produced till Q1, Y4
- Frequent turnover of focal personnel at CC levels
- Council election at Comilla City Corporation
- Different ICGIAP document introduced at field level, and
- Inadequate documentary evidences in support of produced outputs.

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4. Monitoring Findings

4.1 Component-1: Inclusive City Governance Improvement Action Program (ICGIAP)

Area-1: Improvement of Openness and Information Dissemination

Activity 1.1: Activity for e-governance initiated (T1)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
1.1.1 Assigned officer/ staff in charge for e-governance	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
1.1.2 Arranged IT based Training for concern CC staff ¹	1 Cr./CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
1.1.3 Organized exchange visit to other CC's introduced e-governance (As part of IT training)	1 Cr./CC	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
1.1.4 Arranged component wise training ²	9 Cr./CC	No	No	No	No	No	Yes	No	No	No	No
1.1.5 Developed web based MIS software	1/CC	No	No	No	No	Yes	N/A	No	No	No	No
1.1.6 Established e-services ³ with SMS system	e-service/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1.1.7 Prepared long-term plan for e-governance	1/CC	Yes	N/A	No	Yes	No	Yes	No	Yes	No	Yes
1.1.8 Established dynamic Web Portal for birth/death registration, citizen charter, trade license etc.	1/CC	No	Yes	No	Yes	Yes	N/A	No	Yes	No	Yes

N/A= Not applicable, Cr= Course

Analysis:

1.1.1 Assigned officer/staff in-charge for e-governance, all CC (5) assigned officer/staff in-charge for e-governance before Q2, Y3.

1.1.2 Arranged IT based Training for concern CC staff, GICD under the guidance of PCO provided two types of training "Basic Computer" & "E-governance" to concern CC (5) staff before Q2, Y3.

1.1.3 Organized exchange visit to other CC's introduced e-governance (as part of IT training), GICD under the guidance of PCO organized a training course on "City Information Service Center" for 20 concern CC (5) officials from 17-19 July 2017 followed by two days exchange visit to observe introduced e-governance at RpCC. *The training title does not match with the activity and participants are of heterogeneous group.*

1.1.4 Arranged component wise training, during Q1, Y4 output monitoring, RpCC surprisingly stated that they have provided one-day component wise training instead of 3-5 days (on tax assessment and billing software, water billing software, birth & death registration software, market management software, trade license software and City information service center) to their two staff for each course in different dates in July 2016 and April 2017 and come up with training reports. *But project did not provide any component (8) wise training to any CC staff till Q1, Y4.*

¹ Staff who are involved in operation of e-governance system

² Trainings are on basic computer, tax assessment software, tax collection section, water billing software, trade license software, market management software, birth & death registration and orientation, non-motorized vehicle management software, city information service center

³ As mentioned in the long-term plan of City Corporation, including digitizing certificates and licenses

1.1.5 Developed web based MIS software, only RpCC developed and introduced MIS/CMIS software by own in July 2015 and turned into web base in January 2017. *None of the rest CCs (4) developed and installed web based software for MIS till Q1, Y4.*

1.1.6 Established e-services with SMS system, NCC linked e-tendering and property management system with SMS system; CoCC e-tendering, RpCC e-tendering, trade license issue & renew, birth & death registration and water bill payment; GCC e-tendering, trade license issue & renew; and ChCC linked e-tendering and trade license issue & renew with SMS system, *but none could cover all activities and targets of infrastructure and public services till Q1, Y4.*

1.1.7 Prepared long-term plan for e-governance, NCC prepared long term e-governance implementation plan for the period of FY 2014-15 to 2019-20; ChCC for the period FY 2017-18 to 2021-22 in Q4, Y3; CoCC, RpCC and GCC also prepared long term e-governance implementation plan for the period of FY 2017-18 to 2019-20 in Q1, Y4.

1.1.8 Established dynamic Web Portal for birth/death registration, Citizen Charter, Trade License etc. RpCC established dynamic web portal in Q4, Y3; rest CCs (4) established in Q1, Y4 and added birth & death registration, e-tendering, trade license, citizen charter etc. to respective web portal.

Activity 1.2: Mass Communication Cell (MCC) established (T2)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
1.2.1 Established MCC ⁴ with specific ToR	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
1.2.2 Prepared annual plans & budget	4/CC	No	No	No	No	Yes	No	No	No	No	No
1.2.3 MCC submitted annual plans & Budget to CCCC for review	4/CC	No	No	No	No	Yes	No	No	No	No	No
1.2.4 MCC submitted annual plans & Budget to CC for approval	4/CC	No	No	No	No	No	No	No	No	No	No
1.2.5 Selected messages and materials for mass campaign approved by Mayor	As req.	Yes	No	No	No	Yes	Yes	Yes	No	Yes	No
1.2.6 Registered and disseminated SMS to at least 10000 citizens by Year 4	10000 /CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes	Yes	N/A
1.2.7 Disseminated message/materials/updates annually to public through different medias including SMS ⁵	7/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1.2.8 Held MCC meeting ⁶	13/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1.2.9 Prepared/ introduced SMS record keeping system	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1.2.10 MCC conducted impact survey on SMS information dissemination	As req.	No	No	No	No	No	No	No	No	No	No
1.2.11 MCC prepared City Corporation Annual Report	3/CC	Yes	N/A	No	Yes	No	Yes	No	Yes	No	Yes

N/A= Not applicable, Cr= Course

⁴ Comprises of Secretary, Public Relation Officer, Head of IT section, Officer of each department selected by department head

⁵ Specific items are large scale infrastructure work that affect citizen's life, cultural program, political gathering etc. and special items are regular meeting of CCCC, WLCC, City Council, CDCC, and mass public meeting; free vaccination, new services started in CC office, special meetings, and ICGIAP activities, like campaign for law enforcement, disaster alert, large scale infrastructure work and traffic control etc.

⁶ Quarterly

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Analysis:

1.2.1 Established MCC with specific ToR, all CC (5) established MCC with specific ToR headed by CC Secretary before Q2, Y3.

1.2.2 Prepared annual plans & budget, MCC (5) of all CC prepared plans and budget for FY 2017-18 and reported that proposed cost is included under ICGIAP implementation cost head of respective CC budget in Q1, Y4, *but did not follow plans and budget structure as described in project guideline, even planned activities are not relevant.*

1.2.3 MCC submitted annual plans & Budget to CSCC for review, *none of the MCC (5) submitted FY 2017-18 annual plans & budget to respective CSCC for review till Q1, Y4.*

1.2.4 MCC submitted annual plans & Budget to CC for approval, *none of the MCC (5) submitted FY 2017-18 annual plans & budget to respective CC meeting for approval till Q1, Y4.*

1.2.5 Selected messages and materials for mass campaign approved by Mayor, MCC at NCC received approval of two selected messages, and MCCs at RpCC, GCC & ChCC received approval of one selected message each instead of two from respective Mayor for mass campaign in FY 2016-17. Only MCC at RpCC received approval of one selected message for mass campaign for FY 2017-18 on 8.9.2017 in Q1, Y4. *CoCC did not have such initiative at all till Q1, Y4.*

1.2.6 Registered and disseminated SMS to 10000 citizens by Year- 4, MCC (5) at all CC registered 10,000 citizens and disseminated special information to them through SMS till Q1, Y4.

1.2.7 Disseminated message/materials/updates to public through different media including SMS, all CC (5) use to disseminate/update public information in regards to seasonal/occasional greetings, regular municipal tax payment, health and education, law enforcement, waste deposit to particular place etc. through local newspapers, publicity boards, leaflets, posters, stickers, mikings, cable networks, websites and rallies till Q1, Y4. *In regards to select messages, CCs need to pay attention to specific and special project related items.*

1.2.8 Held MCC meeting, out of targeted 13 MCC quarterly meetings, NCC held total 8 meetings, CoCC 7, RpCC 8, GCC 6 and ChCC held total 8 meetings till Q1, Y4. MCC quarterly meeting dates for Q1, Y4 are NCC on 24.9.2017, CoCC 2.8.2017 & 26.9.2017, RpCC 8.9.2017, GCC 21.8.2017 and ChCC on 26.9.2017 respectively. *None of the MCC could meet quarterly meeting targets (13).*

1.2.9 Prepared/introduced SMS record keeping system, MCC (5) in all CC introduced and maintain both digital and manual SMS record keeping system till Q1, Y4.

1.2.10 MCC conducted impact survey on SMS information dissemination, *none of the MCC (5) conducted impact survey on SMS information dissemination till Q1, Y4.*

1.2.11 MCC prepared annual report, all MCC (5) prepared annual report for FY 2016-17 by Q1, Y4, *but none followed structure as suggested in guideline.*

Activity 1.3: City information Service Center (CISC) established

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
1.3.1 Established CISC ⁷	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
1.3.2 Assigned officer/staff in charge	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A

⁷ An electronic based ICT facilitated one-stop service center at each City Corporation to provide basic services for citizens, such as issue certificates, licenses, uphold citizens' rights etc.

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
1.3.3 Provided necessary logistics	As req./CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
1.3.4 Trained ⁸ relevant officials on e-governance	1/CC	Yes	No	Yes	No	No	No	No	No	Yes	No
1.3.5 Provided service ⁹ of CISC	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1.3.6 CISC operated according to operation plan	3/CC	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
1.3.7 CISC prepared annual report	3/CC	Yes	N/A	No	Yes	No	No	No	No	No	Yes

N/A= Not applicable; P/I= Process Initiated

Analysis:

1.3.1 Established CISC, CISC (5) in all CC is established before Q2, Y3 and allocated space by Q4, Y3. Among the CCs, only NCC established CISC and allocated space in due course i.e. by project year-2.

1.3.2 Assigned officer/staff in charge, all CC (5) assigned officer/staff in-charge for CISC operation before Q4, Y3. *Among the CCs, only NCC assigned officer/staff in-charge in due course i.e. by project year-2.*

1.3.3 Provided necessary logistics, PCO supplied chairs, tables, file cabinets, computers, printers and photocopiers to each CC for CISC use before Q2, Y3, that *need to ensure use of those furniture and logistics at CISC outlet.*

1.3.4 Trained relevant officials on e-governance, only one staff member of NCC, CoCC and ChCC (involved in CISC operation) received training on "Basic Computer" before Q2, Y3. *Staff member of RpCC and GCC did not receive said training till Q1, Y4. None of the training courses took place in due course i.e. by project year-2 and members of Standing Committee for Communication did not receive such training.*

1.3.5 Provided service of CISC, all CC (5) established and continuing CISCs in designated spaces and provides services to citizen. Among the services, NCC, RpCC, GCC and ChCC started/continuing to provide both CC and government services to an extent i.e. issuing certificates & licenses, health, engineering, administrative, education, Tax/Fees/Rates services of City Corporation and admission forms of colleges/schools, exam results, NID correction, passport application form, driving license renewal application form, social safety allowance application form etc. till Q1, Y4 and *CoCC not prepared plan to provide government services to citizen.*

1.3.6 CISC operated according to operation plan, all CC (5) prepared CISC operation plan in Q1, Y4 and operating services accordingly.

1.3.7 CISC prepared annual progress report, CISC at NCC prepared annual progress report in Q4, Y3, CoCC and ChCC prepared in Q1, Y4, *but CISCs at RpCC and GCC didn't prepare annual progress report till Q1, Y4.*

⁸ CC officials & staffs who are involved in CISC operation and Communication Standing Committee members on e-governance orientation meeting, ICT basic skills and ongoing e-governance activities

⁹ CC Services- tax assessment, tax collection, water supply and collection, trade license issue & renewal, non-motorized vehicle license issue & renewal, birth & death registration, tender, building plan permission, road cutting, drain cutting, market & hat lease, street light, waste management, dog control, mosquito control, city clean, and virus influence. **Government Services**-public examination results, online university admission, government forms, birth & death registration, citizenship certificate, VGD/VGF list, government circulars and notices, agriculture and health consultancy, govt. life insurance, services of CC office, development (VGD, VGF, TR, minority welfare, sports & cultural activities, development of educational institutions), revenue (tax assessment, trade license, building plan permission, land acquisition money, requisition, certificate suit, hat & bazaar, vested property, exchange property, stamp vendor license, land survey), license (C.I sheet, cement, poison, food grain), complain & remedy (pension, land, family affairs, law & orders), relief & rehabilitation (donation, grant, GR), certification (marriage, NGO) and miscellaneous (different committee approval, different appointments, dramatically performance, expatriate welfare, examination matters)

Activity 1.4: Meet with Mass public of City Corporation

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
1.4.1 Selected issues for mass public meeting	As req.	Yes	No	No	No	Yes	Yes	Yes	No	Yes	No
1.4.2 Examined selected issues by Communication Standing Committee	As req.	Yes	No	No	No	Yes	Yes	No	No	Yes	No
1.4.3 Approved selected issues by CSCC & CC meeting	As req.	Yes	No	No	No	Yes	Yes	Yes	No	Yes	No
1.4.4 Declared ¹⁰ date for Mass Public Meeting by MCC	6/CC	Yes	No	No	No	Yes	Yes	Yes	No	Yes	No
1.4.5 Informed selected issues to the citizens at least one month before	As req.	Yes	No	No	No	Yes	No	Yes	No	Yes	No
1.4.6 Held Mass Public Meeting ¹¹	6/CC	Yes	No	No	No	Yes	No	Yes	No	Yes	No
1.4.7 Prepared report on Mass Public Meeting	6/CC	Yes	No	No	No	Yes	No	Yes	No	Yes	No
1.4.8 Prepared next year plans and specific budget for Mass Public Meeting	3/CC	No	No	No	No	No	No	No	No	Yes	N/A

N/A= Not Applicable

Analysis:

1.4.1 Selected issues for mass public meeting, only MCC at RpCC selected issue for 1st mass public meeting of FY 2017-18 in Q1, Y4. *Rest CC (4) did not select any issue for mass public meeting till Q1, Y4.*

1.4.2 Examined selected issues by Communication Standing Committee, *none of the MCC (5) at CCs (including RpCC) presented mass public meeting issue of FY 2017-18 to Communication Standing Committee for examination till Q1, Y4.*

1.4.3 Approved selected issues by CSCC & CC meeting, MCC at RpCC obtained approval of selected 1st mass public meeting issues of FY 2017-18 from CSCC and CC meeting, *but rest MCCs (4) did not obtain approval till Q1, Y4.*

1.4.4 Declared date for Mass Public Meeting through different media by MCC, MCC at RpCC declared 1st mass public meeting dates on 18.11.2017 of FY 2017-18. *Rest MCC (4) didn't declare date for public meeting till Q1, Y4.*

1.4.5 Informed selected issues to the citizens at least one month before, *none of the MCC (5) at CCs (including RpCC) informed mass public meeting issue to citizen one month before till Q1, Y4.*

1.4.6 Held Mass Public Meeting, *none of the MCC (5) at CCs hold mass public meeting in Q1, Y4.*

1.4.7 Prepared report on Mass Public Meeting, *none of the MCC (5) at CCs produced mass public meeting report in Q1, Y4.*

1.4.8 Prepared next year plans and specific budget for Mass Public Meeting, only MCC at ChCC prepared mass public meeting plans and specific budget for FY 2017-18, *while rest MCC (4) did not prepare such plans and specific budget for FY 2017-18 till Q1, Y4.*

¹⁰ Declared date for public meeting through notice board, SMS delivery, radio, TV, social media, website, announcement, microphone, poster and banner hanging in significant places etc.

¹¹ At least twice a year

Area-2: Administrative Reform

Activity 2.1: City Development Coordination Committee (CDCC) established (T3)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.1.1 Established CDCC ¹² with specific ToR	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.1.2 Assigned officer in-charge	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.1.3 Organized workshop annually	2/CC	No	No	No	No	No	No	No	No	No	No
2.1.4 Held CDCC quarterly meeting	12 /CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.1.5 Distributed meeting minutes to the members	12 /CC	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

2.1.1 Established CDCC with specific ToR, CDCCs are established in all CC (5) in accordance with the specific ToR before Q2, Y3. Among them, CDCCs at NCC and CoCC are re-established in Q3 & Q4, Y3 after sitting new elected City Council.

2.1.2 Assigned officer in-charge, all CC (5) assigned officer in-charge for CDCC secretarial works, before Q2, Y3.

2.1.3 Organized workshop, *none of the CC (5) organized inception and annual workshops on CDCC operation guideline till Q1, Y4.*

2.1.4 Held CDCC quarterly meeting, out of targeted 13 CDCC quarterly meetings, NCC held total 8 meetings, CoCC 8, RpCC 9, GCC 9 and ChCC held total 8 meetings till Q1, Y4. CDCC quarterly meeting dates for Q1, Y4 are NCC on 29.8.2017, CoCC 28.9.2017, RpCC 17.9.2017, GCC 19.9.2017 and ChCC on 25.9.2017 respectively.

2.1.5 Distributed meeting minutes to the members, except NCC, all CDCC (4) prepared quarterly meeting minutes and distributed among the members till Q1, Y4.

Activity 2.2: Administrative Reform Committee (ARC) established

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.2.1 Established Administrative Reform Committee ¹³ (ARC)	1/CC	Yes	N/A	Yes	No	Yes	N/A	Yes	N/A	Yes	N/A
2.2.2 Organized workshop ¹⁴ on ARC	1/CC	Yes	N/A	No	No	Yes	N/A	Yes	N/A	Yes	N/A
2.2.3 Conducted regular quarterly ARC meeting	13 /CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.2.4 Produced ARC strategic plan for each department	1/CC	No	No	No	No	No	No	No	No	No	No
2.2.5 Reviewed ARSP in CSCC	1/CC	No	No	No	No	No	No	No	No	No	No

¹² Comprises of Mayor, head of Standing Committees, CEO, representative of Private Sector and representatives of National agencies

¹³ Comprises of Mayor, CEO, Secretary, and head of departments

¹⁴ Orientation workshop for ARC members according contents described in guideline

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Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.2.6 Approved ARSP in CC meeting	1/CC	No	No	No	No	No	No	No	No	No	No
2.2.7 Promote implementation of strategic plan of each department	1/Dpt./CC	No	No	No	No	No	No	No	No	No	No
2.2.8 Quarterly monitoring of ARC strategic plan implementation	1/Dpt./CC	No	No	No	No	No	No	No	No	No	No
2.2.9 ARC produced final report annually	4/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable, Dpt.= Department

Analysis:

2.2.1 Established Administrative Reform Committee (ARC), ARCs are established in all CC (5) before Q2, Y3. NCC re-established in Q3, Y3 and *CoCC need to re-establish ARC after sitting new elected City Council.*

2.2.2 Organized workshop on ARC, NCC, RpCC, GCC and ChCC organized a day long workshop for ARC member’s on “ARC Operation Guideline” before Q2, Y3, *but CoCC didn’t organize such workshop till Q1, Y4.*

2.2.3 Conducted regular quarterly ARC meeting, out of targeted 13 ARC quarterly meetings, NCC held total 8 meetings, CoCC 3, RpCC 4, GCC 5 and ChCC held total 7 ARC quarterly meetings till Q1, Y4. The ARC last quarterly meeting dates are 24.9.2017, 20.9.2017, 29.9.2017, 21.9.2017 and 10.7.2017 respectively.

2.2.4 Produced ARC strategic plan for each department, *none of the ARC (5) produced administrative reform strategic plan (ARSP) for each department till Q1, Y4.*

2.2.5 Reviewed ARSP in CCCC, *none of the CCCC (5) reviewed ARC strategic plan of each department, since ARC strategic plans are not produced till Q1, Y4.*

2.2.6 Approved ARSP in CC meeting, *none of the City Council (5) approved ARSP of each department in their meetings, since ARC strategic plans are not produced till Q1, Y4.*

2.2.7 Promote implementation of strategic plan of each department, *none of the ARC (5) promoted implementation of Administrative Reform Strategic Plan of each department, since Strategic Plans are not prepared till Q1, Y4.*

2.2.8 Quarterly monitor ARC strategic plan implementation, *none of the ARC (5) monitored implementation progress of administrative reform Strategic Plan of each department, since Strategic Plan for each department are not produced till Q1, Y4.*

2.2.9 ARC produced final report annually, *none of the ARC (5) produced annual progress report till Q1, Y4.*

Activity 2.3: Vision and mission set in each Dept.

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.3.1 Assigned officers in-charge from each dept.	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.3.2 Organized workshop ¹⁵ for preparing vision and mission	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.3.3 Presented draft vision and mission to standing committee meeting (Sports & Cultural)	As req/CC	No	No	No	No	No	No	No	No	No	No
2.3.4 Approved vision and mission in City Council meeting	As req/CC	Yes	N/A	No	No	Yes	N/A	Yes	N/A	Yes	N/A
2.3.5 Displayed vision and mission	As req.	Yes	N/A	No	No	Yes	N/A	Yes	N/A	Yes	N/A
2.3.6 Reviewed vision and mission	As req.	N/A	No	N/A	No	N/A	No	N/A	No	N/A	No

N/A= Not Applicable

Analysis:

2.3.1 Assigned officers in charge from each department, reported that all CC (5) assigned officer in-charge of each department to prepare own department’s vision & mission before Q3, Y3, *but didn’t find office order till Q1, Y4.*

2.3.2 Organized workshop for preparing vision and mission, all CC (5) hold workshop on “Preparation of Vision and Mission” for assigned officer in-charge and relevant staff members of each department before Q2, Y3, *but workshop reports not found.*

2.3.3 Presented draft vision and mission to standing committee meeting (Sports & Cultural), *none of the department of CC’s presented their draft visions and missions to Standing Committee for Sports and Culture for review prior to obtain approval from City Council meeting till Q1, Y4.*

2.3.4 Approved vision and mission in City Council meeting, the City Council meeting of NCC, GCC and ChCC approved missions and visions of City Corporation as well as each department bypassing Standing Committee for Sports and Culture before Q2, Y3 and RpCC in Q4, Y3. *CoCC Council meetings did not approve departments visions and missions till Q1, Y4.*

2.3.5 Displayed vision and mission, NCC displayed visions and missions in their website as well as reflected in Citizen Charter before Q2, Y3 and RpCC in Q4, Y3. GCC and ChCC displayed visions and missions in their CC websites in Q4, Y3, *but CoCC did not display vision and mission till Q1, Y4.*

2.3.6 Reviewed vision and mission, *none of the CC (5) went for review of visions and missions till Q1, Y4.*

Activity 2.4: CDU established, and formulate training program (T4)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.4.1 Established CDU ¹⁶	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.4.2 Formulated training program ¹⁷ (manual, plans, and budget etc.)	As req.	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	No
2.4.3 CDU selected training service provider ¹⁸	As req.	No	No	No	No	No	No	No	No	No	No

¹⁵ Workshop participants (32) are assigned officer, 25 officials/staffs from relevant departments, 5 CGP staffs, and 2 support staff from relevant departments

¹⁶ Comprises of CEO, Secretary and heads of all departments

¹⁷ Training program formulation steps are 1) review of ARP, 2) proposal for training, installation of equipment and Increase of manpower, 3) selection and formulation of Capacity Development Program, and 4) Kaizen Training

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Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.4.4 Facilitated/ proposed kaizen and skill training	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.4.5 CDU Monitor implementation of Kaizen activities and technical training	As req.	No	No	No	No	No	No	No	No	Yes	Yes
2.4.6 Prepared quarterly progress and annual report on capacity development activities	13/CC & 4/CC	No	No	No	No	No	No	No	No	No	Yes

N/A= Not Applicable

Analysis:

2.4.1 Established CDU, CDUs are (5) established in all CC before Q2, Y3.

2.4.2 Formulated training program (manual, plans, budget etc.), CDU (4) at NCC, RpCC, GCC and ChCC prepared training schedule for FY 2016-17 and FY 2017-18, RpCC and GCC prepared training schedule and budget in Q1, Y4, *but none prepared training program including manual, plans, budget etc. for FY 2017-18 till Q1, Y4.*

2.4.3 CDU selected training service provider, *none of CDU (5) selected training service provider till Q1, Y4.*

2.4.4 Facilitated/proposed Kaizen and skill training, all CC (5) facilitated Kaizen and skill training for CDU members together with staff from each department (ref. 2.6.4) before Q3, Y3.

2.4.5 CDU Monitor implementation of Kaizen activities and technical training, CDU at ChCC monitored only Kaizen implementation activities in Q3, Y3 and Q1, Y4, *rest CDU (4) didn't monitor implementation of Kaizen and technical training activities till Q1, Y4.*

2.4.6 Prepared Quarterly and Annual progress report on capacity development activities, CDU at ChCC prepared quarterly of Q1, Y4 and annual progress report of FY 2016-17 in Q1, Y4, *but rest CDU (4) didn't prepare quarterly and annual progress reports till Q1, Y4.*

Activity 2.5: Job descriptions revised

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.5.1 Prepared revise job description for all staff	All staff/CC	Yes	N/A	No	No	Yes	N/A	No	No	Yes	N/A
2.5.2 Approved revise job descriptions by CC	All staff /CC	Yes	N/A	No	No	Yes	N/A	No	No	Yes	N/A
2.5.3 Circulated revised job descriptions to all staff	All staff /CC	No	No	No	No	No	No	No	No	No	No
2.5.4 Job descriptions reviewed by CDU	As req.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A= Not Applicable

Analysis:

2.5.1 Prepared revise job description for all staff, NCC, RpCC and ChCC prepared job descriptions for all staff before Q2, Y3 and CEO of GCC instructed all department heads to prepare/revise job description for their staff in Q4, Y3. *CoCC didn't prepare staff job description till Q1, Y4.*

¹⁸ Potential training Providers are: **GOB-** NILG, LGED, UMU, DPHE, BARD, RDA, DoSW, CCs, DoE; **Academic Institutions-** IoGS, BRAC University, BUET/CUET/Other universities and **NGOs/International Organizations-** IUCN Bangladesh; IEB, BIM, BIAM

2.5.2 Approved revise job descriptions by CC, NCC, RpCC and ChCC approved revise Staff Job Descriptions in their City Council meetings and subsequently submitted to the Ministry for concurrence before Q2, Y3. *CoCC and GCC council meeting did not approve Staff Job Descriptions till Q1, Y4.*

2.5.3 Circulated revised job descriptions to all staff, *none of the CC (5) circulated revise job descriptions to all staff with official letter from Mayor, because they didn't receive concurrence from Ministry till Q1, Y4.*

2.5.4 Job descriptions reviewed by CDU: the task has to be performed by Y4.

Activity 2.6: Initiate Kaizen Activity

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.6.1 Selected focal person ¹⁹ by CDU	1/Dept./CC	Yes	N/A	No	No	Yes	N/A	Yes	N/A	Yes	N/A
2.6.2 Formed work improvement team ²⁰ (WIT)	1/Dept./CC	Yes	N/A	No	Yes	Yes	Yes	Yes	Yes	Yes	N/A
2.6.3 Developed action plan by WIT	1/Dept./CC	No	No	No	Yes	Yes	No	Yes	No	No	Yes
2.6.4 Trained one staff from each department on kaizen	1/Dept./CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.6.5 Introduced Kaizen activity in each department	As req.	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes
2.6.6 Made budget allocation for Kaizen activity	4/CC	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
2.6.7 Compiled Annual progress report by CDU	4/CC	No	No	No	No	No	No	No	No	No	Yes
2.6.8 Final report submitted to Mayor, and best practice prize given to one department	4/CC	No	No	No	No	No	No	No	No	No	No
2.6.9 CDU conducted monitoring on progress report and field visit	4/CC	No	No	No	No	No	No	No	No	No	Yes
2.6.10 Published Kaizen activity progress on website	As req.	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

2.6.1 Selected focal person by CDU, CDU at NCC, RpCC and GCC selected focal person among members, preferably head of department for one year duration to perform Kaizen activities in own department during Q4, Y3 and ChCC before Q2, Y3 instead of project year 1. *CDU at CoCC did not select any focal person till Q1, Y4.*

2.6.2 Formed work improvement team (WIT), NCC formed 3-5 members WITs in all departments (10) in Q4, Y3 for implementation of Kaizen activities, CoCC in all departments (7) in Q1, Y4 RpCC in all departments (9) in Q4, Y3, GCC in all departments (6) in Q4, Y3, and ChCC formed 3-5-member WITs in all departments (7) in Q4, Y3 for implementing kaizen activities instead of project year 1.

2.6.3 Developed action plan by WIT, WITs at CoCC and ChCC prepared annual action plan for implementing Kaizen activities till Q1, Y4 starting from Q4, Y3 instead of the project year 1, *but WITs at NCC, RpCC and GCC did not prepare such annual action plan till Q1, Y4.*

2.6.4 Trained one staff from each department on Kaizen, GICD under guidance of PCO provided a day long training on "Kaizen activity" to 19 staff from 10 departments of NCC, 18 staff from 7 departments of

¹⁹ Member of CDU are namely head of departments

²⁰ Comprises of 3-5 members from each department and chaired by head of the department

CoCC, 14 staff from 9 departments of RpCC, 20 staff from 6 departments of GCC, and 24 staff from 7 departments of ChCC before Q2, Y3.

2.6.5 Introduced Kaizen activity in each department, NCC introduced one Kaizen activity in 10 departments (engineering, electricity, administration, license, tax, law, health & family planning, conservancy, library, and social welfare); RpCC in 4 departments (revenue, administration, engineering and urban planning); in 5 departments (administration, accounts, engineering, health and revenue); and ChCC introduced 1 Kaizen activities in 7 departments (finance & establishment, revenue, urban planning, conservancy, electricity, administration, and security) in Q4, Y3. Furthermore, CoCC introduced one activity in 7 departments (conservancy, administration, Tax, engineering, health, account, and urban planning) and ChCC introduced one activity in 7 departments (urban planning, conservancy, administration, Tax, engineering, and health) in Q1, Y4.

2.6.6 Made budget allocation for Kaizen activity, all CC (5) made budget allocation for implementation of Kaizen activities in CC budget for FY 2017-18 budgets under ICGIAP implementation cost head in Q1, Y4.

2.6.7 Compiled Annual progress report by CDU, Except CDU at ChCC, *none of the CDU (4) compiled their annual report of Kaizen activities till Q1, Y4.*

2.6.8 Final report submitted to Mayor, and best practice prize given to one department, *none of the CDU (5) submitted final report of Kaizen activities to the Mayor and gave prize to the best practice department till Q1, Y4.*

2.6.9 CDU conducted monitoring on progress report and field visit, except CDU at ChCC, *none of the CDU (4) monitored Kaizen activities based on progress report and field visit till Q1, Y4.*

2.6.10 Published Kaizen activity progress on website, *none of the CDU (5) produced and published Kaizen activity progress report on their website till Q1, Y4.*

Activity 2.7: Comprehensive Planning Unit (CPU)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.7.1 Established CPU ²¹	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.7.2 Established task force ²² for infrastructure	1/CC	Yes	N/A	No	No	Yes	N/A	Yes	N/A	Yes	N/A
2.7.3 Established task force ²³ for governance	1/CC	Yes	N/A	No	No	Yes	N/A	Yes	N/A	Yes	N/A
2.7.4 Prepared draft short and long-term plan	4/CC 1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.7.5 Available rolling plan as per IDPCC guideline	4/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.7.6 Conduct monthly CPU meeting	39/CC	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
2.7.7 Conduct CPU meeting with Urban Planning and Development Standing Committee	39/CC	No	No	No	No	No	Yes	No	No	Yes	Yes
2.7.8 Present activity progress to City Council meeting	As req.	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
2.7.9 Prepared Annual report	4/CC	No	No	No	No	No	Yes	No	No	No	No

N/A= Not Applicable

²¹ Comprises of head engineering department, town planner and head of relevant departments

²² Comprises of 16 officials from relevant departments, 1 facilitator, and 2 officials

²³ Comprises of 16 officials from relevant departments, 1 facilitator, and 2 officials

Analysis:

2.7.1 Established CPU, all CC (5) established CPU before Q2, Y3.

2.7.2 Established task force for infrastructure, NCC, RpCC, GCC and ChCC established Task Force for Infrastructure before Q2, Y3. *CoCC did not establish Task Force for Infrastructure till Q1, Y4.*

2.7.3 Established task force for governance, NCC, RpCC, GCC and ChCC established Task Force for Governance before Q2, Y3. *CoCC did not establish Task Force for governance till Q1, Y4.*

2.7.4 Prepared draft short and long-term plan, all CPU (5) prepared draft short and long-term plan for infrastructure development before Q2, Y3, *however, did not follow outline described in the project document.*

2.7.5 Available rolling plan as per IDPCC guideline, all CPU (5) at CC levels prepared 4 annual IDP rolling plan each, including FY 2017-18, *however, none follow outline described in the project document.*

2.7.6 Conduct monthly CPU meeting, out of targeted 39 CPU monthly meetings each, CPU at NCC held total 22 meetings of which 3 (30.7.2017, 30.8.2017, 27.9.2017) in Q1, Y4; at CoCC held total 9 meetings of which none in Q1, Y4; at RpCC held total 8 meetings of which 1 (20.9.2017) in Q1, Y4; at GCC held total 18 meetings of which 3 (31.7.2017, 21.8.2017, 27.9.2017) in Q1, Y4; and CPU at ChCC held total 8 meetings of which 3 (12.9.2017, 5.7.2017, 8.8.2017) in Q1, Y4.

2.7.7 Conduct CPU meeting with Urban Planning and Development Standing Committee, out of targeted 39 monthly meeting each, CPU at RpCC held one and ChCC held two meetings with Urban Planning and Development Standing Committee till Q1, Y4. *Rest CPUs (3) at NCC, CoCC and GCC did not have any monthly meeting with Urban Planning and Development Standing Committee till Q1, Y4.*

2.7.8 Present activity progress to City Council meeting, all CPU (5) at City Corporation levels occasionally used to present their progress in Council meeting including Q1, Y4, *but discussion and decision points of CPU activities are not adequately reflected in council meeting minutes till Q1, Y4.*

2.7.9 Prepared annual report, out of targeted 4 annual reports each, only CPU at RpCC prepared one annual report for FY 2016-17 in Q1, Y4, *but not followed structure as suggested in guideline. Rest CPU (4) at NCC, CoCC, GCC and ChCC didn't prepare any annual progress report till Q1, Y4.*

Activity 2.8: Activate Standing Committees

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.8.1 Assigned officer to establish Standing Committees ²⁴	1/each SC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.8.2 Approved Standing Committees ToR by City Council	1/each SC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.8.3 Proposed Standing Committees ToR to ministry for concurrence	4/SC/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
2.8.4 Held Standing Committee monthly meetings	3/SC/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.8.5 Prepared Annual Progress report by standing committees	3/SC/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

²⁴ One high/responsible officer in each CC

Analysis:

2.8.1 Assigned officer to establish Standing Committees, all CC (5) assigned one officer in-charge each to establish Standing Committees before Q3, Y3 and CoCC re-assigned officer in-charge on 21.06.2017 after sitting new elected city council.

2.8.2 Approved Standing Committees ToR by City Council, all City Council (5) approved ToR for their established Standing Committees before Q2, Y3.

2.8.3 Proposed Standing Committees ToR to ministry for concurrence, all CC (5) proposed Standing Committees ToR to the ministry for concurrence before Q2, Y3.

2.8.4 Held Standing Committee monthly meetings, in FY 2016-17 out of (168+16) 184 standing committee meetings, 18% held at NCC, 15% at CoCC, 10% at RpCC, 4% at GCC and 93% standing committee meetings held at ChCC. *It appears Standing Committee meetings are held need based, not monthly in accordance with CC Act 2009.*

Out of targeted (42+4) 46 monthly meetings of 18 standing committee each, at NCC held 4 meetings, CoCC, 16, RpCC 6, GCC 3, and at ChCC held 44 standing committee monthly meetings in Q1, Y4.

2.8.5 Prepared Annual Progress report by Standing Committees, *none of Standing Committee prepared their annual progress report till Q1, Y4.*

Activity 2.9: Annual administrative report prepared and published

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
2.9.1 Prepared draft Annual Administrative report	3/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.9.2 Approved draft Annual Administrative report in CC meeting	2/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.9.3 Annual Administrative report published	3/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

2.9.1 Prepared draft Annual Administrative report, NCC, CoCC, GCC and ChCC prepared draft annual administrative reports for FY 2016-17 in Q4, Y3, while RpCC prepared in Q1, Y4.

2.9.2 Approved draft Annual Administrative report in CC meeting, City Council meeting at NCC, CoCC, GCC and ChCC approved their FY 2016-17 Annual Administrative reports in Q4, Y3, while RpCC approved in Q1, Y4.

2.9.3 Annual Administrative report published, NCC, CoCC, GCC and ChCC published their FY 2016-17 Annual Administrative reports in Q4, Y3, while RpCC published in Q1, Y4.

Area 3: Tax Reform**Activity 3.1: Improve capability/efficiency of tax assessment**

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
3.1.1 Deployed senior tax assessor	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A

2h

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
3.1.2 Deployed tax assessors and collectors one/1000 holdings	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
3.1.3 Introduced tax assessment manual/guideline prepared by PCO	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
3.1.4 Received training on capacity development (deployed staff)	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
3.1.5 Conducted re- assessment in 5 years interval	As req.	Yes	Yes	Yes	Yes	Yes	N/A	Yes	N/A	Yes	Yes
3.1.6 Introduced software for tax assessment database	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
3.1.7 Created link system between "holding tax ID number" and construction registration	As req.	No	No	Yes	N/A	Yes	N/A	No	No	No	No
3.1.8 Increased Tax collection	2/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3.1.9 Prepared quarterly report	12/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

3.1.1 Deployed senior tax assessor: all CC (5) employed and/or deployed senior Tax Assessor before Q2, Y3.

3.1.2 Deployed tax assessors and collectors one/1000 holdings, NCC deployed a total of 41 staff (tax assessors/collectors) in tax section, CoCC 44, RpCC 33, GCC 25 and ChCC deployed a total of 127 staff in tax section before Q2, Y3.

3.1.3 Introduced tax assessment manual/guideline prepared by PCO, all CC (5) introduced PCO supplied tax assessment manual/guideline before Q2, Y3.

3.1.4 Received training on capacity development (deployed staff), deployed tax section staff of all CC (5) received three days long skill up training on "Financial Management Software" from PCO before Q2, Y3.

3.1.5 Conducted re- assessment in 5 years interval, NCC (Shidhirganj zone) and CoCC continuing tax re-assessment survey since in Q1, Y3 and ChCC completed tax re- assessment survey in Q4, Y3. The tax re assessment of RpCC and GCC will be due in July 2018.

3.1.6 Introduced software for tax assessment database, NCC, CoCC and ChCC introduced computerized system for tax assessment database. Rest of two CC (RpCC & GCC) introduced MSU software for tax assessment database in 2016. *None of the CC uses IFM software, because the software not ready yet till Q1, Y4.*

3.1.7 Created link system between holding tax ID number and construction registration, CoCC and RpCC created link system between holding tax ID number and construction registration and continuing till Q1, Y4. *NCC, GCC and ChCC, needs to find ways because two different authorities RAJUK/CDA and City Corporations are involved in this regard.*

3.1.8 Increased Tax collection, NCC collected 25% tax of quarterly target BDT 364,287,451/=; CoCC 36% of BDT 67,686,122/= RpCC 39% of BDT 92,121,088/=; GCC 29% of BDT 850,000,000/= and ChCC collected 19% of quarterly target of BDT 3,476,212,053/= in Q1, Y4.

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3.1.9 Prepared quarterly report, tax department/section of all CC (5) prepared tax collection quarterly progress report in Q1, Y4.

Activity 3.2: Interim tax assessment carried out throughout the year and collection increased

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
3.2.1 Identified missing holdings and bring them to assessment registration	As req.	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No
3.2.2 Prepared quarterly progress report and present it City Corporation meeting	As req.	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No
3.2.3 Review progress of interim assessment linking with Finance and Establishment Standing Committee and place the report to CC monthly meeting	As req.	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No
3.2.4 Submitted quarterly tax collection progress report to PCO	13/CC	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
3.2.5 Prepared plan to increase holding tax collection efficiency up to 85% by year 4	1/CC	Yes	N/A	No	Yes	Yes	N/A	No	No	No	Yes
3.2.6 Increased tax collection efficiency	As req./CC	Yes	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes

N/A= Not Applicable, P/I= Process Initiated

Analysis:

3.2.1 Identified missing holdings and bring them to assessment registration, the tax departments/sections of RpCC identified and included 24 missing holdings on to their tax register book and GCC 119 in Q1, Y4, while, tax departments/sections of NCC, CoCC and ChCC shall identify and include missing holding on to their tax register book on completion of ongoing tax re-assessment.

3.2.2 Prepared quarterly progress report and present it City Corporation meeting, the tax departments/sections of RpCC and GCC prepared quarterly progress report on missing holdings identification and inclusion on to their tax register book and presented to CC meeting, while, tax departments/sections of NCC, CoCC and ChCC prepared and presented tax re-assessment progress report and presented to their city council meetings in Q1, Y4.

3.2.3 Review progress of interim assessment linking with Finance and Establishment Standing Committee and place the report to CC monthly meeting, the tax departments/sections of RpCC and GCC reviewed interim tax assessment progress, linked with F & E Standing Committees and placed report to CC monthly meetings on 27.9.2017 & 28.9.2017 respectively, while, tax departments/sections of NCC, CoCC and ChCC didn't perform this activity because of on-going tax re-assessment work.

3.2.4 Submitted quarterly tax collection progress report to PCO, RpCC, GCC and ChCC submitted quarterly tax collection progress report of Q1, Y4 to PCO on 12.10.2017, 10.10.2017, 8.11.2017 respectively, while NCC and CoCC did not submit tax collection progress report of Q1, Y4 to PCO since start of tax re-assessment in Q3, Y3.

3.2.5 Prepared plan to increase holding tax collection, NCC and RpCC prepared plan to increase holding tax collection up to 85% by project year 4 in Q3, Y3 and Q2, Y3 respectively, while CoCC and ChCC in Q1, Y4, but GCC at all did not prepare such plan till Q1, Y4.

3.2.6 Increased tax collection up to 85%, NCC reached on to 25% holding tax collection efficiency CoCC 36%, RpCC 39%, GCC 29% and ChCC reached on to 19% holding tax collection efficiency of FY 2017-18 in Q1, Y4.

Activity 3.3: Re-identification of tax source

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
3.3.1 Examined re-identified new tax sources once a year by F&E Standing Committee	3/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
3.3.2 Prepared proposal for new tax sources by F&E Standing Committee and submit to City Corporation	4/CC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3.3.3 Held F&E Standing Committee meeting 4 times a year	13/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

3.3.1 Examined re-identified new tax sources once a year by F&E Standing Committee, the F&E Standing Committees of all CC (5) didn't re-examine new identified tax sources in Q1, Y4, because, they couldn't identify new sources.

3.3.2 Prepared proposal for new tax sources by F&E Standing Committee and submit to City Corporation, none of F&E Standing Committee prepared and submitted proposal for new tax sources to City Council meeting in Q1, Y4, because they could not find any new tax sources.

3.3.3 Held F&E Standing committee meeting 4 times a year, out of targeted 13 F&E Standing Committee quarterly meetings in each CC, NCC held 9 F&E Standing Committee meetings, CoCC 8, RpCC 9, GCC 9 and ChCC held 25 F&E Standing Committee quarterly meetings till Q1, Y4. Among the meetings, NCC held 1, CoCC 1, RpCC 1, GCC 1 and ChCC held 3 in Q1, Y4.

Area 4: Financial Reform

Activity 4.1: Introduce "financially independent accounting system" in water supply and waste management sector (T5)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.1.1 Created independent bank account for WS and WM	2/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
4.1.2 Introduced computerize accounting system for WS and WM	2/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
4.1.3 Maintained independent loss and profit account of WS and WM	2/CC	No	No	No	No	No	No	No	No	No	No
4.1.4 Properly adjusted water tariff and conservancy rates to recover O&M cost	As app.	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

4.1.1 Created independent bank account for water supply and waste management, all CC (5) created independent bank account for waste management, while RpCC, CoCC and GCC also created independent bank account for water supply before Q2, Y3. But NCC and ChCC did not require creating independent bank account for water supply, because water supply in those areas are operated by WASAs.

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4.1.2 Introduced computerize accounting system for water supply and waste management, CoCC, RpCC, and GCC (3) introduced computerize accounting system for water supply only in Q2, Y3, *but none introduced computerized accounting system for waste management till Q1, Y4.*

4.1.3 Maintained independent loss and profit account of water supply and waste management, all CC (5) maintains monthly income and expenditure accounts for WS and WM wherever applicable, *but none of them maintains loss and profit account in real term till Q1, Y4.*

4.1.4 Properly adjusted water tariff and conservancy rates to recover O&M cost, all CC (5) increased water tariff and conservancy rates over the years, *but didn't properly adjust to recover O&M cost till Q1, Y4.*

Activity 4.2: Diversify earnings from Business Operated by CCs (T6)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.2.1 Examined diversification of business operated by CC at F&E Standing Committee	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
4.2.2 Prepared proposal for new business activities at F&E Standing Committee and submitted to CC Council meeting for action according to CC Act 2009	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

N/A= Not Applicable

Analysis:

4.2.1 Examined diversification of business operated by CC at F&E Standing Committee, the F&E Standing Committees at CC level are used to examine diversity of business operated by CC to increase earnings and seek out new business in the CC territory annually till Q4, Y3, *but no new diversified business option examined in Q1, Y4.*

4.2.2 Prepared proposal for new business activities at F&E Standing Committee and submitted to CC Council meeting for action according to CC Act 2009, all F&E Standing Committees at CC level prepared and submitted new business proposal as applicable to their CC council meeting for onward action before Q2, Y3. Besides, RpCC and ChCC prepared and submitted new business proposal on "joint venture CRP hospital" and "multi-stored shopping mall construction" respectively according to CC Act 2009 in Q4. Y3, *but none of the CC prepared any new business proposal in Q1, Y4.*

Activity 4.3: Establish integrated computer systems

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.3.1 Installed the integrated software (IFMS) and linked to accounting, tax database, reserve fund for rehabilitation and budget	1/CC	No	No	No	No	No	No	No	No	No	No
4.3.2 Provided staff training on operation of IFMS software	1/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

4.3.1 Installed the integrated financial management software (IFMS) and linked to accounting, tax database, none of the CC (5) installed Integrated Financial Management Software (IFMS) link in to accounting and tax database, because IFMS is not ready till Q1, Y4.

4.3.2 Provided staff training on operation of IFMS software, none of the CC (5) provided training to the management level users and specific operational users at CC on “operation of IFM software”, because the software is not available and installed till Q1, Y4.

Activity 4.4: Financial statement prepared, and internal audit department carryout audit within 3 months after the closure of fiscal year

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.4.1 Prepared financial statement within the following month of each FY	3/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.4.2 Disclosed financial statement at CC notice board	3/CC	No	Yes	No	No	No	Yes	No	No	No	Yes
4.4.3 Conducted internal audit within the following three months of each FY	3/CC	Yes	No	No	No	Yes	No	No	No	Yes	No
4.4.4 Submitted internal audit report to City Corporation meeting and PCO	3/CC	No	No	No	No	Yes	No	No	No	No	No

N/A= Not Applicable

Analysis:

4.4.1 Prepared financial statement within the following month of each FY, accounts departments of all CC (5) prepared financial statements within a month closer of the fiscal year till FY 2016-17, Among them, accounts departments of RpCC handed over financial statements to the internal audit committees on 20.7.2017.

4.4.2 Disclosed financial statement at CC notice board, NCC, RpCC and ChCC disclosed financial statement of FY 2016-17 on their website/notice board in Q1, Y4, *but CoCC and GCC didn't disclosed financial statement of FY 2016-17 either on their website or notice board till Q1, Y4.*

4.4.3 Conducted internal audit within three months of each FY, *NCC and ChCC didn't complete internal audit of FY 2015-16. Furthermore, none of the CC (5) conducted internal audit of FY 2016-17 till Q1, Y4.*

4.4.4 Submitted internal audit report to City Council meeting and PCO, *none of the CC (5) authority submitted internal audit report of FY 2016-17 to their City Council meetings and PCO till Q1, Y4.*

Activity 4.5: Non-tax own revenue source increased at least by inflation rate in each year

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.5.1 Updated annual plan for non-tax revenue collection	4/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.5.2 Monitored monthly progress implementation of updated non-tax revenue collection plan	39/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.5.3 Reviewed updated non-tax revenue collection status every month by CEO/Secretary	39/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.5.4 Reviewed progress of other non-tax revenue ²⁵ in the monthly meeting of CC	As req.	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

²⁵ Other non-tax revenues are lease, fees for markets; concession fees for bus/truck terminal, water tariff etc.

Analysis:

4.5.1 Updated annual plan for non-tax revenue collection, all CC (5) updated their annual non-tax revenue collection plan for FY 2017-18 in Q1, Y4.

4.5.2 Monitored monthly progress implementation of updated non-tax revenue collection plan, all CC (5) monitored implementation progress of annual non-tax revenue plan every month till Q1, Y4.

4.5.3 Reviewed updated non-tax revenue collection status every month by CEO/Secretary, the CEO/Secretary of all CCs (5) reviewed non-tax revenue collection status every month till Q1, Y4.

4.5.4 Reviewed progress of other non-tax revenue in City Council monthly meeting, all CC (5) reviewed progress of non-tax revenue collection status in their City Council meetings in Q1, Y4.

Activity 4.6: All due debts to GOB and other entities fully repaid according the schedule

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.6.1 Reviewed documents related to all due debts of GOB and others	4/CC	Yes	N/A	N/A	N/A	Yes	N/A	Yes	N/A	Yes	N/A
4.6.2 Prepared budget provision for full repayment	4/CC	Yes	Yes	N/A	N/A	No	Yes	Yes	Yes	Yes	Yes
4.6.3 Prepared quarterly repayment statement on all due debt and send to PCO	13/CC	Yes	No	N/A	N/A	Yes	Yes	Yes	Yes	No	No

N/A= Not Applicable

Analysis:

4.6.1 Reviewed documents related to all due debts of GOB and others, NCC, RpCC, GCC and ChCC didn't review BMDF loan documents during Q1, Y4 because they follow repayment schedule. CoCC did not receive such loan from any financier including GoB.

4.6.2 Prepared budget provision for full repayment, NCC, RpCC, GCC and ChCC kept budget provision for full repayment of due debts to BMDF for FY 2017-18.

4.6.3 Prepared quarterly repayment statement on all due debt and send to PCO, out of 13 targeted quarterly repayment statements of each CC on all due debt, NCC prepared and sent total 4 repayment statements, RpCC 3 and GCC prepared and sent 6 repayment statements to PCO till Q1, Y4. Among the repayment statements, RpCC and GCC sent 1th quarter re-payment statement of FY 2017-18 to PCO on 18.10.2017 and 10.10.2017 respectively, *but ChCC did not at all send any repayment statements to PCO till Q1, Y4.*

Activity 4.7: Outstanding bills older than 3 months, including: I. electricity and II. Telephone, paid in time

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.7.1 Ensured regular receipt of electricity and telephone bills	78/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.7.2 Settled dispute over arrear electricity and telephone bills	As required	N/A	N/A	No	No	No	No	N/A	N/A	Yes	No
4.7.3 Provisioned in annual budget for electricity and telephone bill payment	4/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.7.4 Paid electricity and telephone bill regularly	78/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.7.5 Reviewed progress of bill payment in CC monthly meeting	78/CC	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No

N/A= Not Applicable

Analysis:

4.7.1 Ensured regular receipt of electricity and telephone bills, all CC (5) receipt targeted 78 monthly electricity and telephone bills each regularly till Q1, Y4.

4.7.2 Settled dispute over arrear electricity and telephone bills, ChCC settled disputes over arrear street light electricity bill issue and made partial payment of BDT 12,311,294/= on 22.6.2017 and other than disputed street light electricity bills, rest are paid regularly till Q1, Y4 of FY 2017-18. *CoCC and RpCC did not settle arrear water supply and street light electricity bill issues amounting of BDT 17,223,295/= and 80,000,000/= (of Pourashava period) respectively till Q1, Y4.*

4.7.3 Provisioned in budget for electricity and telephone bill payment, all CC (5) kept budget provision for payment of electricity and telephone bills till FY 2017-18.

4.7.4 Paid electricity and telephone bill regularly, all CC (5) paid electricity and telephone bills regularly till Q1, Y4, *other than disputed arrear electricity bills of CoCC, RpCC and ChCC.*

4.7.5 Reviewed progress of bill payment in CC monthly meeting, the CEOs/Secretaries of RpCC and GCC presented progress of monthly electricity and telephone bill payment status in City Council monthly meetings for review till Q1, Y4. *The CEOs/Secretaries of NCC, CoCC and ChCC did not present electricity and telephone bill payment status in their monthly Council meeting for review in Q1, Y4, rather they present need base.*

Activity 4.8: Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
4.8.1 Prepared draft budget proposal in accordance with the budget and actual outlays of the previous year	4/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
4.8.2 Obtained comments/suggestions on draft budget (disclosed and displayed) from citizens and CSCCs	4/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
4.8.3 Finalized and approved budget in City Council meeting	4/CC	Yes	N/A	Yes	N/A	Yes	Yes	Yes	Yes	Yes	N/A

N/A= Not Applicable

Analysis:

4.8.1 Prepared draft budget proposal in accordance with the budget and actual outlays of the previous year, all CC (5) prepared draft budget proposals for FY 2017-18 in accordance with the budget and actual outlays of FY 2016-17 in Q4, Y3.

4.8.2 Obtained comments/suggestions on draft budget (disclosed and displayed) from citizens and CSCCs, NCC, CoCC and ChCC (3) had pre-budget discussion session on draft budget of FY 2017-18 and received comments/suggestions from citizens and CSCC, while RpCC and GCC received comments/suggestions only from CSCCs in Q4, Y3.

4.8.3 Finalized and approved budget in CC meeting, all CC (5) finalized and approved FY 2017-18 Annual Budgets in their city council meetings in Q4, Y3.

Area 5: Citizen’s Awareness and Participation

Activity 5.1: Civil Society Coordination Committee (CSCC) (T7)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.1.1 Established CSCC ²⁶ in accordance with composition and ToR	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.1.2 Assist, supervise and monitor the progress of CCIDP implementation according to guidelines	When req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5.1.3 Sector-wide working group facilitated need identification and prioritization	When req.	No	No	No	No	No	No	No	No	No	No
5.1.4 Obtained approval of CAP from CC	As req.	No	No	No	No	No	No	Yes	N/A	No	No
5.1.5 CSCC quarterly general meeting	13/CC	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5.1.6 Identified women citizen’s role in solving CC related problem/ issue	When req.	No	No	No	No	No	No	No	No	No	No
5.1.7 Took appropriate & effective decisions for increasing revenue income	When req.	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
5.1.8 Discussion on problems & suggestions that identified in the Ward Level Coordination Committee (WLCC) and find out the ways and means to mitigate the problems	When req.	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
5.1.9 Prepared proposals for advocacy for urban policy reform	When req.	No	No	No	No	No	No	No	No	No	No
5.1.10 Gave necessary recommendations on CC proposed budget for next year	When req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.1.11 Recorded CSCC meeting decisions and follow-up action/ status of implementation	When req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

5.1.1 Established CSCC in accordance with composition and ToR, CSCCs are established all CC (5) in accordance with composition and ToR before Q2, Y3; NCC & CoCC re-established CSCCs after sitting new elected City Council in Q3, Y3. NCC & CoCC also introduced CSCC 2nd phase ToR in Q3, Y3 & Q4, Y3 respectively, *but RpCC, GCC and ChCC did not introduce CSCC 2nd phase ToR till Q1, Y4.*

5.1.2 Assist, supervise and monitor the progress of CCIDP implementation according to guidelines, all CSCC (5) at CC levels used to provide necessary assistance, supervision and progress monitoring support in implementing City Corporation’s Infrastructure Development Plan (CCIDP) till Q1, Y4.

²⁶ Comprises of Mayor, CEO, CC officials who are in-charge of the topic of the specific CSCC meeting, representative of relevant Standing Committees, professional groups, civil societies/NGOs, private sectors (agriculture, processing and commercial industries), women, urban poor/CBO representatives, and additional member(s) or guest by Mayor’s appointment.

5.1.3 Sector-wide working group facilitated need identification and prioritization, none of the Sector-wide Working Group at CC levels facilitated physical work need identification and prioritization till Q1, Y4.

5.1.4 Obtained approval of CAP from CC, Civil Society Coordination Committee (CSCC) of GCC obtained approval of all (10) CAPs from City Council in Q2, Y3. Rest CSCC (4) did not obtain approval of CAP till Q1, Y4.

5.1.5 CSCC quarterly general meeting, out of targeted 13 CSCC quarterly general meetings each, CSCC of NCC held 8 meetings, CoCC 7, RpCC 9, GCC 9 and CSCC of ChCC held 10 meetings till Q1, Y4. Among the CSCC meetings, NCC held 1 (10.7.2017), CoCC 1 (28.9.2017), RpCC 1 (18.9.2017), GCC 1 (19.9.2017) and ChCC held 1 meeting (12.7.2017) in Q1, Y4.

5.1.6 Identified women citizen's role in solving CC related problem/issue, none of the CSCC (5) identified women citizen's role in solving CC related problems till Q1, Y4.

5.1.7 Took appropriate & effective decisions for increasing revenue income, CSCC (5) at all CC took decisions in different occasions to identify missing holdings, tax re-assessment, tax rebate, organize tax fair, raise citizen awareness, increase tax collectors, skill development training for tax section staff, introduce computer based tax accounting system etc. for increasing revenue income till Q4, Y3, but none of the CSCC took such appropriate and effective decisions for increasing revenue income in Q1, Y4.

5.1.8 Discussion on problems & suggestions that identified in the Ward Level Coordination Committee (WLCC) and find out the ways and means to mitigate the problems, the problems and suggestions that identified in WLCCs are discussed in CSCC meeting when raised by the respective ward councilor in Q1, Y4

5.1.9 Prepared proposals for advocacy for urban policy reform, none of the CSCC (5) prepared proposal for advocacy for urban policy reform till Q1, Y4.

5.1.10 Gave necessary recommendations on CC proposed budget for next year, all CSCC (5) provided necessary recommendations on CC proposed Annual Budgets for FY 2017-18 in Q4, Y3.

5.1.11 Recorded CSCC meeting decisions and follow-up action/status of implementation, all CSCC (5) meeting decisions & actions are recorded and followed-up action/status of implementation of the decisions in the subsequent meetings till Q1, Y4.

Activity 5.2: Establishment of Ward Level Coordination Committee (WLCC) (T8)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.2.1 Established Ward Level Coordination Committees (WLCCs) in each ward	1/ Ward	Yes	N/A	Yes	Yes	Yes	N/A	Yes	N/A	Yes	N/A
5.2.2 Arranged WLCC meeting	7/ Ward	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5.2.3 Reviewed progress of civil works (quality and problems)	As req.	No	No	No	Yes	No	Yes	No	No	Yes	Yes
5.2.4 Presented progress of civil works in CSCC meeting (through ward councilors)	As req.	No	No	No	No	No	No	No	No	No	Yes
5.2.5 Conducted awareness raising activity for payment of tax and user charges of the Ward	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5.2.6 Involved implementation and management of WASH, SW, street light etc.	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.2.7 Arranged quarterly open discussion meeting on overall activities (inviting 150 citizens)	13/ Ward	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

5.2.1 Established Ward Level Coordination Committees (WLCCs) in each ward, ward level coordination committees are established in each ward under targeted CC (5) before Q2, Y3; including re-establishment after sitting new elected City Council at NCC in Q3, Y3 and CoCC in Q1, Y4.

5.2.2 Arranged WLCC meeting, out of minimum targeted 189 WLCC meetings at NCC held total 216 meetings in 27 wards; out of 189 at CoCC held 216 meetings in 27 wards; out of 231 at RpCC held 297 meetings in 33 wards; out of 399 at GCC held 397 meetings in 57 wards; and out of minimum targeted 287 WLCC meetings at ChCC held total 234 meetings in 41 wards till Q1, Y4. Among the meetings NCC held no meeting, RpCC 33, GCC 55 (W-38 & 47 meeting not held) and at ChCC held 41 WLCC meetings in 41 wards in Q1, Y4.

5.2.3 Reviewed progress of civil works (quality and problems), WLCC of ward-1 at CoCC, ward- 1, 28 & 31 at RpCC and WLCC of ward-9 at ChCC reviewed civil works progress in Q1, Y4, *no other WLCC reviewed civil works progress till Q1, Y4*

5.2.4 Presented progress of civil works in CSCC meeting (through ward councilors), only WLCC of w-9 at ChCC presented civil works progress in CSCC meetings in Q1, Y4, *no other WLCC presented civil works progress in CSCC meetings till Q1, Y4*

5.2.5 Conducted awareness raising activity for payment of tax and user charges of the Ward, WLCCs conducted casual awareness raising activity at ward level for raising payment of tax and user charges till Q1, Y4, *but nothing is in organized way.*

5.2.6 Involved implementation and management of WASH, SW, and Street Light etc. WLCCs are partly involved in implementation and management of WASH, SW and Street Light till Q1, Y4, *not as per project guidelines.*

5.2.7 Arranged quarterly open discussion meeting on overall activities (inviting 150 citizens), *none of the WLCC in any CC (5) arranged open discussion meeting inviting 150 citizens on overall ward level activities, including budget allocation from CC and peoples demand till Q1, Y4.*

Activity 5.3: Integration of Community and Formation of Community Group (CG)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.3.1 Conducted workshop ²⁷ on concept and implementation of CG activity according to the PCO guideline	1/CC	No	No	No	No	No	No	No	No	No	No
5.3.2 Selected target wards for waste collection pilot activity	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A

²⁷ participants are (at least 30-35 persons) local leaders, local elites/different professionals, male and female ward councilors, relevant officers of CC and Mayor also may be invited in the workshop.

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.3.3 provided training to CG members on management & implementation of activities	1 Cr. /CC	No	No	No	No	No	No	No	No	No	No
5.3.4 Reviewed the activities of waste collection and other social issues	As req.	No	No	No	No	No	No	No	No	No	No
5.3.5 Conducted training for CG on 3R	1 Cr./CC	No	No	No	No	No	No	No	No	No	No
5.3.6 Review 3R activities by CG	As req.	No	No	No	No	No	No	No	No	No	No
5.3.7 Formed community base organization (CBO) in the core area of pilot wards	As req.	Yes	N/A	Yes	N/A	No	No	No	No	Yes	N/A

N/A= Not Applicable, Cr. = Course

Analysis:

5.3.1 Conducted workshop on concept and implementation of CG activity according to the PCO guideline, none of the CC (5) conducted workshop on "Concept and Implementation of CG Activity" for local leaders/elites, professionals, councilors and relevant CC officials till Q1, Y4.

5.3.2 Selected target wards for waste collection pilot activity, NCC selected Ward-15, CoCC Ward-15, RpCC Ward-24, GCC Ward-43 and ChCC selected Ward-15 for waste collection pilot activities in Q2, Y3. No further advancement observed till Q1, Y4.

5.3.3 Provided training to CG members on management & implementation of activities, none of the CC (5) provided training to CG members on "Management & Implementation of Pilot Activities", till Q1, Y4.

5.3.4 Reviewed the activities of waste collection and other social issues, none of the CC (5) reviewed waste collection activities and other social issues of pilot wards till Q1, Y4.

5.3.5 Conducted training for CG on 3R, none of the CC (5) provided training on "3R" to CG/CBO members till Q1, Y4.

5.3.6 Review 3R activities by CG, none of the Community groups/organizations of selected pilot wards reviewed 3R activities till Q1, Y4.

5.3.7 Formed community base organization (CBO) in the core area of pilot wards, NCC, CoCC, and ChCC form/select CGs/CBOs in selected pilot wards to perform waste collection activities in Q3, Y3. RpCC & GCC did not form/select CGs/CBOs in selected pilot ward till Q1, Y4.

Activity 5.4: Gender action plan (GAP) prepared

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.4.1 Prepared Gender Action Plan (GAP)	1/CC	No	Yes	No	No	Yes	N/A	Yes	N/A	No	No
5.4.2 GAP endorsed by CSCC	1/CC	No	No	No	No	Yes	N/A	Yes	N/A	No	No
5.4.3 GAP approved by CC meeting	1/CC	No	No	No	No	Yes	N/A	No	No	No	No
5.4.4 Assigned officer to perform secretarial work for the Women Development Standing Committee	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.4.5 CC allocated budget for GAP	4/CC	No	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
implementation											
5.4.6 Prepared quarterly and annual report	13/CC 3/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

5.4.1 Prepared Gender Action Plan (GAP), Women Development Standing Committee at RpCC and GCC produced (not as per PCO guideline) Gender Action Plan in Q3, Y3, and NCC in Q1, Y4. *Women Development Standing Committees of CoCC and ChCC didn't prepare GAP till Q1, Y4.*

5.4.2 GAP endorsed by CSCC, CSCC at RpCC and GCC endorsed Gender Action Plans in Q3, Y3, *but CSCC at NCC, CoCC and ChCC did not endorse GAP till Q1, Y4.*

5.4.3 GAP approved by CC meeting, City Council meeting at RpCC approved GAP on 11.4.2017, *rest City Councils (4) did not approve GAP till Q1, Y4.*

5.4.4 Assigned officer to perform secretarial work of the Women Development Standing Committee, all CC (5) assigned officer to perform secretarial work of the Women Development Standing Committee before Q2, Y3 and continuing till Q1, Y4.

5.4.5 CC allocated budget for GAP implementation, all CC (5) allocated budget for GAP implementation in FY 2017-18 budget under ICGIAP cost head. Among them, NCC, RpCC and GCC have GAP till Q1, Y4.

5.4.6 Prepared quarterly and annual reports, WDSC of RpCC prepared only 4th quarter GAP implementation progress report on 21.5.2017, *rest none prepared GAP implementation quarterly and annual progress report till Q1, Y4.*

Activity 5.5: Poverty reduction action plan (PRAP) prepared and implemented with inclusion of slum

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.5.1 Established steering committee as per composition ²⁸	1/CC	Yes	No	Yes	No	Yes	N/A	Yes	N/A	Yes	N/A
5.5.2 Task Team (Micro Credit)	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.3 Task Team (Education & Health)	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.4 Task Team (Physical Work)	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.5 Officials (Slum Development officer) are assigned for facilitating poverty reduction standing committee's activities	1/CC	Yes	N/A	Yes	Yes	Yes	N/A	Yes	N/A	Yes	N/A
5.5.6 Prepared PRAP by poverty reduction standing committee with budget	1/CC	No	No	No	Yes	No	No	Yes	N/A	No	No
5.5.7 Held workshop ²⁹ on PRAP guideline	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A

²⁸ Comprises of Mayor, Chairperson of Standing Committee for Poverty Reduction and Slum Development, male and female ward councilors, CEO, Chief Engineer, Health Officer, Accounts Officer, Education Officer/ Officer in Charge, Slum Development Officer/ Officer in Charge, Conservancy Officer, and Secretary.

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.5.8 PRAP revised and endorsed by CSCC	As req.	No	No	No	No	No	No	No	No	No	No
5.5.9 PRAP approved by CC meeting	1/CC	No	No	No	No	No	No	No	No	No	No
5.5.10 Selected and approved slum	10/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.11 Formed primary female user group	150/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.12 Established mother and child care services	10/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.13 Established satellite school service	10/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.14 Established saving, credit and IGAs	10/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.15 Provided training on IGAs	As req.	No	No	No	No	No	No	No	No	No	No
5.5.16 Provided small infrastructure development services	As feas. /CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.5.17 Prepared annual report	3/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable, Feas. = Feasible

Analysis:

5.5.1 Established Steering Committee as per composition, all CC (5) established Steering Committees to guide PRAP implementation before Q2, Y3; *NCC & CoCC didn't re-establish after sitting new council till Q1, Y4.*

5.5.2 Task Team (Micro Credit), all CC (5) established task team to guide micro credit implementation under PRAP, before Q2, Y3, *but not functional.*

5.5.3 Task Team (Education & Health), all CC (5) established task team to guide Education & Health implementation under PRAP, before Q2, Y3, *but not functional.*

5.5.4 Task Team (physical work), all CCs (5) established task team to guide physical work implementation under PRAP, before Q2, Y3, *but not functional.*

5.5.5 Officials (Slum Development officer) are assigned for facilitating standing committee's activities, all CC (5) assigned officials (Slum Development officer) to facilitate Poverty Reduction Standing Committee activities before Q2, Y3. NCC and CoCC re-assigned in Q3, Y3 and Q4, Y3 respectively after sitting new elected city council.

5.5.6 Prepared PRAP by poverty reduction standing committee with budget, Poverty Reduction and Slum Development Standing Committee at GCC prepared PRAP with budget (not as per PCO guideline) before Q2, Y3 and CoCC prepared in Q1, Y4, *rest CC (3) didn't prepare PRAP till Q1, Y4.*

5.5.7 Held workshop on PRAP guideline, all CC (5) organized workshop on "PRAP guideline" only with CC officials before Q2, Y3, *but officials of other agencies involved in similar activities and LGED were not invited in the workshop.*

5.5.8 PRAP revised and endorsed by CSCC, *CSCC at RpCC & GCC didn't endorsed PRAP till Q1, Y4.*

5.5.9 PRAP approved by CC meeting, *City Council at RpCC & GCC didn't approved PRAP in their meetings till Q1, Y4.*

²⁹ Workshop participants are CC officials and agencies involved in the poverty reduction activities like Social Welfare Cooperative, NGOs, Ansar/VDP, LGED etc.

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5.5.10 Selected and approved slum, all City Council (5) approved selected 10 slums each for PRAP implementation before Q2, Y3.

5.5.11 Formed primary female user group, formed 30 primary female user groups in each CC before Q2, Y3.

5.5.12 Established mother and child care services, each CC (5) introduced mother and child care services in selected slums before Q2, Y3 and continuing till Q1, Y4.

5.5.13 Established satellite school service, each CC (5) started pre-primary education services in selected slums before Q2, Y3 continuing till Q1, Y4.

5.5.14 Established saving, credit and IGAs, each primary female user groups started weekly saving program before Q2, Y3, but credit and IGA support started in Q4, Y3.

5.5.15 Provided training on IGAs, *none of the CC provided need based IGA training to beneficiaries till Q1, Y4.*

5.5.16 Provided small infrastructure development services, all CC (5) started to provide small infrastructure development services in approved slums in Q4, Y3.

5.5.17 Prepared annual report, *none of the poverty reduction standing committee at CC (5) prepared annual progress reports till Q1, Y4.*

Activity 5.6: Revision of citizen charter

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.6.1 Assigned working group/officer in charge for preparation/revision of the citizen charter	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.6.2 Revised citizen charter approved by CSCC	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
5.6.3 Revised citizen charter annually	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
5.6.4 Displayed citizen charter	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

N/A= Not Applicable

Analysis:

5.6.1 Assigned working group/officer in charge for preparation/revision of the citizen charter, NCC assigned officer in-charge on 7.4.2016, CoCC assigned officer in-charge on 14.6.2016, RpCC assigned working group comprises of CEO, Town Planner and Senior Programmer on 25.4.2016, GCC on ---- and ChCC assigned officer in-charge on 20.4.2016 for preparation/revision of the Citizen Charter.

5.6.2 Revised citizen charter approved by CSCC, *none of the CSCC (5) revised their citizen charter of FY 2017-18 till Q1, Y4.*

5.6.3 Revised citizen charter annually, *none of the CC (5) revised and approved their citizen charter of FY 2017-18 till Q1, Y4.*

5.6.4 Displayed citizen charter, NCC, RpCC, GCC and ChCC disclosed revised citizen charter through display, booklet, local newspaper and website in FY 2016-17, *but none of the CC displayed revised citizen charter of FY 2017-18.*

Activity 5.7: Citizen report cards prepared, approved and implemented by CSCC

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.7.1 Assigned 3 members task team ³⁰ to organize citizen report card survey	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
5.7.2 Task team/WG to prepared citizen report card	1/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
5.7.3 Conducted minimum 500 questionnaire surveys	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
5.7.4 Discussed draft CRC report and recommendation taken from CSCC	4/CC	No	No	No	No	No	No	No	No	No	No
5.7.5 Compiled the result and disclose at least twice within phase-2	4/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

5.7.1 Assigned 3 members task team to organize citizen report card survey, all CC (5) formed 3 members task team and assigned to organize citizen report card survey before Q2, Y3, *but none of task team was actively involved in citizen report card survey.*

5.7.2 Task team/WG to prepared citizen report card, *none of Task Team/Working Group prepared Citizen Report Card till Q1, Y4.*

5.7.3 Conducted minimum 500 questionnaire surveys, each CC (5) carried out citizen report card survey with 100 holdings *instead of 500 in Q3, Y3.*

5.7.4 Discussed draft CRC report and recommendation taken from CSCC, Senior Slum Development Officer (SDO), GCC reported that draft CRC report was discussed in CSCC meeting on 5.6.2017, *but no documentary evidence found in regards to presenter and ultimate any recommendation of CSCC to finalized CRC report, while other CSCCs didn't discuss CRC report in their meetings till Q1, Y4.*

5.7.5 Compiled the result and disclose at least twice within phase-2, *Junior Facilitators reported that CRC survey report were compiled by GICD specialists but copies were not available at CCs and Task Team/Working Group are not aware about compilation of the CRC report, while none of the Task Team/Working Group disclosed CRC survey result till Q1, Y4.*

Activity 5.8: Grievance -redress cell (GRC) established with revised terms of reference and functional

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.8.1 Assigned official to set the GRC	1/CC	Yes	N/A	Yes	No	Yes	N/A	Yes	N/A	Yes	N/A
5.8.2 Established Grievance Redress Cell at CC office.	1/CC	Yes	N/A	Yes	No	Yes	N/A	Yes	N/A	Yes	N/A
5.8.3 Held one or more GRC meeting every month along with APs	As req.	No	No	No	No	No	No	No	No	No	No
5.8.4 Invited potential complaints in the GRC and held meeting if require	As req.	No	No	No	No	No	No	No	No	No	No

³⁰ Comprises of the 3 members assigned by Mayor

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Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
5.8.5 Kept record of all Grievances	As req.	No	No	No	No	No	No	No	No	No	No
5.8.6 Presented grievance redress agenda in City Corporation meeting for taking appropriate action	As req.	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

5.8.1 Assigned official to set the GRC, all CC (5) assigned officer in-charge to set the GRC before Q2, Y3.

5.8.2 Established Grievance Redress Cell at CC office, all CC (5) established Grievance Redress Cell as per CGP guideline before Q2, Y3 *but not functioning, other project established GRCs are supplementing functions. CoCC didn't re-establish GRC after sitting new city council till Q1, Y4.*

5.8.3 Held one or more GRC meeting every month along with APs, need based GRC meetings are held at CCs, *but no GRC meeting held during Q1, Y4, since there is no compensation provision in CGP and need of GRC regular meeting.*

5.8.4 Invited potential complaints in the GRC and held meeting, if require, *no evidence of inviting potentials complaints observed in any City Corporation till Q1, Y4.*

5.8.5 Kept record of all Grievances, *no evidence observed of maintaining register, meeting notice, meeting minutes etc. for keeping records of all grievances till Q1, Y4*

5.8.6 Presented grievance redress agenda in City Corporation meeting for taking appropriate action, *no documentary evidence found of presenting grievance redress agenda in CC meeting for taking appropriate action till Q1, Y4*

Area 6: Urban Planning and Environment Improvement

Activity 6.1: Initiate/update master plan

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.1.1 Available master plan (including drainage, traffic & transportation, land use, solid waste management etc.)	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.1.2 Available detailed area plan	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.1.3 Available action plan for infrastructure and public facilities	1/CC	No	No	No	No	No	No	No	No	No	No
6.1.4 Assigned officer in charge ³¹ for each plan	1/CC	Yes	N/A	No	No	No	No	No	No	No	No
6.1.5 Established committee for each plan ³²	1/CC	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

³¹ Officer in charge of CSCC, CDCC, and RAJUK/ CDC only in NCC, GCC & ChCC

³² Plans are drainage, traffic & transportation, land use, solid waste management etc.

Analysis:**6.1.1 Available master plan (including drainage, traffic & transportation, land use, solid waste management etc.),** following plans are available at CCs:

- Dhaka Metropolitan Development Plan (DMDP), 1995-2015, RAJUK included part of Narayanganj and Gazipur
- ChCC Metropolitan Master Plan, 1995-2015, CDA
- Narayanganj Action Area Plan (AAP), 2016-2021, LGED for extended part
- Gazipur Action Area Plan (AAP), 2016-2021, LGED for extended part
- Comilla City Corporation Master Plan, 2014-2034, LGED; and
- Rangpur City Corporation Master Plan, 2014-2034, LGED are already prepared and available including drainage, traffic & transportation, land use, solid waste management etc.

Among them, Narayanganj & Gazipur Action Area Plans (AAPs) and Comilla & Rangpur City Corporation Master Plans are submitted to LGD long ago for approval. *No further development observed till Q1, Y4.*

6.1.2 Available detailed area plan, Detail Area Plan (DAP) for Dhaka, 2010-2015, RAJUK included part of Narayanganj and Gazipur, those are now under revision; and the City Corporation Master Plan of Rangpur, Comilla, and Chittagong included Detail Area Plan (DAP). *No further development observed till Q1, Y4.*

6.1.3 Available action plan for infrastructure and public facilities, *none of the CC prepared their Action Plan for infrastructure and public facilities based on Master Plan till Q1, Y4.*

6.1.4 Assigned officer in charge for each plan, only NCC assigned Md. Moinul Islam, Urban Planner on 30.4.2017 for implementation, supervision and monitoring of structure plan, detail area plan, revised strategic transport plan-2035, and action area plan. *None of the rest CC (4) assigned officer in charge for each plan (drainage, traffic & transportation, land use, solid waste management etc.) till Q1, Y4.*

6.1.5 Established committee for each plan, *none of the CC established committee for each (drainage, traffic & transportation, land use, solid waste management etc.) infrastructure and public facilities plan till Q1, Y4.*

Activity 6.2: Development control implemented (T9)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.2.1 Assigned at least one qualified officer in charge for building permission	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.2.2 Defined signatory for application procedure	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.2.3 Identified illegal buildings	As req.	Yes	No	Yes	No	Yes	No	Yes	No	No	No
6.2.4 Taken any action for illegal buildings	As req.	Yes	No	Yes	No	Yes	No	Yes	No	No	No

N/A= Not Applicable

Analysis:

6.2.1 Assigned at least one qualified officer in charge for building permission, all CC (5) assigned one officer in-charge each for building permission before Q2, Y3.

6.2.2 Defined signatory for application procedure, all CC (5) defined signatories for application procedure before Q2, Y3. *Recently, on 16 July 2017 LGD under Ministry of LGRD & Cooperatives established a 11 members committee at CC level, headed by CEO and head of Engineering Department as member secretary for building permission and ensuring construction quality beyond development authority territory.*

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6.2.3 Identified illegal buildings, NCC identified 9 illegal buildings (residential and commercial), CoCC 131, RpCC 28 and GCC identified 41 illegal buildings in their territories in Q4, Y3, *but ChCC did not identify such buildings till Q1, Y4, because building permission authority belongs to CDA.*

6.2.4 Taken any action for illegal buildings, NCC informed RAJUK for necessary action against identified illegal buildings; CoCC, RpCC and GCC warned owners to demolish illegal portion of the buildings in Q4, Y3, *no further advancement observed in Q1, Y4.*

Activity 6.3: Practical use of City Corporation Infrastructure Development Plan (CCIDP)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.3.1 Published CCIDP in website or print copy for citizen access	1/CC/year	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.3.2 Shared revise CCIDP in CDCC by 2nd quarter each year	4/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes
6.3.3 Approved revise CCIDP by CC Parishad	4/CC	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	Yes	No
6.3.4 Approached to financial supporters to promote CCIDP	As req.	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

N/A= Not Applicable

Analysis:

6.3.1 Published CCIDP in website or print copy for citizen access all CC (5) prepared and published CCIDP for batch-1 sub-projects in their website or print copy for citizen access before Q2, Y3; NCC, CoCC & GCC only revised CCIDP in Q4, Y3. RpCC and ChCC revised and published CCIDP including batch-2 sub-projects in Q4, Y3 & Q1, Y4 respectively.

6.3.2 Shared revise CCIDP in CDCC by 2nd quarter each year, CDCCs at NCC, CoCC, RpCC and GCC (4) revised their CCIDP in Q4, Y3 including batch-2 sub-projects (on 19.6.2017, 20.6.2017, 27.4.2017 12.6.2017) and ChCC in Q1, Y4 (25.9.2017).

6.3.3 Approved revise CCIDP by CC Parishad, City Council of RpCC and GCC approved revised CCIDP of FY 2017-18 in Q4, Y3 (24.5.2016 and 22.6.2017) and NCC approved in Q1, Y4 (20.7.2017); *CoCC and ChCC did not approve revise CCIDP till Q1, Y4.*

6.3.4 Approached to financial supporters to promote CCIDP, NCC approached to ADB, DPP, BMDF, UNDP, WB and GoB; CoCC to ADB, DPP, WB, UNDP and GoB; RpCC to DPP, BMDF, WB, UNDP and GoB; GCC to ADB, DPP, BMDF, UNICEF, WB and GoB; and ChCC approached to ADB, DPP, BMDF, WB and GoB for financial supporter to promote CCIDP following planning discipline of the Bangladesh Government till Q4, Y3, *no further advancement observed in Q1, Y4.*

Activity 6.4: Establish O&M action plan

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.4.1 Available approved O&M action plan from PCO	1/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
6.4.2 Implemented O&M action plan	When required	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

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Analysis:

6.4.1 Available approved O&M action plan from PCO, all CC (5) prepared annual O&M action plan with budget provision once in Q3, Y2 for FY 2015-16 covering CGP funded subprojects and obtained approval from PCO. *None of the CC prepared annual O&M plan for subsequent years till Q1, Y4.*

6.4.2 Implemented O&M action plan, *reported that all CC (5) will implement PCO approved annual O&M action plan prepared for FY 2015-16, soon after contractor's maintenance period is over/expire.*

Activity 6.5: Environmental Conservation Act and Environment Framework (T10)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.5.1 Assigned officer(s) in charge of environmental conservation	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.5.2 Complied act and rules in its infrastructure development	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.5.3 Identified environmentally vulnerable areas and activities against Environmental Conservation Act	As req.	Yes	No	No	No	No	No	Yes	No	No	No
6.5.4 Taken action to stop the illegal activities which are not relay with Environmental Conservation Act	As req.	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

6.5.1 Assigned officer(s) in charge of environmental conservation, all CC (5) assigned officer in-charge of environmental conservation before Q2, Y3 and single short task unless any change occurs.

6.5.2 Complied act and rules in its infrastructure development, all CC (5) obtained required environmental clearance/concurrence from Department of Environment (DoE) and JICA for all 55 sub-projects under batch-1 and 77 sub-projects under batch-2 by Q3, Y3.

6.5.3 Identified environmentally vulnerable areas and activities against Environmental Conservation Act, NCC and GCC identified a few rivers and industries as vulnerable activities in Q4, Y3, *but none of the CC (5) identified on the map environmentally vulnerable areas against environment conservation act till Q1, Y4.*

6.5.4 Taken action to stop the illegal activities which are not relay with Environmental Conservation Act, NCC issued notice to 42 individual owners to stop use of those vulnerable buildings, similar notice published in local newspaper and requested concerned utility service providers to stop services in those identified living/commercial buildings in Q3, Y3. *None of the CC (5) took any action to stop the illegal activities which are not relay (vulnerable area and activity) with Environmental Conservation Act till Q1, Y4.*

Activity 6.6: Sanitary Situation

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.6.1 Assigned officer in charge of sanitation	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.6.2 Available situation analysis on overall sanitation	As req.	No	No	No	No	No	No	No	No	No	No

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
condition											
6.6.3 Available demand analysis and area selection for public and household toilets	As req.	No	No	No	No	No	No	No	No	No	No
6.6.4 Build public toilets	As req.	No	No	No	No	No	No	No	No	No	No
6.6.5 Maintained and operate public toilets	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6.6.6 Facilitated household toilet installation	As req.	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
6.6.7 Increased drainage connection for households' waste water	As req.	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

6.6.1 Assigned officer in charge of sanitation, all CC (5) assigned officer in charge of sanitation before Q2, Y3.

6.6.2 Available situation analysis on overall sanitation condition, *none of the CC (5) carried out/ updated situation analysis on overall sanitation condition till Q1, Y4.*

6.6.3 Available demand analysis and area selection for public and household toilets, *none of the CC (5) analyzed present demand and area for public and household toilets till Q1, Y4. All CC (5) prepared need lists of public toilets, which are not at all demand analysis.*

6.6.4 Build public toilets, *reported that RpCC constructed 7 public toilets from their own fund in Q3, Y3. But none of the constructed public toilets are from CGP fund till Q1, Y4.*

6.6.5 Maintained and operate public toilets, all CC (5) leased out existing public toilets with responsibility of regular operation, maintenance and small repair to lease holders till Q1, Y4.

6.6.6 Facilitated household toilet installation, all CC (5) constructed shared latrine in selected slums from CGP fund and user family contribution in Q1, Y4. *But, none facilitated individual household toilet installation till Q1, Y4.*

6.6.7 Increased drainage connection for household's waste water reported that house owners by themselves established household waste water connection with CGP constructed drains, number not known till Q1, Y4.

Activity 6.7: Solid Waste Management (T11)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.7.1 Assigned officers in charge for SWM, phase-1	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.7.2 Established solid waste management committee ³³ (SWMC), phase-1	1/CC	No	No	No	No	No	No	No	No	No	No

³³ Comprises of (7 to 9 members) representatives from each community group (CG), male & female ward councilors and one CC official.

2B

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
6.7.3 Prepared SWM plan, phase-1	1/CC	No	No	No	No	No	No	No	No	No	No
6.7.4 Trained staff on SWM, phase-1	1/CC	No	No	No	No	No	No	No	No	No	No
6.7.5 Signed agreement between CG and WLCC, phase-1	As req.	No	No	No	No	No	No	No	No	No	No
6.7.6 Established primary waste collection system in collaboration with CBO/private sectors, phase-1	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes	Yes	N/A
6.7.7 Located dustbins, solid waste deposits and transfer station in collaboration with community, phase-1	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.7.8 Coordinated to clean solid waste from road and drainage, phase-1	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.7.9 Collected solid waste in wider area and dispose it into a specific dumping site, phase-2	As req.	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
6.7.10 Initiated 3R piloting	As req.	No	No	No	No	No	No	No	No	No	No

N/A= Not Applicable

Analysis:

6.7.1 Assigned officers in charge for solid waste management, phase-1, all CC (5) assigned officers in-charge for Solid Waste Management before Q2, Y3.

6.7.2 Established solid waste management committee (SWMC), phase-1, *none of the CC established 7-9 members Solid Waste Management Committee with one representative from each community group (CG), male & female ward councilors and one CC official till Q1, Y4.*

6.7.3 Prepared solid waste management plan, phase-1, *none of the CC (5) prepared solid waste management plan as per PCO guideline till Q1, Y4.*

6.7.4 Trained staff for solid waste management, phase-1, *none of the CC (5) trained staff on solid waste management and community mobilization facilitator to promote leadership, even did not organize any public awareness and social mobilization activities as per PCO guideline till Q1, Y4.*

6.7.5 Signed agreement between CG and WLCC, phase-1, *no agreement signed between CG and WLCC for SWM at any CC till Q1, Y4.*

6.7.6 Established primary waste collection system in collaboration with CBO/private sectors, phase-1, reported that all CC (5) established primary waste collection system as their tradition before Q2, Y3, *not as per PCO guideline till Q1, Y4.*

6.7.7 Located dustbins, solid waste deposits and transfer station in collaboration with community, phase-1, reported that all CC (5) located dustbins, solid waste deposits and transfer station as their tradition before Q2, Y3, *not as per PCO guideline till Q1, Y4.*

6.7.8 Coordinated to clean solid waste from road and drainage, phase-1, reported that all CC (5) coordinates to clean solid waste from road and drainage in phase-1, as their tradition, *not as per PCO guideline till Q1, Y4.*

6.7.9 Collected solid waste in wider area and dispose it into a specific dumping site, phase-2, reported that all CC (5) collects solid waste in wider area and disposes those into specific dumping site since phase-2 as their tradition. *None of the CC have designated dumping site as per PCO guideline till Q1, Y4.*

6.7.10 Initiated 3R piloting, *none of CC (5) initiated 3R piloting till Q1, Y4.*

Area 7: Coordination System for Law Enforcement

Activity 7.1: Awareness campaign for Rule of Law

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
7.1.1 Assigned Law Officer	1/CC	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A	Yes	N/A
7.1.2 Prepared plans and budget for awareness campaign	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
7.1.3 Plans and budget approved by CC	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
7.1.4 Implemented campaign activity	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
7.1.5 Submitted report to Mayor & CEO	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

N/A= Not Applicable

Analysis:

7.1.1 Assigned Law Officer, all CC (5) assigned Law Officer before Q2, Y3, note that RpCC re-assigned Abu Sala Musa Md. Jangi, Secretary in Q4, Y3.

7.1.2 Prepared plans and budget for awareness campaign, *none of the Law Officer prepared annual plans and budget for specific awareness campaign issue for FY 2017-18 till Q1, Y4.*

7.1.3 Plans and budget approved by CC, *none of the law officer (5) presented plans and budget incorporating necessary comment/revision suggested by Standing Committee for Law and Discipline on specific awareness campaign issue for FY 2017-18 to city council meeting for approval till Q1, Y4.*

7.1.4 Implemented campaign activity, *none of the Law Officers guided implementation of one awareness campaign activity in FY 2017-18 till Q1, Y4.*

7.1.5 Submitted report to Mayor & CEO, *none of the Law Officers prepared awareness campaign report of FY 2017-18 till Q1, Y4.*

Activity 7.2: Law Enforcement Unit (LEU) established (T12)

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
7.2.1 Established Law Enforcement Unit (LEU) ³⁴	1/CC	Yes	N/A	Yes	No	Yes	N/A	Yes	N/A	Yes	N/A
7.2.2 Signed LEU circular by Mayor and distributed	1/CC	Yes	N/A	Yes	No	Yes	N/A	Yes	N/A	Yes	N/A
7.2.3 Conducted workshop ³⁵ on LEU guideline and activity	1/CC	No	No	No	No	No	No	No	No	No	No

³⁴ LEU comprises of member of the Standing Committee on Law and Discipline, Magistrate (nominated by the Deputy Commissioner if the magistrate is not appointed in the CC), Police Officer (nominated by the Superintendent of Police preferably ASP), and Law Officer.

³⁵ Participants of the workshop/seminar are elected representatives, members of the Standing Committees, Grievance Redress cell, Community Based Organization, elites of the city, concerned private organizations and journalists.

Sub-activity/Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
7.2.4 Prepared plans and budget for law enforcement	3/CC	No	No	No	No	No	No	No	No	No	Yes
7.2.5 Conducted training ³⁶ on law enforcement	1/CC	Yes	No	No	No	Yes	No	Yes	No	Yes	No
7.2.6 Implemented law enforcement activity	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
7.2.7 Produced report on law enforcement	4/CC	Yes	No	No	No	No	No	Yes	No	No	No
7.2.8 Established trial court	As req.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

7.2.1 Established Law Enforcement Unit (LEU), all CC (5) established LEU before Q2, Y3. NCC re-established LEU in Q4, Y3 after last City Council election, *while CoCC still need to re-establish LEU till Q1, Y4.*

7.2.2 Signed LEU circular by Mayor and distributed, all Mayor (5) issued and distributed circular in regards to establishment of LEU before Q2, Y3. The Mayor, NCC re-issued circular of LEU re-establishment in Q4, Y3 after last City Council election, *while CoCC yet to do.*

7.2.3 Conducted workshop on LEU guideline and activity, *none of the CC (5) conducted workshop with LEU members on formation, objectives, ToR and tasks to be performed by LEU, till Q1, Y4.*

7.2.4 Prepared plans and budget for law enforcement, only ChCC prepared plans & budget for law enforcement of FY 2017-18 in Q1, Y4, and all CC (5) kept block allocation in their FY 2017-18 budgets to perform law enforcement activities.

7.2.5 Conducted training on law enforcement once a year, *none of the CC conducted training for members of Standing Committee for Law and Discipline and concerned officials on "Law Enforcement" for FY 2017-18 till Q1, Y4.*

7.2.6 Implemented law enforcement activity, all CC (5) implemented law enforcement activities though LEU such as commissioning mobile court, eviction of illegal occupants from footpaths, food adulteration, eviction of illegal occupants from CC owned land etc. as and when required till Q1, Y4.

7.2.6 Produced report on law enforcement, *none of the LEU produced quarterly/annual report on law enforcement of FY 2017-18 till Q1, Y4.*

7.2.7 Established trial court, all CC (5) establishes trial court and functions when require till Q1, Y4.

Activity 7.3: Capacity development for Standing Committee for Law and Discipline implemented (T13)

Sub-activity/ Task	Target till Q-1, Y-4	NCC		CoCC		RpCC		GCC		ChCC	
		Progress		Progress		Progress		Progress		Progress	
		Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4	Till Q-4, Y-3	In Q-1, Y-4
7.3.1 Participated training on law enforcement	1/CC	Yes	No	No	No	Yes	No	Yes	No	Yes	No

³⁶ The training needs to be given subject wise by the senior officials of the CC and the resource persons to LEU members.

7.3.2 Examined awareness campaign on law	4/CC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
7.3.3 Examined plan of law enforcement activities	4/CC	Yes	No	No	No	No	No	No	Yes	Yes	Yes

N/A= Not Applicable

Analysis:

7.3.1 Participated training on law enforcement, none of the concern officials and Standing Committee for Law and Discipline members from any CC (5) participated in training on Law Enforcement in FY 2017-18 till Q1, Y4.

7.3.2 Examined awareness campaign on law, none of the Law Officers of any CC (5) examined law related issues raised by their departments for FY 2017-18 in Q1, Y4.

7.3.3 Examined plan of law enforcement activities, only Law Officer of ChCC examined plans of law enforcement activities during Q1, Y4. Law Officer of rest CC (4) did not examine such plan, since those are not prepared by LEU till Q1, Y4.

4.2 Component-2: Infrastructure Development

a) Physical and Financial progress by sub-projects and batches

Narayanganj City Corporation, Batch-1 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
NCCB1-01	99	85
NCCB1-02	100	100
NCCB1-03	100	100

Analysis:

Under batch-1, out of total-3, physical progress of 2 sub-projects (package 2 & 3) are 100%, followed by payment progress 100% and for another sub-project (package 1) physical progress is 99% followed by 85% payment progress till Q1, Y4.

Narayanganj City Corporation, Batch-2 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
NCCB2-01	1	0
NCCB2-02	0	0
NCCB2-03	5	0
NCCB2-04	23	19
NCCB2-05	5	0
NCCB2-06	7	0
NCCB2-09	0	0
NCCB2-11	2	0
NCCB2-12	0	0

Analysis:

Under batch-2, out of total 12, civil works started in 6 sub-projects (package 1, 3, 4, 5, 6 & 11); ready to start civil work in 3 sub-projects (package 2, 9 & 12); tender dropped for 1 sub-project (package 8); and ready to float tender for 2 sub-projects (package 7 & 10) in Q1, Y4.

Comilla City Corporation, Batch-1 sub-projects

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Package (#)	Progress (%)	
	Physical	Financial
CoCCB1-01	100	100
CoCCB1-02	100	100
CoCCB1-03	100	100
CoCCB1-04	100	100
CoCCB1-05	100	100
CoCCB1-06	100	100
CoCCB1-07	100	100
CoCCB1-08	Implemented by another agency	
CoCCB1-09	100	100

Analysis:

Under batch-1, physical progress of all 8 sub-projects are 100% followed by payment progress 100% in Q1, Y4.

Comilla City Corporation, Batch-2 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
CoCCB2-01	0	0
CoCCB2-02	0	0
CoCCB2-03	0	0
CoCCB2-04	0	0
CoCCB2-05	0	0
CoCCB2-06	0	0
CoCCB2-09	0	0

Under batch-2, out of total 9, none of the sub-project started civil work; issued NOA for 3 sub-projects (packages 1, 4 & 9); tender under evaluation for 3 sub-projects (package 6, 7 & 8) in Q1, Y4.

Rangpur City Corporation, Batch-1 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
RpCCB1-01	100	100
RpCCB1-02	100	84
RpCCB1-03	100	98
RpCCB1-04	68	54
RpCCB1-05	100	94
RpCCB1-06	100	75
RpCCB1-07	96	87
RpCCB1-08	97	72
RpCCB1-09	100	86
RpCCB1-10	100	85
RpCCB1-11	85	67
RpCCB1-12	93	82
RpCCB1-13	100	68
RpCCB1-14	100	80
RpCCB1-15	90	79
RpCCB1-16	88	72
RpCCB1-17	100	85

2/2

Package (#)	Progress (%)	
	Physical	Financial
RpCCB1-18	95	82

Analysis:

Under batch-1, out of total 18, completed 100% civil works of 10 sub-projects (packages 1, 2, 3, 5, 6, 9, 10, 13, 14 & 17) followed by 100%, 84%, 98%, 94%, 75%, 86%, 85%, 68%, 80% and 85% payment progress respectively; 90-97% civil work progress of 5 sub-projects (package 7, 8, 12, 15 & 18) followed by 87%, 72%, 82%, 79% & 82% payment progress respectively; and completed below 90% civil work progress of 3 sub-projects, (package 4, 11 & 16) followed by financial progress 54%, 67% and 72% respectively till Q1, Y4.

Rangpur City Corporation, Batch-2 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
RpCCB2-06	1	0
RpCCB2-15	17	0
RpCCB2-16	21	17
RpCCB2-17	6	0
RpCCB2-18	23	12
RpCCB2-19	13	0

Analysis:

Under batch -2, out of total 25, civil work started in 6 sub-projects (packages 6, 15, 16, 17, 18 & 19) and achieved 1%, 17%, 21%, 6%, 23% & 13% physical progress, followed by 0%, 0%, 17%, 0%, 12% and 13% financial progress respectively; signed contract for 8 sub-projects (package 5, 7, 8, 9, 14, 20, 21, & 23), issued NOA for 5 sub-projects (package 1, 3, 10, 12, & 22); and rest 6 sub-projects (package 2, 4, 11, 13, 24 & 25) are yet to tender till Q1, Y4.

Gazipur City Corporation, Batch-1 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
GCCB1-01	90	56
GCCB1-02	100	79
GCCB1-03	52	34
GCCB1-04	65	27
GCCB1-05	66	49
GCCB1-06	100	89
GCCB1-07	100	69
GCCB1-08	100	43
GCCB1-09	100	84

Analysis:

Under batch-1, out of total 9, completed 100% civil works of 5 sub-projects (packages 2, 6, 7, 8 & 9) followed by 79%, 89%, 69%, 43% & 84% payment progress respectively; 80-90% civil works of 1 sub-project (package 1) followed by 56% payment progress and completed 50-70% civil works of 3 sub-projects (packages 3, 4 & 5) followed by 34%, 27% & 49% payment progress respectively till Q1, Y4.

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Gazipur City Corporation, Batch-2 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
GCCB2-02	1	0
GCCB2-03	3	0
GCCB2-04	4	0
GCCB2-06	1	0
GCCB2-07	13	0
GCCB2-09	6	0
GCCB2-10	6	0
GCCB2-11	3	0
GCCB2-12	7	0
GCCB2-13	27	20

Analysis:

Under batch-2, out of total 14, started civil works of 10 sub-projects (packages 2, 3, 4, 6, 7, 9, 10, 11, 12 & 13) and achieved 1%, 3%, 4%, 1%, 13%, 6%, 6%, 3%, 7%, & 27% physical progress followed by 20% financial progress of package 13 and rest 4 sub-projects are yet to tender (packages 1, 5, 8 & 14) till Q1, Y4.

Chittagong City Corporation, Batch-1 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
ChCCB1-01	100	100
ChCCB1-02	100	100
ChCCB1-03	95	81
ChCCB1-04	100	100
ChCCB1-05	Implemented by another agency	
ChCCB1-06	95	75
ChCCB1-07	100	100
ChCCB1-08	100	100
ChCCB1-09	100	100
ChCCB1-10	95	60
ChCCB1-11	100	100
ChCCB1-12	100	100
ChCCB1-13	100	100
ChCCB1-14	Shifted in batch-2	
ChCCB1-15	95	82
ChCCB1-16	48	22
ChCCB1-17	100	100
ChCCB1-18	100	100

Analysis:

Under batch-1, out of total (18-2) 16, completed 100% civil work of 11 sub-projects (package 1, 2, 4, 7, 8, 9, 11, 12, 13, 17, and 18) followed by 100% payment progress; 90-95% civil work progress of 4 sub-

projects (package 3, 6, 10, & 15) followed by 81%, 75%, 60% & 82% payment progress respectively; and 48% civil work progress of 1 sub-project (package 16) followed by 22% financial progress till Q1, Y4.

Chittagong City Corporation, Batch-1 sub-projects

Package (#)	Progress (%)	
	Physical	Financial
ChCCB2-10	15	0
ChCCB2-12	7	0
ChCCB2-13	15	0
ChCCB2-14	5	0
ChCCB2-15	15	0
ChCCB2-17	5	0

Under batch-2, out of total 17, civil work started in 6 sub-projects (package 10, 12, 13, 14, 15 & 17); issued NOA for 3 sub-projects (package 2, 3 & 4) and rest 8 packages are yet to tender in Q1, Y4.

b) Implementation Time Schedule by sub-projects

Narayanganj City Corporation, Batch-1 sub-projects

Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
NCCB1-01	365	72	64
NCCB1-02	365	195	
NCCB1-03	365	165	

Analysis:

Under batch-1, out of total 3, extended time twice 72 & 64 days for package-1; once 195 & 165 days respectively for package-2 & 3 against scheduled time of 365 days for each till Q1, Y4.

Comilla City Corporation, Batch-1 sub-projects

Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
CoCCB1-01	365	74	
CoCCB1-02	365		
CoCCB1-03	365	73	
CoCCB1-04	365	208	
CoCCB1-05	365	75	94
CoCCB1-06	365		
CoCCB1-07	365	238	
CoCCB1-08	Implemented by another agency		
CoCCB1-09	365		

Analysis:

Under batch-1, out of total (9-1) 8, extended time once 74, 73, 208 & 238 days for package 1, 3, 4 & 7; twice 75 & 94 days for package-05 against scheduled time of 365 days for each till Q1, Y4.

Rangpur City Corporation, Batch-1 sub-projects

Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
RpCCB1-01	365	0	
RpCCB1-02	365	84	

Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
RpCCB1-03	365	0	
RpCCB1-04	365	265 (3 times)	
RpCCB1-05	365	0	
RpCCB1-06	365	363 (3 times)	107
RpCCB1-07	365	349 (2 times)	
RpCCB1-08	365	84	
RpCCB1-09	365	284 (2 times)	
RpCCB1-10	365	84	
RpCCB1-11	365	399 (2 times)	162
RpCCB1-12	365	85	
RpCCB1-13	365	0	
RpCCB1-14	365	86	
RpCCB1-15	365	0	
RpCCB1-16	365	341(2 times)	
RpCCB1-17	365	71	
RpCCB1-18	365	83	

Analysis:

Under batch-1, out of total 18, extended time once 449, 83, 84, 84, 70, 84, 85, 86, 71 & 448 days for package 2, 4, 7, 8, 9, 10, 11, 12, 14, 17 & 18 respectively; twice 73 & 107; 85 & 162 days for package 6 & 11 against scheduled time of 365 days till Q1, Y4.

Gazipur City Corporation, Batch-1 sub-projects

Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
GCCB1-01	365	334(2 times)	76
GCCB1-02	365	146(2 times)	72
GCCB1-03	365	296	
GCCB1-04	365	283(2 times)	
GCCB1-05	365	310	
GCCB1-06	365	73	
GCCB1-07	365	227(2 times)	153
GCCB1-08	365	73	
GCCB1-09	365	219(2 times)	147

Analysis:

Under batch-1, out of 9, extended time once 72, 72, 73, 73 & 73 days for package 3, 4, 5, 6 & 8 respectively; twice 74 & 76; 74 & 72; 74 & 153 and 72 & 147 days for each package 1, 2, 7 & 9 respectively against scheduled time of 365 days till Q1, Y4.

Chittagong City Corporation, Batch-1 sub-projects

Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
ChCCB1-01	365	76	
ChCCB1-02	365	75	
ChCCB1-03	365	71	74
ChCCB1-04	365		

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Package (#)	Time Allocated (Days)		
	Scheduled	1 st Extended	2 nd Extended
ChCCB1-05	Implemented by another agency		
ChCCB1-06	365	77	107
ChCCB1-07	365	303	
ChCCB1-08	365	303	
ChCCB1-09	365	237	
ChCCB1-10	365	74	115
ChCCB1-11	365	86	
ChCCB1-12	365	86	
ChCCB1-13	365	86	
ChCCB1-14	Shifted in batch-2		
ChCCB1-15	365		
ChCCB1-16	365	236	154
ChCCB1-17	365	66	111
ChCCB1-18	365	231	

Analysis:

Under batch-1, out of (18-2) 16, extended time once 76, 75, 303, 303, 237, 86, 86, 86 & 231 days for package 1, 2, 7, 8, 9, 11, 12, 13 & 18; twice 71 & 74; 77 & 107; 74 & 115; 236 & 154 and 66 & 111 days for package 3, 6, 10, 16 & 17 respectively against scheduled time of 365 days till Q1, Y4.

5. Challenges of the program

- No program (ICGIAP and skill development) implementation plan
- Old financial management system, since IFM software is not supplied and installed
- Shift criteria and indicator for 2nd Preliminary Performance Review was not that familiar to City Corporations
- Issues relating to building permission between CDA/RAJUK and Chittagong/Narayanganj/Gazipur City Corporations are yet to solved
- Sanitation situation and demand analysis of public toilet & household latrine are yet to initiate
- Solid wastes are managed by conventional method and 3R piloting activities are yet to start
- Limited reliable documentary evidence, i.e. meeting records, conservancy reports, tax collection reports, water supply reports, due debts reports etc., and
- Absence and turnover of high level CC officials, during review particularly CoCC and ChCC.
- Absence of ministry approved CC organogram and staff job description

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