

**Draft**

# **Second Preliminary Performance Review of Governance Improvement Component**

**City Governance Project**  
Local Government Engineering Department

## List of tables

CHAPTER-3.....	6
Table 3.1.1 : 2 <sup>nd</sup> Preliminary review result of 13 trigger and 29 non-trigger activities and City Corporation.....	6
Table 3.2.1: 2 <sup>nd</sup> preliminary review results of 13 trigger activities by area and City Corporation.....	6
Table 3.3.1: 2 <sup>nd</sup> preliminary review results of 29 non- trigger activities by area and City Corporation.....	7
CHAPTER-4.....	9
Table 4.1.1: E-governance activity initiated by City Corporation .....	9
Table 4.1.2: Mass communication cell established and functioning by City Corporation .....	9
Table 4.1.3: CDCC established and functioning by City Corporation .....	9
Table 4.1.4: CDU established and implemented trainings by City Corporation.....	10
Table 4.1.5: Independent accounting system for WS and WM sector by City Corporation .....	10
Table 4.1.6: Diversified earnings by City Corporation .....	10
Table 4.1.7: Civil society coordination committee (CSCC) by City Corporation .....	11
Table 4.1.8: Ward level coordination committee (WLCC) by CC.....	11
Table 4.1.9: Development control by City Corporation .....	11
Table 4.1.10: Environment issues by City Corporation .....	12
Table 4.1.11: Solid waste management (SWM) system by City Corporation .....	12
Table 4.1.12: Law enforcement unit (LEU) established by City Corporation .....	12
Table 4.1.13: Capacity development for Standing Committee for Law and Discipline implemented by City Corporation.....	13
Table 4.2.1: City information service center by City Corporation .....	13
Table 4.2.2: Mass public meeting by City Corporation.....	13
Table 4.2.3: Administrative reform by City Corporation .....	14
Table 4.2.4: Vision and mission of CC and each department by City Corporation .....	14
Table 4.2.5: Job descriptions revised by City Corporation.....	14
Table 4.2.6: Initiate kaizen activities by City Corporation .....	15
Table 4.2.7: Comprehensive planning unit (CPU) by City Corporation .....	15
Table 4.2.8: Activate standing committee by City Corporation.....	15
Table 4.2.9: Annual administrative report prepared and published by City Corporation.....	15
Table 4.2.10: Improve capability/efficiency of tax assessment by City Corporation .....	16
Table 4.2.11: Interim tax assessment by City Corporation .....	16
Table 4.2.12: Re-identification of source of tax by City Corporation .....	16
Table 4.2.13: Establish integrated computer systems by City Corporation .....	17
Table 4.2.14: Financial statement prepared and internal audit by City Corporation.....	17
Table 4.2.15: Non-tax own revenue source increased by City Corporation.....	17
Table 4.2.16: All due debts to GoB by City Corporation.....	17
Table 4.2.17: Outstanding bills older than 3 months, including electricity and telephone, paid in time by City Corporation.....	18
Table 4.2.18: Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office by City Corporation.....	18

Table 4.2.19: Integration of community and formation of community group in SWM activity by City Corporation.....	19
Table 4.2.20: Gender action plan (GAP) prepared by City Corporation .....	19
Table 4.2.21: Poverty reduction action plan (PRAP) prepared and implemented by City Corporation .....	19
Table 4.2.22: Revision of citizen charter by City Corporation .....	19
Table 4.2.23: Citizen report cards (CRC) prepared, approved and implemented by CSCC by City Corporation.....	20
Table 4.2.24: Grievance-redress cell (GRC) established with revised terms of reference and functional by City Corporation .....	20
Table 4.2.25: Initiate/ update master plan by City Corporation .....	20
Table 4.2.26: Practical use of city corporation infrastructure development plan by City Corporation	21
Table 4.2.27: Establish O&M action plan by City Corporation.....	21
Table 4.2.28: Sanitary situation analysis by City Corporation .....	21
Table 4.2.29: Awareness campaign for rule of law by City Corporation.....	22

### **List of figures**

Figure-1: Implementation and Performance Review of ICGIAP, CGP .....	2
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### **Annex**

<b>Annex 1 (a):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Narayanganj City Corporation .....	24
<b>Annex 1 (b):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Narayanganj City Corporation .....	29
<b>Annex 2 (a):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Comilla City Corporation.....	40
<b>Annex 2 (b):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Comilla City Corporation.....	45
<b>Annex 3 (a):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Rangpur City Corporation.....	56
<b>Annex 3 (b):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Rangpur City Corporation .....	62
<b>Annex 4 (a):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Gazipur City Corporation.....	72
<b>Annex 4 (b):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Gazipur City Corporation .....	77
<b>Annex 5 (a):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Chittagong City Corporation.....	88
<b>Annex 5 (b):</b> Work Sheet of 2 <sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Chittagong City Corporation .....	94

## **List of Acronyms and Abbreviations**

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

## GLOSSARY

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

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

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

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

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

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

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

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

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

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

**E-Governance**, refers government services are made available to the citizens in a convenient, efficient and transparent manner, include (a) automation of government routine functions (b) Web-enabling government functions for access of the citizen, and (c) achievement of openness, accountability, effectiveness and efficiency through improvement of government processes. E-governance activities have to be performed under the guidance of Mass Communication Cell.

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

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

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

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

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

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

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

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

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

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

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

**Standing Committee (SC)**, in accordance with provision Local Government (City Corporation) Act, 2009 Standing Committees are exist at City Corporation Levels for dealing with finance and establishment, education, health and sanitation, works and building, planning and improvement, water and electricity, social welfare and community centers, and accounts and audit. Each committee is consisting of six members elected by commissioners among them and committee is to elect one of its member as Chairman and another as Vice-Chairman.

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

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

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

## Acknowledgement

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## Executive Summary

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The City Governance Project among others supporting 5 City Corporations namely Narayanganj (NCC), Comilla (CoCC), Rangpur (RpCC), Gazipur (GCC) and Chittagong (ChCC) to improve their governance, including implementation of administrative reform plan (ARP) to make the city inclusive.

The governance improvement component contains 7 areas and 13 trigger & 29 non-trigger activities followed by numerous tasks. These activities are grouped into i) Transparency, ii) Accountability iii) Participation, and iv) Predictability (legal framework) categories for City Corporation governance.

Only in the case that continuous governance improvement is confirmed by targeted CCs in four years, GOB and JICA would consider funding for the batch-3 sub-projects, which feasibility studies are conducted as future CGP activities.

Therefore, 2<sup>nd</sup> preliminary performance review (2<sup>nd</sup> PPR) was conducted in August and September 2017, roughly six months ahead of 2<sup>nd</sup> performance review (2<sup>nd</sup> PR), scheduled in 2<sup>nd</sup> half of the 4<sup>th</sup> year.

It's important to note that CCs are required to attain at least project acknowledged each 13 trigger activities at minimum requirement level.

### Performances of 13 trigger activities

**Under area-1** (Improvement of Openness and Information Dissemination), out of **two activities**, NCC, CoCC, RpCC & ChCC attained both at full satisfactory level & obtained total 2 point each; but GCC attained one activity at full satisfactory level and another at minimum satisfactory level & obtained total 1.5 point;

**Under area-2** (Administrative Reform), out of **two activities**, ChCC attained one at full satisfactory level and another at minimum satisfactory level & obtained total 1.5 point; CoCC, RpCC & GCC attained one at full satisfactory level & obtained 1 point each; and NCC attained one activity at minimum satisfactory level and obtained 0.5 point. *However, NCC could not attain activity 2.1, CoCC, RpCC and GCC could not attain activity 2.4;*

**Under area-4** (Financial Reform), out of **two activities**, NCC, RpCC, GCC & ChCC attained one at full satisfactory level and another at minimum satisfactory level & obtained total 1.5 point each ; and CoCC attained both activities at minimum satisfactory level & obtained total 1 point;

**Under area-5** (Citizen's Awareness and Participation), out of **two activities**, NCC, RpCC & GCC attained both at full satisfactory level & obtained total 2 point each; ChCC attained one at full satisfactory level & obtained 1 point; and CoCC attained one activity at minimum satisfactory level & obtained 0.5 point. *Nevertheless, CoCC could not attain activity 5.1 and ChCC could not attain activity 5.2;*

**Under area-6** (Urban Planning and Environmental Improvement), out of **three activities**, GCC attained all at full satisfactory level & obtained total 3 point; NCC, CoCC & RpCC attained two at full satisfactory level and another at minimum satisfactory level & obtained total 2.5 point each; and ChCC attained one activity at full satisfactory level and another at minimum satisfactory level & obtained total 1.5 point. *Conversely, ChCC could not attain activity 6.2;* and

**Under area-7** (Coordination System for Law Enforcement), out of **two activities**, GCC attained both at full satisfactory level & obtained total 2 point; NCC attained one at full satisfactory level and another at minimum satisfactory level & obtained total 1.5 point; RpCC & ChCC attained both at minimum satisfactory level & obtained total 1 point each; and CoCC

attained one activity at minimum satisfactory level and obtained 0.5 point. *On the other hand, CoCC could not attain activity 7.3.*

*It appears NCC could not attain 1 activity, CoCC 3, RpCC 1, GCC 1 and ChCC could not attain 2 activities. However, none of the CC could attain all 13 trigger activities (which are essential) and qualify in the 2<sup>nd</sup> Preliminary Performance Review.*

#### **Performances of 29 non-trigger activities**

**Under area 1**, out of **seven tasks** of two activities, NCC attained 2 tasks, CoCC 1, GCC 2 & ChCC attained 2 tasks & obtained total 0.58, 0.25, 0.50 and 0.58 point respectively. *But RPCC didn't attain any task and obtain zero;*

**Under area 2**, out of **twenty two tasks** of seven activities, NCC attained 10 tasks, CoCC 3, RpCC 7, GCC 8 & ChCC attained 8 tasks and obtained total 3.5, 1.34, 2.17, 3 & 2.84 point respectively.

**Under area 3**, out of **six tasks** of three activities, NCC attained 4 tasks, CoCC 5, RpCC 5, GCC 4 & ChCC attained 4 tasks & obtained total 2, 2.5, 2.5, 2 and 2 point respectively.

**Under area 4**, out of **sixteen tasks** of six activities, NCC attained 13 tasks, CoCC 11, RpCC 11, GCC 12 & ChCC attained 14 tasks & obtained total 4.33, 4, 3.67, 4.33 and 5 point respectively.

**Under area 5**, out of **sixteen tasks** of six activities, NCC attained 4 tasks, CoCC 3, RpCC 2, GCC 5 and ChCC attained 4 tasks & obtained total 1.58, 1.08, 1, 1.75 and 1.58 points respectively.

**Under area 6**, out of **ten tasks** of four activities, NCC attained 7 tasks, CoCC 6, RpCC 7, GCC 7 & ChCC attained 5 tasks & obtained total 3, 2.5, 3, 3 and 1.75 point respectively; and

**Under area 7**, out of **two tasks** of one activity, all (5) CCs attained both tasks and obtained total 1 point each.

*It prevails **under area 1**, NCC could not attain 5 tasks, CoCC 6, RpCC 7, GCC 5, and ChCC could not attain 5 tasks; **under area 2**, NCC could not attain 12 tasks, CoCC 19, RpCC 15, GCC 14, and ChCC could not attain 14 tasks; **under area 3**, NCC could not attain 2 tasks, CoCC 1, RpCC 1, GCC 2, and ChCC could not attain 2 tasks; **under area 4**, NCC could not attain 3 tasks, CoCC 5, RpCC 5, GCC 4, and ChCC could not attain 2 tasks; **under area 5**, NCC could not attain 12 tasks, CoCC 13, RpCC 14, GCC 11, and ChCC could not attain 12 tasks; and **under area 6**, NCC could not attain 3 tasks, CoCC 4, RpCC 3, GCC 3, and ChCC could not attain 5 tasks.*

*Note that the points obtained from 29 Non-trigger activities did not add any value to the points obtained from 13 Trigger activities, since none of the CC could attain all 13 Trigger activities.*

*This chapter begins with introduction of Governance Improvement components, and explains implementation timeline of the project activities over a period of six years and beyond for batch-3 subprojects.*

### **1.1 Introduction**

While major portion of the City Governance Project's (CGP's) fund is allocated for Infrastructure Development; nevertheless, governance improvement is even more important than infrastructure. Therefore, CGP planned an encircled linkage between both governance improvement and infrastructure development components.

The governance improvement component contains 13 trigger and 29 non-trigger activities followed by numerous tasks. These activities are grouped into i) Transparency, ii) Accountability iii) Participation, and iv) Predictability (legal framework) categories for City Corporation (CC) governance.

Only in the case that continuous governance improvement is confirmed by targeted CCs in four years, GOB and JICA would consider funding for the batch-3 sub-projects, which feasibility studies are conducted as future CGP activities.

Therefore, 2<sup>nd</sup> preliminary performance review (2<sup>nd</sup> PPR) was conducted in August and September 2017, roughly six month ahead of 2<sup>nd</sup> performance review (2<sup>nd</sup> PR), scheduled in 2<sup>nd</sup> half of the 4<sup>th</sup> year.

It's important to note that CCs are required to meet at least project acknowledged each 13 trigger activities at minimum requirement level.

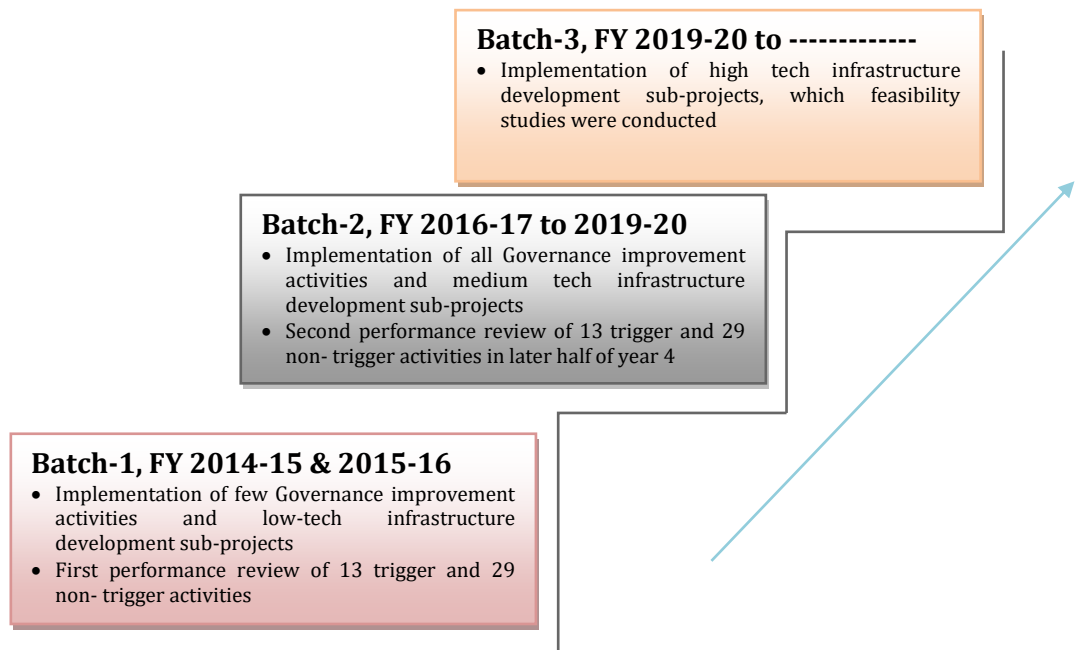
### **1.2 Implementation time line of the CGP activities**

The governance improvement of targeted City Corporations under CGP is planned for 6 years in three batches with two years duration each starting from FY 2014-15.

Batch-1, comprised implementation of selected 13 trigger and 29 non-trigger governance improvement activities along with low tech infrastructure development sub-projects, followed by 1<sup>st</sup> performance review of governance improvement of targeted CCs and to make decision by GoB and JICA for batch-2 infrastructure development funding.

Batch-2, included implementation of remaining and continuation of all governance improvement activities along with medium tech infrastructure development sub-projects, followed by 2<sup>nd</sup> performance review of governance improvement of targeted CCs and to make decision by GoB and JICA for batch-3 infrastructure development funding, which feasibility studies were conducted.

Batch-3, took account of implementing infrastructure development sub-projects, which feasibility studies were conducted.



**Figure-1 : Implementation and Performance Review of ICGIAP, CGP**

*This chapter describes the purpose, methodology & procedures, stages, time period, scope, field work schedule, limitations and overall challenges of the 2<sup>nd</sup> preliminary performance review.*

## **2.1 Purpose of the 2<sup>nd</sup> preliminary performance review**

The overall purpose of 2<sup>nd</sup> preliminary performance review is to record governance improvement track of targeted City Corporations by agreed activities and indicators prior to final PR in later half of the 4<sup>th</sup> year. Two specific purposes 2<sup>nd</sup> PPR are to

- Find activities which are behind schedule and need facilitation for urgent implementation; and
- Provide particular information to project implementation unit (PIU) and project coordination office (PCO) for necessary corrective measures, if required

## **2.2 Methodology and procedures followed to carry out 2<sup>nd</sup> preliminary performance review**

The Benefit Monitoring and Evaluation (BME) team reviewed all governance improvement activities along with the schedule of the batches in CGP. The review team followed collaborative, interactive, consultative, feedback sharing and participatory process to accomplish 2<sup>nd</sup> PPR and collected information from targeted CCs and field as well.

## **2.3 Stages followed for the 2<sup>nd</sup> preliminary performance review**

Broadly, following 5 stages were followed to carry out 2<sup>nd</sup> preliminary performance review of governance improvement activities:

<b>Stage-1</b>	development and circulation of performance review concept note
<b>Stage-2</b>	development and finalization data collection tools
<b>Stage-3</b>	data collection and share initial findings with CC & PCO authorities and officials
<b>Stage-4</b>	preparation of draft final report and sharing review findings with WGG, CC, LGED, JICA and project representatives, and
<b>Stage-5</b>	finalization and circulation of review report findings to concern authorities

## **2.4 Time period of the 2<sup>nd</sup> preliminary performance review**

The 2<sup>nd</sup> preliminary performance review (2<sup>nd</sup> PPR) of governance improvement covered one-year period from July 2016 to June 2017.

## **2.5 Scope of the 2<sup>nd</sup> preliminary performance review**

Following 13 agreed activities under 4 components are considered as trigger for 2<sup>nd</sup> PPR:

### **Transparency**

1. Activities for e-governance initiated, at least in 1 area e-governance system introduced
2. Mass Communication Cell (MCC) established, SMS information sent at least to 10,000 registered citizens

### **Accountability**

3. City Development Coordination Committee (CDCC) established, at least 4 CDCC meetings held in a year and minutes prepared & circulated

4. Capacity Development Unit (CDU) established, at least 2 Kaizen activities implemented in each department
5. Financially independent accounting system for WS and WM sector introduced, maintained and continued management of financially independent accounting system
6. Diversified earnings from business operated by CC and examined by F&E Standing Committee, at least 4 F&E Standing Committee meetings held in a year and prepared & circulated minutes

### **Participation**

7. Civil Society Coordination Committee (CSCC) established, at least 3 CSCC meetings held in a year and minutes prepared & circulated
8. Ward Level Coordination Committee (WLCC) established, at least 2 WLCC meetings held in a year and minutes prepared & circulated

### **Predictability**

9. Development Control implemented, at least illegal buildings identified
10. Environment Conservation Act and Rule, collectively observed in infrastructure development
11. Solid Waste Management, at least prepared Solid Waste management plan
12. Law Enforcement Unit (LEU) established, at least established LEU. and
13. Capacity Development of Standing Committee for Law and Discipline implemented, at least one training conducted for member of Standing Committee for Law and Discipline and training report prepared in each year.

## **2.6 Field work schedule of the 2<sup>nd</sup> preliminary performance review**

<b>Period</b>	<b>City corporation</b>	<b>Sub-team members</b>
6-10 Aug. 2017	Rangpur	Md. Azibar Rahman, Ms. Sajeda Begum, Md. Mejbahul Emran & Mohammad Shafiul Hasan
	Comilla	Syed Sakhawat Hossan, Nayem Mohammad & Md. Swarup Hasnaine
20-24 Aug. 2017	Narayanganj	Syed Sakhawat Hossan, Nayem Mohammad & Md. Swarup Hasnaine
	Gazipur	Md. Azibar Rahman, Ms. Sajeda Begum, Md. Mejbahul Emran & Mohammad Shafiul Hasan
10-14 Aug. 2017	Chittagong	Syed Sakhawat Hossan, Nayem Mohammad & Md. Swarup Hasnaine

## **2.7 Limitations of the 2<sup>nd</sup> preliminary performance review**

Two City Council Election (Comilla & Narayanganj) obstructed governance improvement performance to an extent, i.e. WLCC, Standing Committee, CSCC, CDCC, CPU, etc. are to re-establish and function. Besides, the team observed following limitations during review:

- 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 2<sup>nd</sup> Preliminary Assessment 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.

## **2.8 Overall challenges of the CC governance improvement ahead in FY 2016-17**

In project year-4 meaning FY 2017-18, in regards to CC governance improvement, broadly the CGP targeted City Corporations have to face following challenges:

- Introduction of remaining governance improvement activities and continuation of all introduced since inception
- Recent past and forthcoming City Council election
- Face 2<sup>nd</sup> performance review of governance improvement scheduled in later half of the project year-4 and meet requirements
- Additional targets of governance improvement activity, compare to preliminary performance review period targets,
- Introduction and implementation of batch-2 civil works, and
- Ensure meaningful facilitation and supervision in implementing program activities.

*This chapter analyzes 2<sup>nd</sup> preliminary performance review result, and findings of 13 trigger and 29 non-trigger activities of governance improvement by City Corporations.*

### 3.1 Combine review result of 13 trigger and 29 non-trigger activities

**Table 3.1.1 : 2<sup>nd</sup> Preliminary review result of 13 trigger and 29 non-trigger activities and City Corporation**

Activities	Attainment				
	NCC	CoCC	RpCC	GCC	ChCC
Total attainments of 13 trigger activities	10	7.5	10	11	8.5
Total attainments of 29 non-trigger activities	15.99	12.67	13.34	15.58	14.75
Grand attainments	25.99	20.17	23.34	26.58	23.25

#### Analysis

**Under 13 trigger activities**, NCC attained 8 activities at full satisfactory level, 4 at minimum satisfactory level & didn't attain 1 (2.1) activity and obtained total 10 point; CoCC attained 5 at full satisfactory level, 5 at minimum satisfactory level & didn't attain 3 (2.4, 5.1, 7.3 ) activities and obtained total 7.5 point; RpCC attained 8 at full satisfactory level, 4 at minimum satisfactory level & didn't attain 1 (2.4) activity and obtained total 10 point; GCC attained 10 at full satisfactory level 2 at minimum satisfactory level & didn't attain 1 (2.4) activity and obtained total 11 point; and ChCC attained 6 activities at full satisfactory level, 5 at minimum satisfactory level & didn't attain 2 (5.2, 6.2) activities and obtained total 8.5 point.

***It appears that in regards to 13 trigger activates none of the CC attended each activity and qualified in 2<sup>nd</sup> PPR.***

**Under 29 non-trigger activities**, NCC attained 23 activities & didn't attain 6 activities and obtained total 15.99 point; CoCC attained 19 activities & didn't attain 10 activities and obtained total 12.67 point; RpCC attained 17 activities & didn't attain 12 activities and obtained total 13.34 point; GCC attained 20 activities & didn't attain 9 activities and obtained total 15.58 point; and ChCC attained 21 activities & didn't attain 8 activities and obtained total 14.75 point.

***Although, NCC obtained a total of 25.99 point, CoCC 20.17, RpCC 23.34, GCC 26.58 and ChCC obtained a total of 23.25 point, but didn't add value to any City Corporation, since none of them qualified in each 13 trigger activities.***

### 3.2 Review result of 13 trigger activities by Area and City Corporation

**Table 3.2.1: 2<sup>nd</sup> preliminary review results of 13 trigger activities by area and City Corporation**

Area	Attainment and Points									
	NCC		CoCC		RpCC		GCC		ChCC	
	FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
<b>Area-1:</b> Improvement of Openness and Information Dissemination	2	-	2	-	2	-	1	.5	2	-
<b>Area-2:</b> Administrative Reform	-	.5	1	-	1	-	1	-	1	.5
<b>Area-4:</b> Financial Reform	1	.5	-	1	1	.5	1	.5	1	.5

Area	Attainment and Points									
	NCC		CoCC		RpCC		GCC		ChCC	
	FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
<b>Area-5:</b> Citizen's Awareness and Participation	2	-	-	.5	2	-	2	-	1	-
<b>Area-6:</b> Urban Planning and Environmental Improvement	2	.5	2	.5	2	.5	3	-	1	.5
<b>Area-7:</b> Coordination System for Law Enforcement	1	.5	-	.5	-	1	2	-	-	1
<b>Total attainments</b>	<b>10</b>		<b>7.5</b>		<b>10</b>		<b>11</b>		<b>8.5</b>	

### Analysis

**Under area 1**, out of **two activities**, NCC, CoCC, RpCC & ChCC attained both (1.1 & 1.2) at full satisfactory levels & obtained total point 2 each; but GCC attained one activity (1.1) at full satisfactory level & another (1.2) at minimum satisfactory level and obtained total 1.5 point. **Detail are in table 4.1.1 & 4.1.2.**

**Under area 2**, out of **two activities**, ChCC attained one (2.1) at full satisfactory level & another (2.4) at minimum satisfactory level and obtained total 1.5 point; CoCC, RpCC & GCC attained one (2.1) at full satisfactory level & obtained point 1 each; and NCC attained one activity (2.4) at minimum satisfactory level & obtained 0.5 point. **Detail are in table 4.1.3 & 4.1.4.**

**Under area 4**, out of **two activities**, NCC, RpCC, GCC & ChCC attained one (4.2) at full satisfactory level & another (4.1) at minimum satisfactory level & obtained total 1.5 point each; and CoCC attained both activities (4.1 & 4.2) at minimum satisfactory level & obtained total 1 point. **Detail are in table 4.1.5 & 4.1.6.**

**Under area 5**, out of **two activities**, NCC, RpCC & GCC attained two (5.1 & 5.2) at full satisfactory level & obtained total 2 point each; ChCC attained one (5.1) at full satisfactory level & obtained 1 point; and CoCC attained one activity (5.2) at minimum satisfactory level & obtained 0.5 point. **Detail are in table 4.1.7 & 4.1.8.**

**Under area 6**, out of **three activities**, GCC attained all (6.2, 6.5 & 6.7) at full satisfactory level & obtained total 3 point; NCC, CoCC & RpCC attained two (6.2 & 6.7) at full satisfactory level & another (6.5) at minimum satisfactory level and obtained total 2.5 point; and ChCC attained one activity (6.7) at full satisfactory level & another (6.5) at minimum satisfactory level and obtained total 1.5 point. **Detail are in table 4.1.9, 4.1.10 & 4.1.11.**

**Under area 7**, out of **two activities**, GCC attained all (7.2 & 7.3) at full satisfactory level & obtained total 2 point; NCC attained one (7.3) at full satisfactory level & another (7.2) at minimum satisfactory level and obtained total 1.5 point; RpCC & ChCC attained both (7.2 & 7.3) at minimum satisfactory level & obtained 1 point each; and CoCC attained one activity (7.2) at minimum satisfactory level & obtained 0.5 point. **Detail are in table 4.1.12 & 4.1.13.**

### 3.3 Review results of 29 non-trigger activities by area and City Corporation

**Table 3.3.1: 2<sup>nd</sup> preliminary review results of 29 non- trigger activities by area and City Corporation**

Area	Attainment and Points				
	NCC	CoCC	RpCC	GCC	ChCC
<b>Area-1:</b> Improvement of Openness and Information Dissemination	.58	.25	-	.50	.58

Area	Attainment and Points				
	NCC	CoCC	RpCC	GCC	ChCC
Area-2: Administrative Reform	3.5	1.34	2.17	3	2.84
Area-3: Tax Reform	2	2.5	2.5	2	2
Area-4: Financial Reform	4.33	4	3.67	4.33	5
Area-5: Citizen's Awareness and Participation	1.58	1.08	1	1.75	1.58
Area-6: Urban Planning and Environmental Improvement	3	2.5	3	3	1.75
Area-7: Coordination System for Law Enforcement	1	1	1	1	1
<b>Total attainments</b>	<b>15.99</b>	<b>12.67</b>	<b>13.34</b>	<b>15.58</b>	<b>14.75</b>

### Analysis

- Under area 1,** out of **seven tasks** of two activities (1.3 & 1.4), NCC attained 2 , CoCC 1, GCC 2 & ChCC attained 2 tasks and obtained total 0.58, 0.25, 0.50 and 0.58 point respectively; but *RPCC didn't attain any task and obtained zero*. **Detail are in table 4.2.1 & 4.2.2.**
- Under area 2,** out of **twenty two tasks** of seven activities (2.2, 2.3, 2.5, 2.6, 2.7, 2.8 & 2.9), NCC attained 10, CoCC 3, RpCC 7, GCC 8 & ChCC attained 8 tasks and obtained total 3.5, 1.34, 2.17, 3 and 2.84 point respectively. **Detail are in table 4.2.3, 4.2.4, 4.2.5, 4.2.6, 4.2.7, 4.2.8 & 4.2.9.**
- Under area 3,** out of **six tasks** of three activities (3.1, 3.2 & 3.3), NCC attained 4, CoCC 5, RpCC 5, GCC 4 & ChCC attained 4 tasks and obtained total 2, 2.5, 2.5, 2 and 2 point respectively. **Detail are in table 4.2.10, 4.2.11 & 4.2.12.**
- Under area 4,** out of **sixteen tasks** of six activities (4.3, 4.4, 4.5, 4.6, 4.7 & 4.8), NCC attained 13, CoCC 11, RpCC 11, GCC 12 & ChCC attained 14 tasks and obtained total 4.66, 4, 3.67, 4.33 and 5 point respectively. **Detail are in table 4.2.13, 4.2.14, 4.2.15, 4.2.16, 4.2.17 & 4.2.18.**
- Under area 5,** out of **sixteen tasks** of six activities (5.3, 5.4, 5.5, 5.6, 5.7 & 5.8), NCC attained 4, CoCC 3, RpCC 2, GCC 5 & ChCC attained 4 tasks and obtained total 1.58, 1.08, 1, 1.75 and 1.58 point respectively. **Detail are in table 4.2.19, 4.2.20, 4.2.21, 4.2.22, 4.2.23 & 4.2.24.**
- Under area 6,** out of **ten tasks** of four activities (6.1, 6.3, 6.4, & 6.6), NCC attained 7, CoCC 6, RpCC 7, GCC 7 & ChCC attained 5 tasks and obtained total 3, 2.5, 3, 3 and 1.75 point respectively. **Detail are in table 4.2.25, 4.2.26, 4.2.27 & 4.2.28.**
- Under area 7,** out of **two tasks** of one activities (7.1), each CC attained both tasks and obtained total 1 point. **Detail are in table 4.2.29.**

#### 4.1 2<sup>nd</sup> Preliminary review findings of 13 trigger activity by City Corporation

**Table 4.1.1: E-governance activity initiated by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
1.1 (T-1) Activities for E-governance initiated	In two areas	1	-	1	-	1	-	1	-	1	-
	At least in one area	-	-	-	-	-	-	-	-	-	-
Total attainments		1		1		1		1		1	

##### Analysis

**Under activity 1.1,** out of **two review indicators**, all (5) CCs attained **one** at full satisfactory level, and obtained 1 point each. **Detail are in annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.2: Mass communication cell established and functioning by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
1.2 (T-2) MCC established and campaign plan developed and implemented as planned	Register and send SMS to 10,000 citizens	1	-	1	-	1	-	-	-	1	-
	Register and send SMS to 7,500 citizens	-	-	-	-	-	-	-	0.5	-	-
Total attainments		1		1		1		0.5		1	

##### Analysis

**Under activity 1.2,** out of **two review indicators**, NCC, CoCC, RpCC and ChCC (4) attained **one** at full satisfactory level and obtained 1 point each, but GCC attained one review at minimum satisfactory level and obtained 0.5 point. **Detail are in annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.3: CDCC established and functioning by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
2.1. (T-3) CDCC established	At least 4 meetings in each year	-	-	1	-	1	-	1	-	1	-
Total attainments		0		1		1		1		1	

##### Analysis

**Under activity 2.1,** out of **one review indicator**, CoCC, RpCC, GCC & ChCC (4) attained at full satisfactory level, and obtained 1 point each, **but NCC did not attain and obtained zero.** **Detail in annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.4: CDU established and implemented trainings by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
2.4 (T-4) CDU established, and implemented trainings according to ARP	4 activities in each department	-	-	-	-	-	-	-	-	-	-
	At least 2 activities in each department	-	0.5	-	0	-	0	-	0	-	0.5
Total attainments		0.5		0		0		0		0.5	

**Analysis**

**Under activity 2.4,** out of **two review indicators**, NCC & ChCC (2) attained **one** at minimum satisfactory level and obtained 0.5 point each, but **CoCC, RpCC & GCC (3) did not attain any review indicator and obtained zero each**. Detail are in annex 1(a), 2(a), 3(a), 4(a) and 5(a).

**Table 4.1.5: Independent accounting system for WS and WM sector by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
4.1 (T-5) Independent accounting system for WS and WM sector	Adjusted for WS and WM properly (self-financing)	-	-	-	-	-	-	-	-	-	-
	Continued management of financial independent accounting system	-	0.5	-	0.5	-	0.5	-	0.5	-	0.5
Total attainments		0.5		0.5		0.5		0.5		0.5	

**Analysis**

**Under activity 4.1,** out of **two review indicators**, all (5) CCs attained **one** at minimum satisfactory level and obtained 0.5 point each. **Detail are in annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.6: Diversified earnings by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
4.2 (T-6) Diversify earnings from business operated by CCs	Prepared proposal for new business activities	1	-	-	-	1	-	1	-	1	-
	At least 4 meetings in each year	-	-	-	0.5	-	-	-	-	-	-
Total attainments		1		0.5		1		1		1	

**Analysis**

**Under activity 4.2,** out of **two review indicators**, NCC, RpCC, GCC & ChCC (4) attained **one** at full satisfactory level and obtained 1 point each, but CoCC attained one review indicator at minimum satisfactory level and obtained 0.5 point. **Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.7: Civil society coordination committee (CSCC) by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
5.1 (T-7) Establishment of Civil Society Coordination Committee (CSCC) and make it functional	4 meetings in each year	1	-	-	-	1	-	1	-	1	-
	At least 3 meetings in each year	-	-	-	0	-	-	-	-	-	-
Total attainments		1		0		1		1		1	

**Analysis**

**Under activity 5.1,** out of **two review indicators**, NCC, RpCC, GCC & ChCC (4) attained **one** at full satisfactory level and obtained 1 point each, but *CoCC did not attain any review indicator and obtained zero*. Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).

**Table 4.1.8: Ward level coordination committee (WLCC) by CC**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
5.2 (T-8) Establishment of Ward Level Coordination Committee (WLCC) and make it functional	4 meetings in each year	1	-	-	-	1	-	1	-	-	-
	At least 2 meetings in each year	-	-	-	0.5	-	-	-	-	-	-
Total attainments		1		0.5		1		1		0	

**Analysis**

**Under activity 5.2,** out of **two review indicators**, NCC, RpCC & GCC (3) attained **one** at full satisfactory level and obtained 1 point each; CoCC a attained one at minimum satisfactory level and obtained 0.5 point, but *ChCC did not attain any review indicator and obtained zero*. Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).

**Table 4.1.9: Development control by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
6.2 (T-9) Development control implemented	Any action to illegal buildings and actions based on legalization plan by CC	1	-	1	-	1	-	1	-	-	-
	Identified illegal buildings	-	-	-	-	-	-	-	-	-	-
Total attainments		1		1		1		1		0	

**Analysis**

**Under activity 6.2,** Out of **two review indicators**, NCC, CoCC, RpCC & GCC attended **one** at full satisfactory level but *ChCC did not attain any review indicator and obtained point 0*. Details are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).

**Table 4.1.10: Environment issues by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
6.5 (T-10) Complied environmental Conservation Act and rules	Any action to stop and solve illegal action and situation	-	-	-	-	-	-	1	-	-	-
	Observed Act & rules in infrastructure development	-	0.5	-	0.5	-	0.5	-	-	-	0.5
Total attainments		0.5		0.5		0.5		1		0.5	

**Analysis**

**Under activity 6.5,** out of **two review indicators**, only GCC attained **one** at full satisfactory level and obtained 1 point, but NCC, CoCC, RpCC & ChCC (4) attained one review indicator at minimum satisfactory level and obtained 0.5 point each. **Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.11: Solid waste management (SWM) system by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
6.7 (T-11) Established SWM system	Increased/improved waste collection coverage and frequency	1	-	1	-	1	-	1	-	1	-
	CC prepared solid waste management plan	-	-	-	-	-	-	-	-	-	-
Total attainments		1		1		1		1		1	

**Analysis**

**Under activity 6.7,** out of **two review indicators**, all (5) CCs attained **one** at full satisfactory level, and obtained point 1 each. **Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.12: Law enforcement unit (LEU) established by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
7.2 (T-12) Law Enforcement Unit (LEU) established	Implemented Standing Committee proposed legal action and produced report on legal action	-	-	-	-	-	-	1	-	-	-
	Established at least LEU	-	0.5	-	0.5	-	0.5	-	-	-	0.5
Total attainments		0.5		0.5		0.5		1		0.5	

**Analysis**

**Under activity 7.2,** out of **two review indicators**, only GCC attained **one** at full satisfactory level and obtained 1 point, but NCC, CoCC, RpCC & ChCC (4) attained one review indicator at minimum satisfactory level and obtained 0.5 point each. **Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).**

**Table 4.1.13: Capacity development for Standing Committee for Law and Discipline implemented by City Corporation**

Activities	Indicators	Points obtained									
		NCC		CoCC		RpCC		GCC		ChCC	
		FS	MS	FS	MS	FS	MS	FS	MS	FS	MS
7.3 (T-13) Capacity development for Standing Committee for Law and Discipline implemented	Proposed at least 1 legal action by a department	1	-	-	-	-	-	1	-	-	-
	Conducted at least 1 training for member of Standing Committee in a year	-	-	-	0	-	0.5	-	-	-	0.5
<b>Total attainments</b>		<b>1</b>		<b>0</b>		<b>0.5</b>		<b>1</b>		<b>0.5</b>	

#### Analysis

**Under activity 7.3,** out of **two review indicators**, NCC & GCC (2) attained **one** at full satisfactory level and obtained 1 point each; RpCC & ChCC (2) attained one review indicator at minimum satisfactory level and obtained 0.5 point each; but *CoCC did not attain any review indicator and obtained zero.* Detail are in Annex 1(a), 2(a), 3(a), 4(a) and 5(a).

#### 4.2: 2<sup>nd</sup> Preliminary review findings of 29 non-trigger activity by City Corporation

**Table 4.2.1: City information service center by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
1.3 City Information Service Center (CISC) established	Prepared CISC operation plans and budget, FY 2016-17	-	-	-	-	-
	Introduced CC services, FY 2016-17	.25	.25	-	.25	.25
	Introduced government services, FY 2016-17	-	-	-	.25	-
	Prepared CISC quarterly/annual reports, FY 2016-17	-	-	-	-	-
<b>Total</b>		<b>.25</b>	<b>.25</b>	<b>-</b>	<b>.50</b>	<b>.25</b>

#### Analysis

**Under activity 1.3,** out of **4 review indicators**; NCC, CoCC, and ChCC (3) attained one and obtained .25 point each; GCC (1) attained two and obtained total .50 point; but *RpCC (1) did not attain any review indicator and obtained zero.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.2: Mass public meeting by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
1.4 Meet with Mass Public of City Corporation	Prepared plans and budget for mass public meeting, FY 2016-17	.33	-	-	-	.33
	Held two mass public meetings, FY 2016-17	-	-	-	-	-
	Produced mass public meeting reports and displayed, FY 2016-17	-	-	-	-	-
<b>Total</b>		<b>.33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>.33</b>

#### Analysis

**Under activity 1.4,** out of **3 review indicators**; NCC, and ChCC (2) attained one indicator and obtained .33 point each; but *CoCC, RpCC and GCC (3) did not attain*

*any review indicator and obtained zero each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).*

**Table 4.2.3: Administrative reform by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.2 Administrative Reform Committee (ARC) established	Prepared ARSP for each identified issue	-	-	-	-	-
	Approved ARSP by city council	-	-	-	-	-
	Reviewed ARSP implementation schedule quarterly, FY 2016-17	-	-	-	-	-
	Prepared ARSP quarterly/annual progress reports, FY 2016-17	-	-	-	-	-
<b>Total</b>		-	-	-	-	-

#### Analysis

Under activity 2.2, out of 4 review indicators, *none of the 5 CC attained any review indicator and obtained zero each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).*

**Table 4.2.4: Vision and mission of CC and each department by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.3 Vision and mission set in each Department	Reviewed vision and mission of each department, FY 2016-17	.34	-	.34	.34	.34
	Reviewed vision and mission of each department approved by CC council, FY 2016-17	.33	-	.33	.33	.33
	Approved vision and mission displayed in citizen charter and CC web site, FY 2016-17	.33	-	.33	.33	.33
<b>Total</b>		<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>

#### Analysis

Under activity 2.3, out of 3 reiview indicators; NCC, RpCC, GCC and ChCC (4) attained all and obtained total 1 point each; but *CoCC (1) did not attain any indicator and obtained zero. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).*

**Table 4.2.5: Job descriptions revised by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.5 Job descriptions revised	Reviewed job descriptions of all CC staff by each department	.25	-	.25	-	.25
	Revised job descriptions of all CC staff by CDU, FY 2016-17	-	-	-	-	-
	Approved revise job description of all CC staff by CC council, FY 2016-17	.25	-	.25	-	.25
	Circulated approve job description to all CC staff by official letter signed by Mayor	-	-	-	-	-
<b>Total</b>		<b>.50</b>	<b>-</b>	<b>.50</b>	<b>-</b>	<b>.50</b>

#### Analysis

Under activity 2.5, out of 4 review indicators; NCC, RpCC and ChCC (3) attained two and obtained total .5 point each; but *CoCC and GCC (2) did not attain any review indicator and obtained zero each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).*

**Table 4.2.6: Initiate kaizen activities by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.6 Initiate Kaizen activities	Allocated fund to implement kaizen activities by CC	-	-	-	-	-
	Given prize to the best kaizen activities practiced department by Mayor	-	-	-	-	-
	Displayed Kaizen activities in CC website	-	-	-	-	-
<b>Total</b>		-	-	-	-	-

**Analysis**

**Under activity 2.6,** out of 3 review indicators; *none of the 5 CC attained any review indicator and obtained zero each.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.7: Comprehensive planning unit (CPU) by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.7 Comprehensive Planning Unit (CPU) established	Prepared policy paper to tackle multi-sector issues by CPU	-	-	-	-	-
	Updated CCIDP including rolling plan annually	.33	-	.33	.33	-
	Held CPU monthly meeting	.33	-	-	.33	-
<b>Total</b>		.66	-	.33	.66	-

**Analysis**

**Under activity 2.7,** out of 3 review indicators; NCC and GCC (2) attained two and obtained total .66 point each; RpCC (1) attained one and obtained .33 point; but *CoCC and ChCC (2) did not attain any review indicator and obtained zero.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.8: Activate standing committee by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.8 Activate standing committee	Establishment of Standing Committees with ToR	.34	.34	.34	.34	.34
	Held standing committee monthly meetings, FY 2016-17	-	-	-	-	-
	Produced annual report by each standing committee, FY 2016-17	-	-	-	-	-
<b>Total</b>		.34	.34	.34	.34	.34

**Analysis**

**Under activity 2.8,** out of 3 review indicators; all CC(5) attained one indicator and obtained .34 point each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.9: Annual administrative report prepared and published by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
2.9 Annual administrative report	Prepared annual administrative report, FY 2016-17	.50	.50	-	.50	.50

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
prepared and published (Clause 43, CC Act)	Circulated annual administrative report, FY 2016-17	.50	.50	-	.50	.50
<b>Total</b>		<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>

#### Analysis

**Under activity 2.9,** out of **2 review indicators;** NCC, CoCC, GCC and ChCC (4) attained both review indicators and obtained total 1 point each; but *RpCC (1) did not attain any review indicator and obtained zero.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.10: Improve capability/efficiency of tax assessment by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
3.1 Improve capability/efficiency of tax assessment	Conducted regular (5-year interval) tax re-assessment	.50	.50	.50	.50	.50
	Created link between holding tax ID and construction registration	-	.50	.50	-	-
<b>Total</b>		<b>.50</b>	<b>1</b>	<b>1</b>	<b>.50</b>	<b>.50</b>

#### Analysis

**Under activity 3.1,** out of **2 review indicators;** CoCC and RpCC (2) attained both and obtained total 1 point each; NCC, GCC and ChCC(3) attained one review indicator and obtained .50 point each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.11: Interim tax assessment by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
3.2: Interim tax assessment carried out throughout the year and collection increased	Identified missing holding in tax register in regular interval	.50	.50	.50	.50	.50
	Increased Tax collection efficiency over the project years.	.50	.50	.50	.50	-
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>.50</b>

#### Analysis

**Under activity 3.2,** out of **2 review indicators;** NCC, CoCC, RpCC and GCC (4) attained both and obtained total 1 point each; and ChCC(1) attained one and obtained .50 point. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.12: Re-identification of source of tax by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
3.3: Re-identification of source of tax	Re-identified new tax source by F&E Standing Committee, FY 2016-17	.50	.50	.50	.50	.50
	Imposed tax on re-identified new tax source by CC, FY 2016-17	-	-	-	-	.50
<b>Total</b>		<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>1</b>

#### Analysis

**Under activity 3.3,** out of **2 review indicators;** ChCC (1) attained both and obtained total 1 point ; NCC, CoCC, RpCC and GCC (4) attained one review indicator and

obtained .50 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.13: Establish integrated computer systems by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
4.3 Establish integrated computer systems	Provided training on integrated computer system for CC staff	-	-	-	-	-
	Operated integrated computer system for financial management	-	-	-	-	-
<b>Total</b>		-	-	-	-	-

#### Analysis

**Under activity 4.3,** out of 2 review indicators; *none of the 5 CC attained any review indicator and obtained zero each.* **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.14: Financial statement prepared and internal audit by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
4.4 Financial statement prepared, and internal audit department carryout audit within 3 months after the closure of fiscal year	Prepared financial statement, FY 2015-16 & 2016-17	.33	.33	.33	.33	.33
	Carried out internal audit, FY 2015-16 & 2016-17	-	-	.34	-	.34
	Submitted internal audit report to CC and PCO, FY 2015-16 and 2016-17	-	-	.33	-	.33
<b>Total</b>		<b>.33</b>	<b>.33</b>	<b>1</b>	<b>.33</b>	<b>1</b>

#### Analysis

**Under activity 4.4,** out of 3 review indicators; RpCC and ChCC (2) attained all indicators and obtained total 1 point each; NCC, CoCC & GCC (3) attained one and obtained .33 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.15: Non-tax own revenue source increased by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
4.5 Non-tax own revenue source increased at least by inflation rate in each year	Updated rates of non-tax revenue sources, FY 2016-17	.34	.34	.34	.34	.34
	Fixed target for collection of non-tax revenues by each official, FY 2016-17	.33	.33	.33	.33	.33
	Adopted non-tax revenue collection plan, FY 2016-17	.33	.33	.33	.33	.33
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

#### Analysis

**Under activity 4.5,** out of 3 review indicators; all CC (5) attained all and obtained total 1 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.16: All due debts to GoB by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
4.6 All due debts to GoB	Repaid all due debts according to the schedule	.50	.50	-	.50	.50

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
and other entities fully repaid according the schedule	Submitted quarterly repayment statement of due debt to PCO, FY 2016-17	.50	.50	-	.50	.50
<b>Total</b>		<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>

#### Analysis

**Under activity 4.6,** out of 2 review indicators; NCC, CoCC, GCC and ChCC (4) attained both and obtained total 1 point each; but *RpCC (1) did not attain any indicator and obtained zero.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.17: Outstanding bills older than 3 months, including electricity and telephone, paid in time by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
4.7 Outstanding bills older than 3 months, including Electricity and telephone, paid in time	Receipt electricity and telephone bill every month, FY 2016-17	.33	.33	.33	.33	.33
	Settled disputes over arrear electricity, telephone bills, if any	.33	0	0	.33	.33
	Electricity and telephone bills paid regularly, FY 2016-17	.34	.34	.34	.34	.34
<b>Total</b>		<b>1</b>	<b>.67</b>	<b>.67</b>	<b>1</b>	<b>1</b>

#### Analysis

**Under activity 4.7,** out of 3 review indicators; NCC, GCC, and ChCC (3) attained all and obtained total 1 point each; CoCC and RpCC(2) attained two and obtained total 0.67 point each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.18: Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	Prepared propose budget, FY 2017-18	.33	.33	.33	.33	.33
	Disclosed propose budget for citizen/CSCC comments/suggestions, FY 2017- 18	.33	.33	.33	.33	.33
	Finalized and approved budget, FY 2017-18 in CC meeting	.34	.34	.34	.34	.34
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

#### Analysis

**Under activity 4.8,** out of 3 review indicators; all 5 CC attained all indicators and obtained total 1 point each. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.19: Integration of community and formation of community group in SWM activity by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
5.3 Integration of community and formation of Community Group (CG)	Provided training to CG members on 3R	-	-	-	-	-
<b>Total</b>		-	-	-	-	-

**Analysis**

**Under activity 5.3,** out of 1 review indicator; *none of the CC (5) attained and obtained zero.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.20: Gender action plan (GAP) prepared by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
5.4 Gender Action Plan (GAP) prepared	Allocation for GAP implementation in CC budget, 2016-17 & 2017-18	-	.50	-	-	-
	Produced GAP implementation quarterly/annual progress reports, FY 2016-17	-	-	-	-	-
<b>Total</b>		-	.50	-	-	-

**Analysis**

**Under activity 5.4,** out of 2 review indicators; only CoCC (1) attained one and obtained .50 point; and *rest of CCs (4) did not attain any indicators and obtained zero each.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.21: Poverty reduction action plan (PRAP) prepared and implemented by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum	Revised PRAP and endorse by CSCC, FY 2016-17	-	-	-	.25	-
	Approved revise PRAP by CC council, FY 2016-17	-	-	-	.25	-
	Allocation for PRAP implementation in CC budget, 2016-17 & 2017-18 PRAP	.25	.25	-	.25	.25
	Produced annual report, FY 2016-17	-	-	-	-	-
<b>Total</b>		.25	.25	-	.75	.25

**Analysis**

**Under activity 5.5,** out of 4 review indicators; GCC (1) attained three and obtained total .75 point; NCC, CoCC and ChCC(3) attained one and obtained .25 point each; but *RpCC (1) did not attain any indicator and obtained zero.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.22: Revision of citizen charter by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
5.6 Revision of Citizen Charter	Revised Citizen Charter, FY 2016-17	.50	-	.50	.50	.50
	Displayed revise Citizen Charter in suitable place	.50	-	.50	.50	.50

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
Total		1	-	1	1	1

#### Analysis

Under activity 5.6, out of 2 review indicators; NCC, RpCC, GCC and ChCC (4) attained all indicators and obtained total 1 point each; but *CoCC (1) did not attain any indicator and obtained zero*. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.23: Citizen report cards (CRC) prepared, approved and implemented by CSCC by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	Prepared CRC for survey by WG, FY 2016-17	-	-	-	-	-
	Conducted CRC survey with minimum 500 respondents	-	-	-	-	-
	Compiled CRC survey results	-	-	-	-	-
	Disclosed compiled CRC survey results	-	-	-	-	-
<b>Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Analysis

Under activity 5.7, out of 4 review indicators; *none of the CC attained any indicator and obtained zero each*. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.24: Grievance-redress cell (GRC) established with revised terms of reference and functional by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional	Held GRC monthly meeting, FY 2016-17	-	-	-	-	-
	Maintained records of all received complaints	.33	.33	-	-	.33
	Included agendas in CC meetings for appropriate action	-	-	-	-	-
<b>Total</b>		<b>.33</b>	<b>.33</b>	<b>-</b>	<b>-</b>	<b>.33</b>

#### Analysis

Under activity 5.8, out of 3 review indicators; NCC, CoCC and ChCC (3) attained one and obtained .33 point each; but *RpCC and GCC(2) did not attain any indicator and obtained zero each*. Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

**Table 4.2.25: Initiate/ update master plan by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
6.1 Initiate/ update master plan	Prepared/updated master plan if applicable	.50	.50	.50	.50	.50
	Prepared action plan for infrastructure and public facilities, if applicable	.50	-	.50	.50	-
<b>Total</b>		<b>1</b>	<b>.50</b>	<b>1</b>	<b>1</b>	<b>.50</b>

#### Analysis

Under activity 6.1, out of 2 review indicators; NCC, RpCC and GCC (3) attained both and obtained total 1 point each; CoCC and ChCC (2) attained one and

obtained .50 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.26: Practical use of city corporation infrastructure development plan by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	Revised IDP with budget, FY 2016-17	.50	.50	.50	.50	-
	Approved revised IDP with budget by CC council, FY 2016-17	.50	.50	.50	.50	-
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>

#### Analysis

**Under activity 6.3,** out of 2 review indicators; NCC, CoCC, RpCC and GCC (4) attained both and obtained total 1 point each; but *ChCC (1) did not attain any indicator and obtained zero.* **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.27: Establish O&M action plan by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
6.4 Establish O&M action plan	Prepared revise O&M plans and budget for CGP assisted sub-projects	.25	.25	.25	.25	.25
	Held O&M Standing Committee quarterly meetings	-	-	-	-	.25
	Held O&M group monthly meeting	-	-	-	-	-
	Implemented O&M plan for batch-1 sub-projects	.25	.25	.25	.25	.25
<b>Total</b>		<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.75</b>

#### Analysis

**Under activity 6.4,** out of 4 review indicators; ChCC (1) attained three and obtained total .75 point; NCC, CoCC, RpCC and GCC (4) attained two indicator and obtained total .50 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.28: Sanitary situation analysis by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
6.6 Sanitary situation	Analyzed demand and selected areas for public and household toilets, FY 2016-17	-	-	-	-	-
	Increased drainage connection of waste water from household, FY 2016-17	.50	.50	.50	.50	.50
<b>Total</b>		<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>

#### Analysis

**Under activity 6.6,** out of 2 review indicators; all CCs (5) attained one indicator and obtained .50 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

**Table 4.2.29: Awareness campaign for rule of law by City Corporation**

Activities	Indicators	Points obtained				
		NCC	CoCC	RpCC	GCC	ChCC
7.1 Awareness campaign for Rule of Law	Law officer implemented at least one campaign activity, FY 2016-17	.50	.50	.50	.50	.50
	Prepared and submitted campaign report activity to Mayor/CEO	.50	.50	.50	.50	.50
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Analysis**

**Under activity 7.1,** out of **2 review indicators**; all CCs (5) attained both indicators and obtained total 1 point each. **Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).**

Out of **79 review indicators** under 29 non-trigger activities; NCC, CoCC, RpCC, GCC and ChCC (5) attained 41, 31, 34, 40 and 39 indicators and obtained total 15.99, 12.67, 13.34, 15.58 and 14.75 point respectively; but *NCC, CoCC, RpCC, GCC and ChCC (5) could not attain 38, 48, 45, 39 and 40 indicators each and obtained zero respectively.* Detail are in annex 1(b), 2(b), 3(b), 4(b) and 5(b).

## **5.1 Conclusion**

It appears City Council representatives and staff did not pay due attention to governance improvement activities as long as 1<sup>st</sup> performance review is over. Obviously, recent past city council election (at Narayanganj and Comilla), shifting of assessment criteria, and high turnover of key positions at CC levels are the reasons.

**Out of 13 trigger activities**, NCC attained **12** & obtained total 10 point, CoCC attained **10** & obtained total 7.5 point, RpCC attained **12** & obtained total 10 point, GCC attained **12** & obtained total 11 point and ChCC attained **11** activities & obtained total 8.5 point.

Even though, CCs obtained more than minimum 7.5 point; but none of them could attain each trigger activities and result is fail in 13 trigger activities.

**Out of 29 non-trigger activities**, NCC attained **23** & obtained total **15.99** point; CoCC attained **19** & obtained total **12.67** point; RpCC attained **17** & obtained total **13.34** point; GCC attained **20** & obtained total **15.58** point; and ChCC attained **21** activities & obtained total **14.75** point.

However, obtained point from 29 non-trigger activities did not add any value to the point obtained from 13 trigger activities, because none of the CC attained each 13 trigger activities, which are essential and mandatory for them.

# Annex 1 (a): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Narayanganj City Corporation

20-24 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
1. Improvement of Openness and Information Dissemination	1.1(T-1) Activities for E-governance initiated	• E-governance system introduction	• Snapshot	• In two areas	2	2	1		1	
				• At least in one area	1			0.5		
	Total attainments								1	
	1.2 (T-2) MCC established and campaign plan developed and implemented as planned	• Citizen registration  • SMS information dissemination	• Photo copy of register • Endorsement of MCC • Approval of Mayor	• Register and send SMS to 10,000 citizens	10,000	10,000	1		1	
			• Snapshot	• Register and send SMS to 7,500 citizens	7,500			0.5		
	Total attainments								1	
2. Administrative Reform	2.1. (T-3) CDCC established	• CDCC meeting	• Meeting minutes	• At least 4 meetings in each year	4	3	1			0
	Total attainments								0	
	2.4 (T-4) CDU established, and implemented trainings according to ARP	• Kaizen activity implementation	• Kaizen reports of each department	• 4 activities in each department	(4 x 10) 40		1			
			• Spot check in each department	• At least 2 activities in each department	(2 x 10) 20	30		0.5		0.5
	Total attainments								0.5	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
4. Financial Reform	4.1 (T-5) Independent accounting system for WS and WM sector	• Tax/tariff adjustment	• Tax/tariff adjustment decision and plan	• Adjusted for WS and WM properly (self-financing)	Self-financing		1			
			• Independent bank account statement • Independent account statement	• Continued management of financial independent accounting system	independent accounting system	1		0.5		0.5
	Total attainments								0.5	
	4.2 (T-6) Diversify earnings from business operated by CCs	• Business proposal preparation	• Copy of business proposals	• Prepared proposal for new business activities	As available	4	1		1	
		• F&E Standing Committee meetings	• Meeting minutes	• At least 4 meetings in each year	4			0.5		
	Total attainments								1	
5. Citizen's Awareness and Participation	5.1 (T-7) Establishment of Civil Society Coordination Committee (CSCC) and make it functional	• CSCC meetings	• Meeting minutes	• 4 meetings in each year	4	4	1		1	
			• Meeting minutes	• At least 3 meetings in each year	3			0.5		
	Total attainments								1	
	5.2 (T-8) Establishment	• WLCC meetings	• Meeting minutes	• 4 meetings in each year	(4 x 27) 108	108	1		1	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	of Ward Level Coordination Committee (WLCC) and make it functional		<ul style="list-style-type: none"><li>Meeting minutes</li></ul>	<ul style="list-style-type: none"><li>At least 2 meetings in each year</li></ul>	(2 x 27) 54			0.5		
	Total attainments								1	
6. Urban Planning and Environmental Improvement	6.2 (T-9) Development control implemented	<ul style="list-style-type: none"><li>Action to illegal buildings</li></ul>	<ul style="list-style-type: none"><li>Report</li><li>List of illegal buildings</li></ul>	<ul style="list-style-type: none"><li>Any action to illegal buildings and actions based on legalization plan by CC</li></ul>	As required	3	1		1	
				<ul style="list-style-type: none"><li>Identified illegal buildings</li></ul>	As required			0.5		
	Total attainments								1	
	6.5 (T-10) Complied environmental Conservation Act and rules	<ul style="list-style-type: none"><li>Actions to stop &amp; solve illegal actions</li></ul>	<ul style="list-style-type: none"><li>Notice/ legal action</li></ul>	<ul style="list-style-type: none"><li>Any action to stop and solve illegal action and situation</li></ul>	As required	1	1			
			<ul style="list-style-type: none"><li>IEE/EIA clearance for batch-2 sub project</li></ul>	<ul style="list-style-type: none"><li>Observed Act &amp; rules in infrastructure development</li></ul>	As required			0.5		0.5
	Total attainments								0.5	
	6.7 (T-11) Established SWM system	<ul style="list-style-type: none"><li>Waste collection coverage</li></ul>	<ul style="list-style-type: none"><li>List of extended areas</li><li>Collection frequency</li></ul>	<ul style="list-style-type: none"><li>Increased/improved waste collection coverage and frequency</li></ul>	As required	10 wards, 1 time	1		1	
		<ul style="list-style-type: none"><li>Waste collection frequency</li></ul>	<ul style="list-style-type: none"><li>Copy of plan</li></ul>	<ul style="list-style-type: none"><li>CC prepared solid waste management plan</li></ul>	As required			0.5		
Total attainments								1		

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
7. Coordination System for Law Enforcement	7.2 (T-12) Law Enforcement Unit (LEU) established	• LEU establishment	• List of proposed actions by SC • Copy of report	• Implemented Standing Committee proposed legal action and produced report on legal action	As required		1			
			• Copy of office order	• Established at least LEU	1	1		0.5		0.5
	Total attainments								0.5	
	7.3 (T-13) Capacity development for Standing Committee for Law and Discipline implemented	• Legal action proposes	• Copy of legal action proposed by department	• Proposed at least 1 legal action by a department	1	3	1		1	
			• Copy of training report	• Conducted at least 1 training for member of Standing Committee in a year	1			0.5		
	Total attainments								1	
Total of full and minimum satisfactory attainment levels							13	7	8	2
Grand total of attainments							13		10	

**Legend:**

Attended at full satisfactory level



Attended at minimum satisfactory level



Not attended



Total attainments



## Fact

Attended 8 (1.1, 1.2, 4.2, 5.1, 5.2, 6.2, 6.7 and 7.3) activates at full satisfactory level; 4 (2.4, 4.1, 6.5 and 7.2) at minimum satisfactory level and not attended 1 (2.1) activity.

- Activity 1.1, introduced in property management, e-tendering, and birth & death registration
- Activity 1.2, sent SMS on public sharing meeting on draft budget, FY 2017-18; pay municipal tax regularly and keep city clean; CC establishment anniversary; eid, victory, language, and independent day greetings
- Activity 2.1, held meetings on 9.10.2016, 6.3.2017, and 19.6.2017, lagging one meeting behind of quarter-1, FY 2016-17
- Activity 2.4, introduced 3 kaizen activities in each section
- Activity 4.1, increased conservancy share amount along with the increased holding tax, but not properly adjusted, the waste collection section runs with subsidy, while water supply system is operated by DWASA
- Activity 4.2, operated real state, market development, hat lease, recreation park etc. as diversified earning source
- Activity 5.1, held meetings on 5.2.2017, 22.2.2017, 1.3.2017, and 4.5.2017, three meetings held in quarter-3, FY 2016-17
- Activity 5.2, held 4 meetings in each ward
- Activity 6.2, identified 9 illegal and 42 vulnerable buildings (residential and commercial) in their territory in FY 2016-17 and eventually informed RAJUK for necessary action against identified illegal buildings and vulnerable building owners to stop use and remove immediately
- Activity 6.5, obtained environmental clearance from DoE and concurrence from JICA all sub-projects (12) under batch-2
- Activity 6.7, increased waste collection coverage to more 10 wards and frequency 2 times
- Activity 7.2, re-established on 19.4.2017 after last CC election, and
- Activity 7.3, proposed tax section for necessary legal action for due tax collection, market section proposed shop inspection, and license section proposed for trade license renew.

## Annex 1 (b): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Narayanganj City Corporation

20-24 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
1. Improvement of openness and information dissemination	1.3 City Information Service Center (CISC) established	• CISC functioning	• Copy of operation plans and budget	• Prepared CISC operation plans and budget, FY 2016-17	1	0	0.25	0
			• List of CC services	• Introduced CC services, FY 2016-17	1	1	0.25	0.25
			• List of government services	• Introduced government services, FY 2016-17	1	0	0.25	0
			• Copy of quarterly/annual reports	• Prepared CISC quarterly/annual reports, FY 2016-17	(4+1) 5	1 annual report	0.25	0
	Total attainments						1.00	0.25
	1.4 Meet with Mass Public of City Corporation	• Regular mass public communication	• Copy of plans and budget	• Prepared plans and budget for mass public meeting, FY 2016-17	1	1	0.33	0.33
			• Copies mass public meeting notices	• Held two mass public meetings, FY 2016-17	2	1	0.34	0
			• Copies of two report produced and displayed	• Produced mass public meeting reports and displayed, FY 2016-17	2	1	0.33	0
	Total attainments						1.00	0.33
	2. Administrative Reform	2.2 Administrative Reform Committee (ARC) established	• ARC functioning	• Copy of ARSP for each issue	• Prepared ARSP for each identified issue	1	0	0.25
• Copy of approved ARSP by CC council				• Approved ARSP by city council	1	0	0.25	0
• Copy of reviewed ARSP				• Reviewed ARSP implementation schedule quarterly, FY 2016-17	4	0	0.25	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
			<ul style="list-style-type: none"><li>Copy of annual report on achievement of ARSP implementation and attached in CC annual report</li></ul>	<ul style="list-style-type: none"><li>Prepared ARSP quarterly/annual progress reports, FY 2016-17</li></ul>	(4+1) 5	0	0.25	<div>0</div>	
	Total attainments							1	<div>0</div>
	2.3 Vision and mission set in each Dept.	<ul style="list-style-type: none"><li>Review vision and mission annually</li></ul>	<ul style="list-style-type: none"><li>Copy of reviewed vision and mission of each department</li></ul>	<ul style="list-style-type: none"><li>Reviewed vision and mission of each department, FY 2016-17</li></ul>	(10+1) 11	11	0.34	<div>0.34</div>	
			<ul style="list-style-type: none"><li>Copy of approved vision and mission of each department by CC council</li></ul>	<ul style="list-style-type: none"><li>Reviewed vision and mission of each department approved by CC council, FY 2016-17</li></ul>	(10+1) 11	11	0.33	<div>0.33</div>	
			<ul style="list-style-type: none"><li>Snapshot of displayed vision and mission</li></ul>	<ul style="list-style-type: none"><li>Approved vision and mission displayed in citizen charter and CC web site, FY 2016-17</li></ul>	(10+1) 11	11	0.33	<div>0.33</div>	
	Total attainments							1	<div>1</div>
	2.5 Job descriptions revised	<ul style="list-style-type: none"><li>Reviewed staff job descriptions</li></ul>	<ul style="list-style-type: none"><li>Revised job descriptions</li></ul>	<ul style="list-style-type: none"><li>Reviewed job descriptions of all CC staff by each department</li></ul>	All positions	660	0.25	<div>0.25</div>	
			<ul style="list-style-type: none"><li>Copies of revised job descriptions, by CDU</li></ul>	<ul style="list-style-type: none"><li>Revised job descriptions of all CC staff by CDU, FY 2016-17</li></ul>	All positions	0	0.25	<div>0</div>	
			<ul style="list-style-type: none"><li>Copies of approved job descriptions by CC council</li></ul>	<ul style="list-style-type: none"><li>Approved revise job description of all CC staff by CC council, FY 2016-17</li></ul>	All positions	660	0.25	<div>0.25</div>	
			<ul style="list-style-type: none"><li>Copies of circular regarding job description by Mayor</li></ul>	<ul style="list-style-type: none"><li>Circulated approve job description to all CC staff by official letter signed by Mayor</li></ul>	All positions	0	0.25	<div>0</div>	
	Total attainments							1	<div>0.5</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
	2.6 Initiate Kaizen activities	• Kaizen activity continuity	• Copy of relevant pages from CC budget FY 2016-17	• Allocated fund to implement kaizen activities by CC	As required	0	0.34	0	
			• Snapshot of prize	• Given prize to the best kaizen activities practiced department by Mayor	1	0	0.33	0	
			• Snapshot of CC website	• Displayed Kaizen activities in CC website	1	0	0.33	0	
	Total attainments							1	0
	2.7 Comprehensive Planning Unit (CPU) established	• CPU functioning	• Copy of policy paper	• Prepared policy paper to tackle multi-sector issues by CPU	1	0	0.34	0	
			• Copy of updated CCIDP and rolling plan	• Updated CCIDP including rolling plan annually	1	1	0.33	0.33	
			• CPU meeting minutes	• Held CPU monthly meeting	12	12	0.33	0.33	
	Total attainments							1	0.66
	2.8 Activate standing committee	• Standing committee functioning	• Copies of office order establishing standing committee	• Establishment of Standing Committees with ToR	14+4=18	18	0.34	0.34	
			• Copies of standing committee meeting minutes	• Held standing committee monthly meetings, FY 2016-17	14x12=168 4 x 4=16	33	0.33	0	
			• Copies of annual reports	• Produced annual report by each standing committee, FY 2016-17	(18 x 1) 18	0	0.33	0	
	Total attainments							1	0.34
	2.9 Annual administrative report prepared and	• Administrative report	• Copy of annual administrative report	• Prepared annual administrative report, FY 2016-17	1	1	0.5	0.5	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	published (Clause 43, CC Act)		• Copy of annual administrative report circulation memo	• Circulated annual administrative report, FY 2016-17	As applicable	LGD & depts.	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
3. Tax reform	3.1 Improve capability/efficiency of tax assessment	• Tax assessment efficiency	• Copy of tax re-assessment report	• Conducted regular (5-year interval) tax re-assessment	1	1	0.5	<div>0.5</div>
			• Copy of link system	• Created link between holding tax ID and construction registration	1	0	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
	3.2: Interim tax assessment carried out throughout the year and collection increased	• Interim tax assessment and collection increase	• Snapshot of tax register	• Identified missing holding in tax register in regular interval	4 quarters	4	0.5	<div>0.5</div>
			• Tax collection quarterly/ annual reports for last three years	• Increased Tax collection efficiency over the project years.	85% over Y4	85%	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	3.3: Re-identification of source of tax	• Re-identified new tax source	• List of re- identified new tax source	• Re-identified new tax source by F&E Standing Committee, FY 2016-17	As available	N/A	0.5	<div>0.5</div>
			• Rate of tax on re-identified new sources	• Imposed tax on re-identified new tax source by CC, FY 2016-17	As applicable	N/A	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
4. Financial Reform	4.3 Establish integrated computer systems	• Integrated computer system functioning	• Training report	• Provided training on integrated computer system for CC staff	1 course	0	0.5	<div>0</div>
			• Snapshot	• Operated integrated computer system for financial management	1 software	0	0.5	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0
	4.4 Financial statement prepared, and internal audit department carryout audit within 3 months after the closure of fiscal year	• Internal audit management	• Financial statement	• Prepared financial statement, FY 2015-16 & 2016-17	2	2	0.33	0.33
			• Internal audit report	• Carried out internal audit, FY 2015-16 & 2016-17	2	0	0.34	0
			• Forwarding letter	• Submitted internal audit report to CC and PCO, FY 2015-16 and 2016-17	2	0	0.33	0
	Total attainments						1	0.33
	4.5 Non-tax own revenue source increased at least by inflation rate in each year	• Increased non-tax own revenue source	• Updated list of non-tax revenue sources	• Updated rates of non-tax revenue sources, FY 2016-17	Leas, fees, rate	5%	0.34	0.34
			• Collection target against each official	• Fixed target for collection of non-tax revenues by each official, FY 2016-17	Amount	1727.76 lac	0.33	0.33
			• Non-tax revenue collection plan	• Adopted non-tax revenue collection plan, FY 2016-17	1	1	0.33	0.33
	Total attainments						1	1
	4.6 All due debts to GoB and other entities fully repaid according the schedule	• Due debts repayment	• Copy of repayment schedule	• Repaid all due debts according to the schedule	BDT 2,362,461	BDT 2,362,461	0.5	0.5
			• Copy of quarterly statement/ report	• Submitted quarterly repayment statement of due debt to PCO, FY 2016-17	4	4	0.5	0.5
	Total attainments						1	1
	4.7 Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in	• Payment status of electricity and telephone bill	• Copies of bill	• Receipt electricity and telephone bill every month, FY 2016-17	12 months	12 months	0.33	0.33
			• Dispute settlement decisions	• Settled disputes over arrear electricity, telephone bills, if any	As applicable	N/A	0.33	0.33

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	time		• Bill payment statements	• Electricity and telephone bills paid regularly, FY 2016-17	As applicable	(2 x 12) 24 bills	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>
	4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	• CC budget preparation as per actual outlay	• Copy of propose budget	• Prepared propose budget, FY 2017-18	1	1	0.33	<div>0.33</div>
			• Shared in public meeting, notice board, web site, CSCC meeting, newspaper etc.	• Disclosed propose budget for citizen/CSCC comments/suggestions, FY 2017- 18	1	1	0.33	<div>0.33</div>
			• Copy of approved budget	• Finalized and approved budget, FY 2017-18 in CC meeting	1	1	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>
5. Citizen's Awareness and Participation	5.3 Integration of community and formation of Community Group (CG)	• 3R activity implementation in pilot Wards	• Copy of training report	• Provided training to CG members on 3R	1	0	1	<div>0</div>
	Total attainments						1	<div>0</div>
	5.4 Gender Action Plan (GAP) prepared	• GAP implementation	• Copy of relevant pages of CC budget	• Allocation for GAP implementation in CC budget, 2016-17 & 2017-18	2	1	0.5	<div>0</div>
			• Copy of reports	• Produced GAP implementation quarterly/annual progress reports, FY 2016-17	(4+1) 5	0	0.5	<div>0</div>
	Total attainments						1	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
	5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum	• PRAP implementation	• Endorsed copy of revise PRAP	• Revised PRAP and endorse by CSCC, FY 2016-17	1	0	0.25	<div>0</div>	
			• Approved copy of revise PRAP	• Approved revise PRAP by CC council, FY 2016-17	1	0	0.25	<div>0</div>	
			• Copy of relevant pages of CC budget	• Allocation for PRAP implementation in CC budget, 2016-17 & 2017-18	2	2	0.25	<div>0.25</div>	
			• Copy of annual report	• Produced annual report, FY 2016-17	1	0	0.25	<div>0</div>	
	Total attainments							1	<div>0.25</div>
	5.6 Revision of Citizen Charter	• Revise Citizen Charter	• Copy of revised Citizen Charter	• Revised Citizen Charter, FY 2016-17	1	1	0.5	<div>0.5</div>	
			• Snapshot	• Displayed revise Citizen Charter in suitable place	As required	1	0.5	<div>0.5</div>	
	Total attainments							1	<div>1</div>
	5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	• CRC implementation	• Copy of CRC	• Prepared CRC for survey by WG, FY 2016-17	1	0	0.25	<div>0</div>	
			• Sample of filled-in CRC (5)	• Conducted CRC survey with minimum 500 respondents	500	100	0.25	<div>0</div>	
			• Copy of compiled sheet	• Compiled CRC survey results	1	0	0.25	<div>0</div>	
			• Snapshot	• Disclosed compiled CRC survey results	1	0	0.25	<div>0</div>	
	Total attainments							1	<div>0</div>
		• GRC functioning	• Copies of meeting minutes	• Held GRC monthly meeting, FY 2016-17	12	7	0.34	<div>0</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional		• Snapshot of complaints record register	• Maintained records of all received complaints	As many	1	0.33	<div>0.33</div>
			• CC meeting minutes	• Included agendas in CC meetings for appropriate action	As required	0	0.33	<div>0</div>
	Total attainments						1	<div>0.33</div>
6. Urban Planning and Environmental Improvement	6.1 Initiate/update master plan	• Public access to master plans	• Copy of master plan	• Prepared/updated master plan if applicable	1	1	0.5	<div>0.5</div>
			• Copy of action plan	• Prepared action plan for infrastructure and public facilities, if applicable	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	• CCIDP application	• Copy of revised IDP	• Revised IDP with budget, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Copy of approved revised IDP	• Approved revised IDP with budget by CC council, FY 2016-17	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	6.4 Establish O&M action plan	• O&M action plan implementation	• Copy of revised O&M plans and budget	• Prepared revise O&M plans and budget for CGP assisted sub-projects	1	1	0.25	<div>0.25</div>
			• Meeting minutes	• Held O&M Standing Committee quarterly meetings	4	0	0.25	<div>0</div>
			• Meeting minutes	• Held O&M group monthly meeting	12	0	0.25	<div>0</div>
			• List of sub-projects	• Implemented O&M plan for batch-1 sub-projects	3	N/A	0.25	<div>0.25</div>
	Total attainments						1	<div>0.5</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	6.6 Sanitary situation	• Improved household and public sanitation situation	• Copy of demand analysis	• Analyzed demand and selected areas for public and household toilets, FY 2016-17	1	0	0.5	<div>0</div>
			• List of connections	• Increased drainage connection of waste water from household, FY 2016-17	As applicable	Number not known	0.5	<div>0.5</div>
	Total attainments						1	<div>0.5</div>
7. Coordination system for Law Enforcement	7.1 Awareness campaign for Rule of Law	• Campaign activities implementation	• Photograph	• Law officer implemented at least one campaign activity, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Copy of report	• Prepared and submitted campaign report activity to Mayor/CEO	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
Grand total of attainments							29.00	<div>15.99</div>

**Legend:**

Attended at full satisfactory level



Not achieved



Total attainments



## Fact

Attended 1/4 tasks against activity 1.3; 1/3 against 1.4; 3/3 against 2.3; 2/4 against 2.5; 2/3 against 2.7; 1/3 against 2.8; 2/2 against 2.9; 1/2 against 3.1; 2/2 against 3.2; 1/2 against 3.3; 1/3 against 4.4; 3/3 against 4.5; 2/2 against 4.6; 3/3 against 4.7; 3/3 against 4.8; 1/4 against 5.5; 2/2 against 5.6; 1/3 against 5.8; 2/2 against 6.1; 2/2 against 6.3; 2/4 against 6.4; 1/2 against 6.6; and 2/2 tasks against activity 7.1; and not attended rest 16 tasks against 6 (2.2, 2.6, 4.3, 5.3, 5.4, and 5.7) activities

- Activity 1.3, produced only annual report on CISC services in FY 2016-17
- Activity 1.4, held mass public meeting on 27.7.2016
- Activity 2.5, approved revise Job descriptions for 660 positions in CC meeting avoiding CDU and forwarded to LGD for concurrence on 21.12.2016
- Activity 2.6, met required expenditure for Kaizen activity implementation from other cost head of CC budget, but no particular budget provision for Kaizen activity was in FY 2016-17
- Activity 2.8, held F&E standing committee meetings quarterly and rest 13 standing committee and 4 project recommended standing committee meetings are irregular
- Activity 2.9, prepared and circulated annual administrative report for FY 2016-17 as per clause 43 of CC Act
- Activity 3.1, started 5 years interval tax re-assessment for Sidhirganj and Kodomrossul zones in 2016-17 and could not establish link between holding tax ID and construction registration, since building permission authority lies with RAJUK
- Activity 3.2, Identified missing holdings and included in tax register; reached to 85% tax collection target
- Activity 3.3, could not re-identify any new tax source in FY 2016-17, because tax sources are already saturated
- Activity 4.3, did not provide training on integrated software, since IFM software is not supplied from project
- Activity 4.5, fixed non-tax revenues collection targets for 32 officials (2 tax officers, 1 collector, 6 assistant collectors, and 23 temporary collectors cum assessors) in FY 2016-17
- Activity 4.6, repaid due debts amounting of BDT 2,362,461/= in 4 installments according to schedule of FY 2016-17
- Activity 4.7, no dispute over electricity bills and paid electricity & telephone bills regularly
- Activity 5.3, requested PCO to provide training on 3R to Community Groups Activity 5.4, included budget allocation of Gender Action Plan (GAP) Implementation under governance activity implementation head only in FY 2017-18 and produced no report
- Activity 5.5, did not prepare Poverty Reduction Action Plan (PRAP), but included PRAP implementation budget allocation in FY 2016-17 and 2017-18
- Activity 5.6, revised Citizen Charter and displayed in website only
- Activity 5.7, prepared Citizen Report Card and conducted assessment survey by GICD avoiding WG with 100 respondents instead of 500 on CC delivered service quality and efficiency
- Activity 5.8, redressed grievances on need based in FY 2016-17, including meetings. No agenda included in CC meetings for appropriate action
- Activity 6.1, prepared action area plan for remaining part (beyond RAJUK area) in January 2017
- Activity 6.3, revised and approved IDP including rolling plans and budget
- Activity 6.4, did not start O&M activities for batch-1 sub-projects yet

- Activity 6.6, did not analyze sanitation situation and reported that house owners putted waste water discharge connections into the drains by their own
- Activity 7.1, implemented one campaign activity under guidance of Law Officer on 20.3.2017, produced report and submitted to CEO

## Annex 2 (a): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Comilla City Corporation

06-08 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
1. Improvement of Openness and Information Dissemination	1.1 (T-1) Activities for E-governance initiated	• E-governance system introduction	• Snapshot	• In two areas	2	2	1		1	
				• At least in one area	1			0.5		
	Total attainments								1	
	1.2 (T-2) MCC established and campaign plan developed and implemented as planned	• Citizen registration  • SMS information dissemination	• Photo copy of register • Endorsement of MCC • Approval of Mayor	• Register and send SMS to 10,000 citizens	10,000	10,000	1		1	
			• Snapshot	• Register and send SMS to 7,500 citizens	7,500			0.5		
Total attainments								1		
2. Administrative Reform	2.1. (T-3) CDCC established	• CDCC meeting	• Meeting minutes	• At least 4 meetings in each year	4	3	1		1	
	Total attainments								1	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points		
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory	
	2.4 (T-4) CDU established, and implemented trainings according to ARP	• Kaizen activity implementation	• Kaizen reports of each department	• 4 activities in each department	(4 x 12) 48		1				
			• Spot check in each department	• At least 2 activities in each department	(2 x 12) 24	12		0.5		0	
	Total attainments									0	
4. Financial Reform	4.1 (T-5) Independent accounting system for WS and WM sector	• Tax/tariff adjustment	• Tax/tariff adjustment decision and plan	• Adjusted for WS and WM properly (self-financing)	Self- financing		1				
			• Independent bank account statement • Independent account statement	• Continued management of financial independent accounting system	independent accounting system	2		0.5		0.5	
	Total attainments									0.5	
	4.2 (T-6) Diversify earnings from business operated by CCs	• Business proposal preparation	• Copy of business proposals	• Prepared proposal for new business activities	As available		1				
		• F&E Standing Committee meetings	• Meeting minutes	• At least 4 meetings in each year	4	3		0.5		0.5	
	Total attainments									0.5	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
5. Citizen's Awareness and Participation	5.1 (T-7) Establishment of Civil Society Coordination Committee (CSCC) and make it functional	• CSCC meetings	• Meeting minutes	• 4 meetings in each year	4		1			
			• Meeting minutes	• At least 3 meetings in each year	3	2		0.5		0
	Total attainments								0	
	5.2 (T-8) Establishment of Ward Level Coordination Committee (WLCC) and make it functional	• WLCC meetings	• Meeting minutes	• 4 meetings in each year	(4 x 27) 108		1			
			• Meeting minutes	• At least 2 meetings in each year	(2 x 27) 54	81		0.5		0.5
	Total attainments								0.5	
6. Urban Planning and Environmental Improvement	6.2 (T-9) Development control implemented	• Action to illegal buildings	• Report	• Any action to illegal buildings and actions based on legalization plan by CC	As required	2	1		1	
			• List of illegal buildings	• Identified illegal buildings	As required			0.5		
	Total attainments								1	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	6.5 (T-10) Complied environmental Conservation Act and rules	• Actions to stop & solve illegal actions	• Notice/ legal action	• Any action to stop and solve illegal action and situation	As required		1			
			• IEE/EIA clearance for batch-2 sub project	• Observed Act & rules in infrastructure development	As required	9		0.5		0.5
	Total attainments								0.5	
	6.7 (T-11) Established SWM system	• Waste collection coverage	• List of extended areas • Collection frequency	• Increased/improved waste collection coverage and frequency	As required	12 Wards, 1 time	1		1	
		• Waste collection frequency	• Copy of plan	• CC prepared solid waste management plan	As required			0.5		
Total attainments								1		
7. Coordination System for Law Enforcement	7.2 (T-12) Law Enforcement Unit (LEU) established	• LEU establishment	• List of proposed actions by SC • Copy of report	• Implemented Standing Committee proposed legal action and produced report on legal action	As required		1			
			• Copy of office order	• Established at least LEU	1	1		0.5		0.5
	Total attainments								0.5	
	7.3 (T-13) Capacity development for Standing	• Legal action proposes	• Copy of legal action proposed by department	• Proposed at least 1 legal action by a department	1		1			

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	Committee for Law and Discipline implemented		• Copy of training report	• Conducted at least 1 training for member of Standing Committee in a year	1	1		0.5		0
	Total attainments								0	
Total of full and minimum satisfactory attainment levels							13	7	5	2.5
Grand total of attainments							13		7.5	

#### Legend:

Attended at full satisfactory level



Attended at minimum satisfactory level



Not attended



Total attainments



#### Fact

Attended 5 (1.1, 1.2, 2.1, 6.2 and 6.7) activities at full satisfactory level; 5 (4.1, 4.2, 5.2, 6.5, and 7.2) activities at minimum satisfactory level; and did not attend 3 (2.4, 5.1, and 7.3) activity even at minimum level.

- Activity 1.1, attended only e-tendering, birth & death registration and trade license automation under preparation
- Activity 1.2, sent SMS on pay municipal tax regularly, keep city clean, and eid greetings
- Activity 2.1, held 3/4 meetings on 29.8.2016, 29.12.2016 and 20.6.2017, lagging one meeting behind of quarter-3, FY 2016-17 due to last City Council election
- Activity 2.4, introduced 1 kaizen activities in each department/section in Q3, Y3
- Activity 4.1, increased water tariff and conservancy share amount along with the increased holding tax in 2016, but not properly adjusted, both sections run with subsidy
- Activity 4.2, held 3/4 meetings on 29.9.2016, 21.12.2016 and 7.6.2017, lagging one meeting behind of quarter-3, FY 2016-17 due to last City Council election

- Activity 5.1, held meetings on 29.12.2016 and 20.6.2017
- Activity 5.2, held 2 meetings in each ward
- Activity 6.2, identified 131 illegal and 205 vulnerable buildings (residential and commercial) in their territory in FY 2016-17
- Activity 6.5, obtained environmental clearance from DoE and concurrence from JICA for all sub-projects (9) under batch-2
- Activity 6.7, increased waste collection coverage to more 12 wards and frequency 2 times
- Activity 7.2, need re-establishment after last CC election

## **Annex 2 (b): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Comilla City Corporation**

06-08 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
1. Improvement of openness and information dissemination	1.3 City Information Service Center (CISC) established	• CISC functioning	• Copy of operation plans and budget	• Prepared CISC operation plans and budget, FY 2016-17	1	0	0.25	0
			• List of CC services	• Introduced CC services, FY 2016-17	1	1	0.25	0.25
			• List of government services	• Introduced government services, FY 2016-17	1	0	0.25	0
			• Copy of quarterly/annual reports	• Prepared CISC quarterly/annual reports, FY 2016-17	(4+1) 5	0	0.25	0
	Total attainments						1.00	0.25
	1.4 Meet with Mass Public of City Corporation	• Regular mass public communication	• Copy of plans and budget	• Prepared plans and budget for mass public meeting, FY 2016-17	1	0	0.33	0
			• Copies mass public meeting notices	• Held two mass public meetings, FY 2016-17	2	0	0.34	0
			• Copies of two report produced and displayed	• Produced mass public meeting reports and displayed, FY 2016-17	2	0	0.33	0
	Total attainments						1.00	0
	2. Administrative Reform	2.2 Administrative Reform Committee (ARC) established	• ARC functioning	• Copy of ARSP for each issue	• Prepared ARSP for each identified issue	1	0	0.25
• Copy of approved ARSP by CC council				• Approved ARSP by city council	1	0	0.25	0
• Copy of reviewed ARSP				• Reviewed ARSP implementation schedule quarterly, FY 2016-17	4	0	0.25	0
• Copy of annual report on achievement of ARSP implementation and attached in CC				• Prepared ARSP quarterly/annual progress reports, FY 2016-17	(4+1) 5	0	0.25	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			annual report					
	Total attainments						1	0
	2.3 Vision and mission set in each Dept.	• Review vision and mission annually	• Copy of reviewed vision and mission of each department	• Reviewed vision and mission of each department, FY 2016-17	(12+1) 13	0	0.34	0
			• Copy of approved vision and mission of each department by CC council	• Reviewed vision and mission of each department approved by CC council, FY 2016-17	(12+1) 13	0	0.33	0
			• Snapshot of displayed vision and mission	• Approved vision and mission displayed in citizen charter and CC web site, FY 2016-17	(12+1) 13	0	0.33	0
	Total attainments						1	0
	2.5 Job descriptions revised	• Reviewed staff job descriptions	• Revised job descriptions	• Reviewed job descriptions of all CC staff by each department	All positions	0	0.25	0
			• Copies of revised job descriptions, by CDU	• Revised job descriptions of all CC staff by CDU, FY 2016-17	All positions	0	0.25	0
			• Copies of approved job descriptions by CC council	• Approved revise job description of all CC staff by CC council, FY 2016-17	All positions	0	0.25	0
			• Copies of circular regarding job description by Mayor	• Circulated approve job description to all CC staff by official letter signed by Mayor	All positions	0	0.25	0
	Total attainments						1	0
	2.6 Initiate Kaizen activities	• Kaizen activity continuity	• Copy of relevant pages from CC budget FY 2016-17	• Allocated fund to implement kaizen activities by CC	As required	0	0.34	0
			• Snapshot of prize	• Given prize to the best kaizen activities practiced department by Mayor	1	0	0.33	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			• Snapshot of CC website	• Displayed Kaizen activities in CC website	1	0	0.33	0
	Total attainments						1	0
	2.7 Comprehensive Planning Unit (CPU) established	• CPU functioning	• Copy of policy paper	• Prepared policy paper to tackle multi-sector issues by CPU	1	0	0.34	0
			• Copy of updated CCIDP and rolling plan	• Updated CCIDP including rolling plan annually	1	0	0.33	0
			• CPU meeting minutes	• Held CPU monthly meeting	12	4	0.33	0
	Total attainments						1	0
	2.8 Activate standing committee	• Standing committee functioning	• Copies of office order establishing standing committee	• Establishment of Standing Committees with ToR	(19 x 1) 19	19	0.34	0.34
			• Copies of standing committee meeting minutes	• Held standing committee monthly meetings, FY 2016-17	(15 x 12) =180 (4 x 4)=16	21 6	0.33	0
			• Copies of annual reports	• Produced annual report by each standing committee, FY 2016-17	19 x 1= 19	0	0.33	0
	Total attainments						1	0.34
	2.9 Annual administrative report prepared and published (Clause 43, CC Act)	• Administrative report	• Copy of annual administrative report	• Prepared annual administrative report, FY 2016-17	1	1	0.5	0.5
			• Copy of annual administrative report circulation memo	• Circulated annual administrative report, FY 2016-17	As applicable	1	0.5	0.5
	Total attainments						1	1
	3.1 Improve capability/efficiency	• Tax assessment	• Copy of tax re-assessment report	• Conducted regular (5-year interval) tax re-assessment	1	1	0.5	0.5

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	of tax assessment	efficiency	<ul style="list-style-type: none"><li>Copy of link system</li></ul>	<ul style="list-style-type: none"><li>Created link between holding tax ID and construction registration</li></ul>	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	3.2 Interim tax assessment carried out throughout the year and collection increased	<ul style="list-style-type: none"><li>Interim tax assessment and collection increase</li></ul>	<ul style="list-style-type: none"><li>Snapshot of tax register</li></ul>	<ul style="list-style-type: none"><li>Identified missing holding in tax register in regular interval</li></ul>	4 quarter	4	0.5	<div>0.5</div>
			<ul style="list-style-type: none"><li>Tax collection quarterly/ annual reports for last three years</li></ul>	<ul style="list-style-type: none"><li>Increased Tax collection efficiency over the project years.</li></ul>	85% over Y4	53%	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	3.3 Re-identification of source of tax	<ul style="list-style-type: none"><li>Re-identified new tax source</li></ul>	<ul style="list-style-type: none"><li>List of re- identified new tax source</li></ul>	<ul style="list-style-type: none"><li>Re-identified new tax source by F&amp;E Standing Committee, FY 2016-17</li></ul>	As available	N/A	0.5	<div>0.5</div>
			<ul style="list-style-type: none"><li>Rate of tax on re-identified new sources</li></ul>	<ul style="list-style-type: none"><li>Imposed tax on re-identified new tax source by CC, FY 2016-17</li></ul>	As applicable	N/A	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
4. Financial Reform	4.3 Establish integrated computer systems	<ul style="list-style-type: none"><li>Integrated computer system functioning</li></ul>	<ul style="list-style-type: none"><li>Training report</li></ul>	<ul style="list-style-type: none"><li>Provided training on integrated computer system for CC staff</li></ul>	1 course	0	0.5	<div>0</div>
			<ul style="list-style-type: none"><li>Snapshot</li></ul>	<ul style="list-style-type: none"><li>Operated integrated computer system for financial management</li></ul>	1 software	0	0.5	<div>0</div>
	Total attainments						1	<div>0</div>
	4.4 Financial statement prepared, and internal audit department	<ul style="list-style-type: none"><li>Internal audit management</li></ul>	<ul style="list-style-type: none"><li>Financial statement</li></ul>	<ul style="list-style-type: none"><li>Prepared financial statement, FY 2015-16 &amp; 2016-17</li></ul>	2	2	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>Internal audit report</li></ul>	<ul style="list-style-type: none"><li>Carried out internal audit, FY 2015-16 &amp; 2016-17</li></ul>	2	0	0.34	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	carryout audit within 3 months after the closure of fiscal year		<ul style="list-style-type: none"><li>Forwarding letter</li></ul>	<ul style="list-style-type: none"><li>Submitted internal audit report to CC and PCO, FY 2015-16 and 2016-17</li></ul>	2	0	0.33	<div>0</div>
	Total attainments						1	<div>0.33</div>
	4.5 Non-tax own revenue source increased at least by inflation rate in each year	<ul style="list-style-type: none"><li>Increased non-tax own revenue source</li></ul>	<ul style="list-style-type: none"><li>Updated list of non-tax revenue sources</li></ul>	<ul style="list-style-type: none"><li>Updated rates of non-tax revenue sources, FY 2016-17</li></ul>	Leas, fees, rate	232%	0.34	<div>0.34</div>
			<ul style="list-style-type: none"><li>Collection target against each official</li></ul>	<ul style="list-style-type: none"><li>Fixed target for collection of non-tax revenues by each official, FY 2016-17</li></ul>	Amount	1902.24 lac	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>Non-tax revenue collection plan</li></ul>	<ul style="list-style-type: none"><li>Adopted non-tax revenue collection plan, FY 2016-17</li></ul>	1	1	0.33	<div>0.33</div>
	Total attainments						1	<div>1</div>
	4.6 All due debts to GoB and other entities fully repaid according the schedule	<ul style="list-style-type: none"><li>Due debts repayment</li></ul>	<ul style="list-style-type: none"><li>Copy of repayment schedule</li></ul>	<ul style="list-style-type: none"><li>Repaid all due debts according to the schedule</li></ul>	BDT	N/A	0.5	<div>0.5</div>
			<ul style="list-style-type: none"><li>Copy of quarterly statement/ report</li></ul>	<ul style="list-style-type: none"><li>Submitted quarterly repayment statement of due debt to PCO, FY 2016-17</li></ul>	4	N/A	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	4.7 Outstanding bills older than 3 months, including iii)Electricity and iv)telephone, paid in time	<ul style="list-style-type: none"><li>Payment status of electricity and telephone bill</li></ul>	<ul style="list-style-type: none"><li>Copies of bill</li></ul>	<ul style="list-style-type: none"><li>Receipt electricity and telephone bill every month, FY 2016-17</li></ul>	12 months	12 months	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>Dispute settlement decisions</li></ul>	<ul style="list-style-type: none"><li>Settled disputes over arrear electricity, telephone bills, if any</li></ul>	As applicable	0	0.33	<div>0</div>
			<ul style="list-style-type: none"><li>Bill payment statements</li></ul>	<ul style="list-style-type: none"><li>Electricity and telephone bills paid regularly, FY 2016-17</li></ul>	As applicable	(2 x 12) 24 bills	0.34	<div>0.34</div>
	Total attainments						1	<div>0.67</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	• CC budget preparation as per actual outlay	• Copy of propose budget	• Prepared propose budget, FY 2017-18	1	1	0.33	<div>0.33</div>
			• Shared in public meeting, notice board, web site, CSCC meeting, newspaper etc.	• Disclosed propose budget for citizen/CSCC comments/suggestions, FY 2017- 18	1	1	0.33	<div>0.33</div>
			• Copy of approved budget	• Finalized and approved budget, FY 2017-18 in CC meeting	1	1	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>
5. Citizen's Awareness and Participation	5.3 Integration of community and formation of Community Group (CG)	•3R activity implementation in pilot Wards	• Copy of training report	• Provided training to CG members on 3R	1	0	1	<div>0</div>
	Total attainments						1	<div>0</div>
	5.4 Gender Action Plan (GAP) prepared	•GAP implementation	• Copy of relevant pages of CC budget	• Allocation for GAP implementation in CC budget, 2016-17 & 2017-18	2	2	0.5	<div>0.5</div>
			• Copy of reports	• Produced GAP implementation quarterly/annual progress reports, FY 2016-17	(4+1) 5	0	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
	5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum	• PRAP implementation	• Endorsed copy of revise PRAP	• Revised PRAP and endorse by CSCC, FY 2016-17	1	0	0.25	<div>0</div>
			• Approved copy of revise PRAP	• Approved revise PRAP by CC council, FY 2016-17	1	0	0.25	<div>0</div>
			• Copy of relevant pages of CC budget	• Allocation for PRAP implementation in CC budget, 2016-17 & 2017-18	2	2	0.25	<div>0.25</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			• Copy of annual report	• Produced annual report, FY 2016-17	1	0	0.25	0
	Total attainments						1	0.25
	5.6 Revision of Citizen Charter	• Revise Citizen Charter	• Copy of revised Citizen Charter	• Revised Citizen Charter, FY 2016-17	1	0	0.5	0
			• Snapshot	• Displayed revise Citizen Charter in suitable place	1	0	0.5	0
	Total attainments						1	0
	5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	•CRC implementation	• Copy of CRC	• Prepared CRC for survey by WG, FY 2016-17	1	0	0.25	0
			• Sample of filled-in CRC (5)	• Conducted CRC survey with minimum 500 respondents	500	100	0.25	0
			• Copy of compiled sheet	• Compiled CRC survey results	1	0	0.25	0
			• Snapshot	• Disclosed compiled CRC survey results	1	0	0.25	0
	Total attainments						1	0
	5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional	• GRC functioning	• Copies of meeting minutes	• Held GRC monthly meeting, FY 2016-17	12	6	0.34	0
			• Snapshot of complaints record register	• Maintained records of all received complaints	As many	1	0.33	0.33
			• CC meeting minutes	• Included agendas in CC meetings for appropriate action	As required	0	0.33	0
	Total attainments						1	0.33

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
6. Urban Planning and Environmental Improvement	6.1 Initiate/update master plan	• Public access to master plans	• Copy of master plan	• Prepared/updated master plan if applicable	1	1	0.5	<div>0.5</div>
			• Copy of action plan	• Prepared action plan for infrastructure and public facilities, if applicable	1	0	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
	6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	• CCIDP application	• Copy of revised IDP	• Revised IDP with budget, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Copy of approved revised IDP	• Approved revised IDP with budget by CC council, FY 2016-17	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	6.4 Establish O&M action plan	• O&M action plan implementation	• Copy of revised O&M plans and budget	• Prepared revise O&M plans and budget for CGP assisted sub-projects	1	1	0.25	<div>0.25</div>
			• Meeting minutes	• Held O&M Standing Committee quarterly meetings	4	0	0.25	<div>0</div>
			• Meeting minutes	• Held O&M group monthly meeting	12	0	0.25	<div>0</div>
			• List of sub-projects	• Implemented O&M plan for batch-1 sub-projects	8	N/A	0.25	<div>0.25</div>
	Total attainments						1	<div>0.5</div>
	6.6 Sanitary situation	• Improved household and public sanitation situation	• Copy of demand analysis	• Analyzed demand and selected areas for public and household toilets, FY 2016-17	1	0	0.5	<div>0</div>
			• List of connections	• Increased drainage connection of waste water from household, FY 2016-17	As applicable	Number not known	0.5	<div>0.5</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0.5
7. Coordination System for Law Enforcement	7.1 Awareness campaign for Rule of Law	• Campaign activities implementation	• Photograph	• Law officer implemented at least one campaign activity, FY 2016-17	1	1	0.5	0.5
			• Copy of report	• Prepared and submitted campaign report activity to Mayor/CEO	1	1	0.5	0.5
	Total attainments						1	1
	Grand total of attainments						29.00	12.67

**Legend:**

Attended at full satisfactory level



Not achieved



Total attainments



## Fact

Attended 1/4 tasks against activity 1.3; 1/3 against 2.8; 2/2 against 2.9; 2/2 against 3.1; 2/2 against 3.2; 1/2 against 3.3; 1/3 against 4.4; 3/3 against 4.5; 2/2 against 4.6; 2/3 against 4.7; 3/3 against 4.8; 1/2 against 5.4; 1/4 against 5.5; 1/3 against 5.8; 1/2 against 6.1; 2/2 against 6.3; 2/4 against 6.4; 1/2 against 6.6 and 2/2 tasks against activity 7.1; and not attended rest 29 tasks against 10 (1.4, 2.2, 2.3, 2.5, 2.6, 2.7, 4.3, 5.3, 5.6, and 5.7) activities

- Activity 1.3, provider only basic information on City Corporation services
- Activity 2.7, did not prepare policy paper to tackle multi-sectors issue, CCIDP including rolling plan and held 1 CPU meeting in FY 2016-17
- Activity 2.8, held total 27 meetings of 19 standing committee in FY 2016-17
- Activity 2.9, prepared and circulated annual administrative report in FY 2016-17 as per clause 43 of CC Act
- Activity 3.1, started 5 years interval tax re-assessment in FY 2016-17 and established link between holding tax ID and construction registration
- Activity 3.2: identified missing holdings and included in tax register, also increased 53% tax collection efficiency against 85% target by project year 4
- Activity 3.3, could not re-identify any new tax source in FY 2016-17, because tax sources are already saturated
- Activity 4.3, did not provide training on integrated software, since IFM software is not supplied form project
- Activity 4.4, prepared financial reports only, did not conduct internal audit
- Activity 4.5, fixed non-tax revenues collection targets for 44 officials (2 tax officers, 39 collectors, and 2 assessors) in FY 2016-17, observed radical increase (94% and 754%) in rates and fees respectively compare to FY 2015-16
- Activity 4.6, did not receive debts from GoB and other entities
- Activity 4.7, did not pay electricity bill used for water supply since long, rest electricity and telephone bills of FY 2016-17 are paid regularly
- Activity 5.3, requested PCO to provide training on 3R to Community Groups
- Activity 5.4, included budget allocation for Gender Action Plan (GAP) implementation in FY 2017-18 under governance activity implementation head
- Activity 5.5, did not prepare Poverty Reduction Action Plan (PRAP), but included PRAP implementation budget allocation in FY 2016-17 and 2017-18
- Activity 5.7, prepared Citizen Report Card and conducted assessment survey by GICD avoiding WG with 100 respondents instead of 500 on CC delivered service quality and efficiency
- Activity 5.8, redressed grievances on need based in FY 2016-17, including meetings. No agenda included in CC meetings for appropriate action
- Activity 6.1, prepared Master Plan by LGED in 2013-15
- Activity 6.3, revised and approved IDP including rolling plan
- Activity 6.4, did not start O&M activities for batch-1 sub-projects yet
- Activity 6.6, did not analyze sanitation situation and reported that house owners putted waste water discharge connections into the drains by their own
- Activity 7.1, implemented one campaign activity under guidance of Law Officer on 13.3.2017, prepared report and submitted to CEO

### Annex 3 (a): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Rangpur City Corporation

06-08 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
1. Improvement of Openness and Information Dissemination	1.1 (T-1) Activities for E-governance initiated	• E-governance system introduction	• Snapshot	• In two areas	2	2	1		<div>1</div>	
				• At least in one area	1			0.5		
	Total attainments								<div>1</div>	
	1.2 (T-2) MCC established and campaign plan developed and implemented as planned	• Citizen registration  • SMS information dissemination	• Photo copy of register • Endorsement of MCC • Approval of Mayor	• Register and send SMS to 10,000 citizens	10,000	10,000	1		<div>1</div>	
			• Snapshot	• Register and send SMS to 7,500 citizens				0.5		
	Total attainments								<div>1</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
2. Administrative Reform	2.1. (T-3) CDCC established	• CDCC meeting	• Meeting minutes	• At least 4 meetings in each year	4	4	1		<div>1</div>	
	Total attainments								<div>1</div>	
	2.4 (T-4) CDU established, and implemented trainings according to ARP	• Kaizen activity implementation	• Kaizen reports of each department	• 4 activities in each department	(4 x 9) 36		1			
			• Spot check in each department	• At least 2 activities in each department	(2 x 9) 18	24		0.5		<div>0</div>
	Total attainments								<div>0</div>	
4. Financial Reform	4.1 (T-5) Independent accounting system for WS and WM sector	• Tax/tariff adjustment	• Tax/tariff adjustment decision and plan	• Adjusted for WS and WM properly (self-financing)	Self financing		1			
			• Independent bank account statement • Independent account statement	• Continued management of financial independent accounting system	independent accounting system	2		0.5		<div>0.5</div>
	Total attainments								<div>0.5</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	4.2 (T-6) Diversify earnings from business operated by CCs	• Business proposal preparation	• Copy of business proposals	• Prepared proposal for new business activities	As available	3	1		<div>1</div>	
		• F&E Standing Committee meetings	• Meeting minutes	• At least 4 meetings in each year	4			0.5		
	Total attainments								<div>1</div>	
5. Citizen's Awareness and Participation	5.1 (T-7) Establishment of Civil Society Coordination Committee (CSCC) and make it functional	• CSCC meetings	• Meeting minutes	• 4 meetings in each year	4	4	1		<div>1</div>	
			• Meeting minutes	• At least 3 meetings in each year	3			0.5		
	Total attainments								<div>1</div>	
	5.2 (T-8) Establishment of Ward Level Coordination Committee (WLCC) and make it functional	• WLCC meetings	• Meeting minutes	• 4 meetings in each year	(4 x 33) 132	132	1		<div>1</div>	
			• Meeting minutes	• At least 2 meetings in each year	(2 x 33) 66			0.5		
Total attainments								<div>1</div>		

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
6. Urban Planning and Environmental Improvement	6.2 (T-9) Development control implemented	• Action to illegal buildings	• Report • List of illegal buildings	• Any action to illegal buildings and actions based on legalization plan by CC	As required	3	1		<div>1</div>	
				• Identified illegal buildings	As required			0.5		
	Total attainments								<div>1</div>	
	6.5 (T-10) Complied environmental Conservation Act and rules	• Actions to stop & solve illegal actions	• Notice/ legal action	• Any action to stop and solve illegal action and situation	As required		1			
			• IEE/EIA clearance for batch-2 sub project	• Observed Act & rules in infrastructure development	As required	24		0.5		<div>0.5</div>
	Total attainments								<div>0.5</div>	
	6.7 (T-11) Established SWM system	• Waste collection coverage	• List of extended areas • Collection frequency	• Increased/improved waste collection coverage and frequency	As required	5 wards	1		<div>1</div>	
		• Waste collection frequency	• Copy of plan	• CC prepared solid waste management plan	As required			0.5		
	Total attainments								<div>1</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
7. Coordination System for Law Enforcement	7.2 (T-12) Law Enforcement Unit (LEU) established	• LEU establishment	• List of proposed actions by SC • Copy of report	• Implemented Standing Committee proposed legal action and produced report on legal action	As required		1			
			• Copy of office order	• Established at least LEU	1	1		0.5		0.5
	Total attainments								0.5	
	7.3 (T-13) Capacity development for Standing Committee for Law and Discipline implemented	• Legal action proposes	• Copy of legal action proposed by department	• Proposed at least 1 legal action by a department	1		1			
			• Copy of training report	• Conducted at least 1 training for member of Standing Committee in a year	1	1		0.5		0.5
	Total attainments								0.5	
	Total of full and minimum satisfactory attainment levels							13	7	8
Grand total of attainments							13		10	

**Legend:**

Attended at full satisfactory level



Attended at minimum satisfactory level



Not attended



Total attainments



## Fact

Attended 8 (1.1, 1.2, 2.1, 4.2, 5.1, 5.2, 6.2 and 6.7) activities at full satisfactory level; 4 (4.1, 6.5, 7.2 and 7.3) activities at minimum satisfactory level, and not attended 1 (2.4) activity

- Activity 1.1, introduced e-tender, birth & death registration, and trade license
- Activity 1.2, sent SMS on public sharing meeting on draft budget, FY 2017-18; mass public meeting notice; keep children away from terror activities; and trade license renew
- Activity 2.1, held meetings on 6.9.2016, 27.12.2016, 13.3.2017 and 27.4.2017
- Activity 2.4, introduced 11 kaizen activities in revenue department; 8 activities in administration department; 3 kaizens in engineering department and 2 kaizen activities in urban planning department, rest 5 departments (property, accounts, social welfare, conservancy and public health) did not introduce any kaizen activity
- Activity 4.1, increased conservancy share amount along with the increased holding tax and water tariff, but not properly adjusted, both sections run with subsidy
- Activity 4.2, established construction material quality test laboratory, recreation park, and a joint venture with CRP hospital business as diversified earning source in FY 2016-17
- Activity 5.1, held meetings on 28.8.2016, 21.12.2016, 7.3.2017, and 6.6.2017
- Activity 5.2, held 4 meetings in each ward
- Activity 6.2, identified 28 illegal building and warned owners to stop use of those buildings, at the same time recommended water and electricity utilities to stop services, also cancel trade licenses
- Activity 6.5, obtained environmental clearance all sub-projects (24) under batch-2 from DoE and concurrence from JICA
- Activity 6.7, increased only waste collection coverage from 15 to 20 wards, not collection frequency
- Activity 7.2, established before assessment period on 1.1.2015
- Activity 7.3, training organized on 24.4.2017 and produced report without participant list

### Annex 3 (b): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Rangpur City Corporation

06-10 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
1. Improvement of openness and information dissemination	1.3 City Information Service Center (CISC) established	• CISC functioning	• Copy of operation plans and budget	• Prepared CISC operation plans and budget, FY 2016-17	1	0	0.25	0
			• List of CC services	• Introduced CC services, FY 2016-17	1	0	0.25	0
			• List of government services	• Introduced government services, FY 2016-17	1	0	0.25	0
			• Copy of quarterly/annual reports	• Prepared CISC quarterly/annual reports, FY 2016-17	(4+1) 5	0	0.25	0
	Total attainments						1.00	0
	1.4 Meet with Mass Public of City Corporation	• Regular mass public communication	• Copy of plans and budget	• Prepared plans and budget for mass public meeting, FY 2016-17	1	0	0.33	0
			• Copies mass public meeting notices	• Held two mass public meetings, FY 2016-17	2	1	0.34	0
			• Copies of two report produced and displayed	• Produced mass public meeting reports and displayed, FY 2016-17	2	1	0.33	0
	Total attainments						1.00	0
2. Administrative Reform	2.2 Administrative Reform Committee (ARC) established	• ARC functioning	• Copy of ARSP for each issue	• Prepared ARSP for each identified issue	1	0	0.25	0
			• Copy of approved ARSP by CC council	• Approved ARSP by city council	1	0	0.25	0
			• Copy of reviewed ARSP	• Reviewed ARSP implementation schedule quarterly, FY 2016-17	4	0	0.25	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			<ul style="list-style-type: none"><li>Copy of annual report on achievement of ARSP implementation and attached in CC annual report</li></ul>	<ul style="list-style-type: none"><li>Prepared ARSP quarterly/annual progress reports, FY 2016-17</li></ul>	(4+1) 5	0	0.25	<div>0</div>
	Total attainments						1	<div>0</div>
	2.3 Vision and mission set in each Dept.	<ul style="list-style-type: none"><li>Review vision and mission annually</li></ul>	<ul style="list-style-type: none"><li>Copy of reviewed vision and mission of each department</li></ul>	<ul style="list-style-type: none"><li>Reviewed vision and mission of each department, FY 2016-17</li></ul>	(9+1) 10	10	0.34	<div>0.34</div>
			<ul style="list-style-type: none"><li>Copy of approved vision and mission of each department by CC council</li></ul>	<ul style="list-style-type: none"><li>Reviewed vision and mission of each department approved by CC council, FY 2016-17</li></ul>	(9+1) 10	10	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>Snapshot of displayed vision and mission</li></ul>	<ul style="list-style-type: none"><li>Approved vision and mission displayed in citizen charter and CC web site, FY 2016-17</li></ul>	(9+1) 10	10	0.33	<div>0.33</div>
	Total attainments						1	<div>1</div>
	2.5 Job descriptions revised	<ul style="list-style-type: none"><li>Reviewed staff job descriptions</li></ul>	<ul style="list-style-type: none"><li>Revised job descriptions</li></ul>	<ul style="list-style-type: none"><li>Reviewed job descriptions of all CC staff by each department</li></ul>	All positions	275	0.25	<div>0.25</div>
			<ul style="list-style-type: none"><li>Copies of revised job descriptions, by CDU</li></ul>	<ul style="list-style-type: none"><li>Revised job descriptions of all CC staff by CDU, FY 2016-17</li></ul>	All positions	0	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Copies of approved job descriptions by CC council</li></ul>	<ul style="list-style-type: none"><li>Approved revise job description of all CC staff by CC council, FY 2016-17</li></ul>	All positions	275	0.25	<div>0.25</div>
			<ul style="list-style-type: none"><li>Copies of circular regarding job description by Mayor</li></ul>	<ul style="list-style-type: none"><li>Circulated approve job description to all CC staff by official letter signed by Mayor</li></ul>	All positions	0	0.25	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0.5
	2.6 Initiate Kaizen activities	• Kaizen activity continuity	• Copy of relevant pages from CC budget FY 2016-17	• Allocated fund to implement kaizen activities by CC	As required	0	0.34	0
			• Snapshot of prize	• Given prize to the best kaizen activities practiced department by Mayor	1	0	0.33	0
			• Snapshot of CC website	• Displayed Kaizen activities in CC website	1	0	0.33	0
	Total attainments						1	0
	2.7 Comprehensive Planning Unit (CPU) established	• CPU functioning	• Copy of policy paper	• Prepared policy paper to tackle multi-sector issues by CPU	1	0	0.34	0
			• Copy of updated CCIDP and rolling plan	• Updated CCIDP including rolling plan annually	1	1	0.33	0.33
			• CPU meeting minutes	• Held CPU monthly meeting	12	4	0.33	0
	Total attainments						1	0.33
	2.8 Activate standing committee	• Standing committee functioning	• Copies of office order establishing standing committee	• Establishment of Standing Committees with ToR	14+4 18	18	0.34	0.34
			• Copies of standing committee meeting minutes	• Held standing committee monthly meetings, FY 2016-17	14 x 2=168 4 x 4=16	19	0.33	0
			• Copies of annual reports	• Produced annual report by each standing committee, FY 2016-17	(18X1) 18	0	0.33	0
	Total attainments						1	0.34
	2.9 Annual administrative report	• Administrative report	• Copy of annual administrative report	• Prepared annual administrative report, FY 2016-17	1	0	0.5	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	prepared and published (Clause 43, CC Act)		• Copy of annual administrative report circulation memo	• Circulated annual administrative report, FY 2016-17	As applicable	0	0.5	<div>0</div>
	Total attainments						1	<div>0</div>
3. Tax reform	3.1 Improve capability/efficiency of tax assessment	• Tax assessment efficiency	• Copy of tax re-assessment report	• Conducted regular (5-year interval) tax re-assessment	1	1	0.5	<div>0.5</div>
			• Copy of link system	• Created link between holding tax ID and construction registration	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	3.2: Interim tax assessment carried out throughout the year and collection increased	• Interim tax assessment and collection increase	• Snapshot of tax register	• Identified missing holding in tax register in regular interval	4 quarter	4	0.5	<div>0.5</div>
			• Tax collection quarterly/ annual reports for last three years	• Increased Tax collection efficiency over the project years.	85% over Y4	85.71%	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	3.3: Re-identification of source of tax	• Re-identified new tax source	• List of re- identified new tax source	• Re-identified new tax source by F&E Standing Committee, FY 2016-17	As available	N/A	0.5	<div>0.5</div>
			• Rate of tax on re-identified new sources	• Imposed tax on re-identified new tax source by CC, FY 2016-17	As available	N/A	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
4. Financial Reform	4.3 Establish integrated computer systems	• Integrated computer system functioning	• Training report	• Provided training on integrated computer system for CC staff	1 course	0	0.5	<div>0</div>
			• Snapshot	• Operated integrated computer system for financial management	1 software	0	0.5	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0
	4.4 Financial statement prepared, and internal audit department carryout audit within 3 months after the closure of fiscal year	• Internal audit management	• Financial statement	• Prepared financial statement, FY 2015-16 & 2016-17	2	2	0.33	0.33
			• Internal audit report	• Carried out internal audit, FY 2015-16 & 2016-17	2	2	0.34	0.34
			• Forwarding letter	• Submitted internal audit report to CC and PCO, FY 2015-16 and 2016-17	2	2	0.33	0.33
	Total attainments						1	1
	4.5 Non-tax own revenue source increased at least by inflation rate in each year	• Increased non-tax own revenue source	• Updated list of non-tax revenue sources	• Updated rates of non-tax revenue sources, FY 2016-17	Lease, fees rates	10	0.34	0.34
			• Collection target against each official	• Fixed target for collection of non-tax revenues by each official, FY 2016-17	Amount	3142 lac	0.33	0.33
			• Non-tax revenue collection plan	• Adopted non-tax revenue collection plan, FY 2016-17	1	1	0.33	0.33
	Total attainments						1	1
	4.6 All due debts to GoB and other entities fully repaid according the schedule	• Due debts repayment	• Copy of repayment schedule	• Repaid all due debts according to the schedule	BDT 4,0000,000	BDT 1,000,000	0.5	0
			• Copy of quarterly statement/ report	• Submitted quarterly repayment statement of due debt to PCO, FY 2016-17	4	1	0.5	0
	Total attainments						1	0
	4.7 Outstanding bills older than 3 months, including v)Electricity and vi)telephone, paid in time	• Payment status of electricity and telephone bill	• Copies of bill	• Receipt electricity and telephone bill every month, FY 2016-17	12 months	12 months	0.33	0.33
			• Dispute settlement decisions	• Settled disputes over arrear electricity, telephone bills, if any	As applicable	0	0.33	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			• Bill payment statements	• Electricity and telephone bills paid regularly, FY 2016-17	As applicable	(12 X2) 24 bills	0.34	<div>0.34</div>
	Total attainments						1	<div>0.67</div>
	4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	• CC budget preparation as per actual outlay	• Copy of propose budget	• Prepared propose budget, FY 2017-18	1	1	0.33	<div>0.33</div>
			• Shared in public meeting, notice board, web site, CSCC meeting, newspaper etc.	• Disclosed propose budget for citizen/CSCC comments/suggestions, FY 2017- 18	1	1	0.33	<div>0.33</div>
			• Copy of approved budget	• Finalized and approved budget, FY 2017-18 in CC meeting	1	1	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>
5. Citizen's Awareness and Participation	5.3 Integration of community and formation of Community Group (CG)	• 3R activity implementation in pilot Wards	• Copy of training report	• Provided training to CG members on 3R	1	0	1	<div>0</div>
	Total attainments						1	<div>0</div>
	5.4 Gender Action Plan (GAP) prepared	• GAP implementation	• Copy of relevant pages of CC budget	• Allocation for GAP implementation in CC budget, 2016-17 & 2017-18	2	1	0.5	<div>0</div>
			• Copy of reports	• Produced GAP implementation quarterly/annual progress reports, FY 2016-17	(4+1) 5	1 Quarterly	0.5	<div>0</div>
	Total attainments						1	<div>0</div>
	5.5 Poverty Reduction Action	• PRAP implementation	• Endorsed copy of revise PRAP	• Revised PRAP and endorse by CSCC, FY 2016-17	1	0	0.25	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
	Plan (PRAP) prepared and implemented with inclusion of slum		• Approved copy of revise PRAP	• Approved revise PRAP by CC council, FY 2016-17	1	0	0.25	<div>0</div>	
			• Copy of relevant pages of CC budget	• Allocation for PRAP implementation in CC budget, 2016-17 & 2017-18 PRAP	2	1	0.25	<div>0</div>	
			• Copy of annual report	• Produced annual report, FY 2016-17	1	0	0.25	<div>0</div>	
	Total attainments							1	<div>0</div>
	5.6 Revision of Citizen Charter	• Revise Citizen Charter	• Copy of revised Citizen Charter	• Revised Citizen Charter, FY 2016-17	1	1	0.5	<div>0.5</div>	
			• Snapshot	• Displayed revise Citizen Charter in suitable place	As required	1	0.5	<div>0.5</div>	
	Total attainments							1	<div>1</div>
	5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CCCC	• CRC implementation	• Copy of CRC	• Prepared CRC for survey by WG, FY 2016-17	1	1	0.25	<div>0</div>	
			• Sample of filled-in CRC (5)	• Conducted CRC survey with minimum 500 respondents	500	100	0.25	<div>0</div>	
			• Copy of compiled sheet	• Compiled CRC survey results	1	0	0.25	<div>0</div>	
			• Snapshot	• Disclosed compiled CRC survey results	1	0	0.25	<div>0</div>	
	Total attainments							1	<div>0</div>
	5.8 Grievance-redress	• GRC functioning	• Copies of meeting minutes	• Held GRC monthly meeting, FY 2016-17	12	0	0.34	<div>0</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
	Cell (GRC) established with revised terms of reference and functional		• Snapshot of complaints record register	• Maintained records of all received complaints	1	0	0.33	<div>0</div>	
			• CC meeting minutes	• Included agendas in CC meetings for appropriate action	As required	0	0.33	<div>0</div>	
	Total attainments							1	<div>0</div>
6. Urban Planning and Environmental Improvement	6.1 Initiate/update master plan	• Public access to master plans	• Copy of master plan	• Prepared/updated master plan if applicable	1	1	0.5	<div>0.5</div>	
			• Copy of action plan	• Prepared action plan for infrastructure and public facilities, if applicable	1	1	0.5	<div>0.5</div>	
	Total attainments							1	<div>1</div>
	6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	• CCIDP application	• Copy of revised IDP	• Revised IDP with budget, FY 2016-17	1	1	0.5	<div>0.5</div>	
			• Copy of approved revised IDP	• Approved revised IDP with budget by CC council, FY 2016-17	1	1	0.5	<div>0.5</div>	
	Total attainments							1	<div>1</div>
	6.4 Establish O&M action plan	• O&M action plan implementation	• Copy of revised O&M plans and budget	• Prepared revise O&M plans and budget for CGP assisted sub-projects	1	1	0.25	<div>0.25</div>	
			• Meeting minutes	• Held O&M Standing Committee quarterly meetings	4	0	0.25	<div>0</div>	
			• Meeting minutes	• Held O&M group monthly meeting	12	0	0.25	<div>0</div>	
			• List of sub-projects	• Implemented O&M plan for batch-1 sub-projects	18	N/A	0.25	<div>0.25</div>	
Total attainments							1	<div>0.5</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	6.6 Sanitary situation	• Improved household and public sanitation situation	• Copy of demand analysis	• Analyzed demand and selected areas for public and household toilets, FY 2016-17	1	0	0.5	<div>0</div>
			• List of connections	• Increased drainage connection of waste water from household, FY 2016-17	As applicable	Number not known	0.5	<div>0.5</div>
	Total attainments						1	<div>0.5</div>
7. Coordination System for Law Enforcement	7.1 Awareness campaign for Rule of Law	• Campaign activities implementation	• Photograph	• Law officer implemented at least one campaign activity, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Copy of report	• Prepared and submitted campaign report activity to Mayor/CEO	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	Grand total of attainments						29.00	<div>13.34</div>

**Legend:**

Attended at full satisfactory level



Not achieved



Total attainments



## Fact

Attended 3/3 tasks against activity 2.3; 2/4 against 2.5; 1/3 against 2.7; 1/3 against 2.8; 2/2 against 3.1; 2/2 against 3.2; 1/2 against 3.3; 3/3 against 4.4; 3/3 against 4.5; 2/3 against 4.7; 3/3 against 4.8; 2/2 against 5.6; 2/2 against 6.1; 2/2 against 6.3; 2/4 against 6.4; 1/2 against 6.6; and 2/2 tasks against activity 7.1; and not attended rest 34 tasks against 12 (1.3, 1.4, 2.2, 2.6, 2.9, 4.3, 4.6, 5.3, 5.4, 5.5, 5.7 and 5.8) activities

- Activity 1.4, held one mass public meeting on 17.5.2017 and produced report
- Activity 2.3, uploaded vision and mission of each department on CC website and reflected CC vision and mission on Citizen charter
- Activity 2.5, approved revise Job descriptions for 275 positions in CC council meeting on 23.03.2016 avoiding CDU and forwarded to LGD for concurrence on 13.07.2016
- Activity 2.6, made ICGIAP implementation allocation in FY 2017-18 budget for the first time but no specific allocation for Kaizen implementation
- Activity 2.8, established all (14 + 4) standing committees with ToR on 25.04.2016, but meetings are not held regularly (14 committees monthly and 4 committees quarterly) as per CC Act. 2009
- Activity 3.1, conducted 5-year interval tax re-assessment in FY 2013-14 following own procedure
- Activity 3.2, identified missing holdings through interim tax assessment in FY 2016-17, added identified holdings into the tax register and tax collection efficiency reached to 85.71% as of 30.6.2017
- Activity 3.3, could not re-identify any new tax source in FY 2016-17, because tax sources are already saturated
- Activity 4.3, did not provide training on integrated software, since IFM software is not supplied from project
- Activity 4.5, updated non-tax revenue by 10% in FY 2016-17 followed by collection target for each staff and collection plan
- Activity 4.6, had BMDF quarterly loan repayment schedule, but did not follow, repaid only 4th quarter installment of FY 2016-17 amounting of BDT 1,000,000 on 24.5.2017 and report submitted PCO on 16.7.2017
- Activity 4.7, did not settle arrear electricity bill issue amounting of BDT 80,000,000/= of Pourashava period
- Activity 5.3, did not train CG members on 3R
- Activity 5.4, included GAP implementation cost under ICGIAP implementation budget allocation in FY 2017-18 for the first time, and prepared only 4th quarter GAP implementation progress report
- Activity 5.5, did not prepare Poverty Reduction Action Plan (PRAP), but included PRAP implementation cost under ICGIAP implementation budget allocation in FY 2017-18 for the first time
- Activity 5.7, prepared Citizen Report Card and conducted assessment survey by GICD avoiding WG with 100 respondents instead of 500 on CC delivered service quality and efficiency
- Activity 5.8, redressed grievances in conventional process, not in project recommended process
- Activity 6.4, did not implement O&M plan for batch-1 sub-projects, because those are not due yet.
- Activity 6.6, did not analyze sanitation situation and reported that house owners putted waste water discharge connections into the drains by their own
- Activity 7.1, implemented one campaign activity under guidance of Law Officer on 27.02.2017, produced report and submitted to CEO

# Annex 4 (a): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Gazipur City Corporation

20-24 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
1. Improvement of Openness and Information Dissemination	1.1 (T-1) Activities for E-governance initiated	• E-governance system introduction	• Snapshot	• In two areas	2	2	1		<div>1</div>	
				• At least in one area	1			0.5		
	Total attainments								<div>1</div>	
	1.2 (T-2) MCC established and campaign plan developed and implemented as planned	• Citizen registration  • SMS information dissemination	• Photo copy of register • Endorsement of MCC • Approval of Mayor	• Register and send SMS to 10,000 citizens	10,000		1			
			• Snapshot	• Register and send SMS to 7,500 citizens	7,500	7,500		0.5		<div>0.5</div>
	Total attainments								<div>0.5</div>	
2. Administrative Reform	2.1. (T-3) CDCC established	• CDCC meeting	• Meeting minutes	• At least 4 meetings in each year	4	4	1		<div>1</div>	
	Total attainments								<div>1</div>	
	2.4 (T-4) CDU established,	• Kaizen activity implementation	• Kaizen reports of each department	• 4 activities in each department	(4 x 18) 72		1			

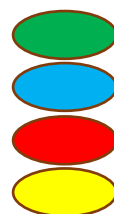
Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	and implemented trainings according to ARP		<ul style="list-style-type: none"> <li>Spot check in each department</li> </ul>	<ul style="list-style-type: none"> <li>At least 2 activities in each department</li> </ul>	(2 x 18) 36	25		0.5		0
	Total attainments								0	
4. Financial Reform	4.1 (T-5) Independent accounting system for WS and WM sector	<ul style="list-style-type: none"> <li>Tax/tariff adjustment</li> </ul>	<ul style="list-style-type: none"> <li>Tax/tariff adjustment decision and plan</li> </ul>	<ul style="list-style-type: none"> <li>Adjusted for WS and WM properly (self-financing)</li> </ul>	Self financing		1			
			<ul style="list-style-type: none"> <li>Independent bank account statement</li> <li>Independent account statement</li> </ul>	<ul style="list-style-type: none"> <li>Continued management of financial independent accounting system</li> </ul>	independent accounting system	2		0.5		0.5
			Total attainments						0.5	
	4.2 (T-6) Diversify earnings from business operated by CCs	<ul style="list-style-type: none"> <li>Business proposal preparation</li> <li>F&amp;E Standing Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>Copy of business proposals</li> </ul>	<ul style="list-style-type: none"> <li>Prepared proposal for new business activities</li> </ul>	As available	3	1		1	
			<ul style="list-style-type: none"> <li>Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>At least 4 meetings in each year</li> </ul>	4			0.5		
			Total attainments						1	
Awareness and	5.1 (T-7) Establishment of Civil Society Coordination Committee (CSCC) and make it functional	<ul style="list-style-type: none"> <li>CSCC meetings</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>4 meetings in each year</li> </ul>	4	4	1		1	
			<ul style="list-style-type: none"> <li>Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>At least 3 meetings in each year</li> </ul>	3			0.5		

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	Total attainments								1	
	5.2 (T-8) Establishment of Ward Level Coordination Committee (WLCC) and make it functional	• WLCC meetings	• Meeting minutes	• 4 meetings in each year	(4 x 57) 228	228	1		1	
			• Meeting minutes	• At least 2 meetings in each year	(2 x 57) 114			0.5		
	Total attainments								1	
6. Urban Planning and Environmental Improvement	6.2 (T-9) Development control implemented	• Action to illegal buildings	• Report • List of illegal buildings	• Any action to illegal buildings and actions based on legalization plan by CC	As required	1	1		1	
				• Identified illegal buildings	As required			0.5		
	Total attainments								1	
	6.5 (T-10) Complied environmental Conservation Act and rules	• Actions to stop & solve illegal actions	• Notice/ legal action	• Any action to stop and solve illegal action and situation	As required	2	1		1	
			• IEE/EIA clearance for batch-2 sub project	• Observed Act & rules in infrastructure development	As required			0.5		
	Total attainments								1	
	6.7 (T-11) Established SWM system	• Waste collection coverage	• List of extended areas • Collection frequency	• Increased/improv ed waste collection coverage and frequency	As required	5 wards 1 time	1		1	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
		• Waste collection frequency	• Copy of plan	• CC prepared solid waste management plan	As required			0.5		
	Total attainments								1	
7. Coordination System for Law Enforcement	7.2 (T-12) Law Enforcement Unit (LEU) established	• LEU establishment	• List of proposed actions by SC • Copy of report	• Implemented Standing Committee proposed legal action and produced report on legal action	As required	1	1		1	
			• Copy of office order	• Established at least LEU	1			0.5		
	Total attainments								1	
	7.3 (T-13) Capacity development for Standing Committee for Law and Discipline implemented	• Legal action proposes	• Copy of legal action proposed by department	• Proposed at least 1 legal action by a department	1	0	1		1	
			• Copy of training report	• Conducted at least 1 training for member of Standing Committee in a year	1			0.5		
	Total attainments								1	
Total of full and minimum satisfactory attainment levels							11	2	10	1
Grand total of attainments							13		11	

## Legend:

Attended at full satisfactory level  
Attended at minimum satisfactory level  
Not attended  
Total attainments



## Fact

Attended 10 (1.1, 2.1, 4.2, 5.1, 5.2, 6.2, 6.5, 6.7, 7.2 and 7.3) activities at full satisfactory level; 2 (1.2 and 4.1) activities at minimum satisfactory level; and not attended 1 (2.4) activity

- Activity 1.1, introduced e-tender, birth & death registration, and trade license
- Activity 1.2, sent SMS on collect trade license; pay holding tax and water tariff regularly, put waste in particular places, and keep children away from terror activities
- Activity 2.1, held meetings on 29.9.2016, 14.12.2016, 15.3.2017, and 12.6.2017
- Activity 2.4, introduced 6 kaizen activities in administration department, 2 activities in accounts department, introduced 8 activities in engineering department; 4 activities in health department, and 5 kaizen activities in revenue department; and rest 13 departments (estate, ICT, conservancy/solid waste, store and purchase, transport, urban planning, electricity, security, slum improvement, social welfare, public relation, internal audit and law) did not introduce any kaizen activity.
- Activity 4.1, increased water tariff but conservancy share amount decreased along with the reduced holding tax to 12% following model tax schedule and not properly adjusted, both sections run with subsidy
- Activity 4.2, prepared proposal to build 3 multi storied shopping complex to diversify CC's income
- Activity 5.1, held meetings on 29.9.2016, 14.12.2016, 15.3.2017, and 12.6.2017
- Activity 5.2, held 4 meetings in each ward
- Activity 6.2, identified on 86 illegal buildings and among them putted danger (red) mark on 45 buildings at the same time warned owners to stop use of those buildings
- Activity 6.5, Identified 453 factories which are causing water pollution and environmental degradation
- Activity 6.7, increased waste collection coverage and frequency (10 to 15 wards and 1 to 2 times)
- Activity 7.2 implemented legal actions as recommended by Standing Committees e.g. remove bill/signboards, shops from footpaths, stop food adulteration etc.
- Activity 7.3, health department proposed legal action to stop food adulteration, license department proposed legal action against traders having no license, revenue department proposed legal action to collect due holding tax, and conservancy section proposed legal action to stop waste dumping in non-designated places.

# Annex 4 (b): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Gazipur City Corporation

20-24 August 2017

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
1. Improvement of openness and information dissemination	1.3 City Information Service Center (CISC) established	• CISC functioning	• Copy of operation plans and budget	• Prepared CISC operation plans and budget, FY 2016-17	1	0	0.25	0
			• List of CC services	• Introduced CC services, FY 2016-17	1	1	0.25	0.25
			• List of government services	• Introduced government services, FY 2016-17	1	1	0.25	0.25
			• Copy of quarterly/annual reports	• Prepared CISC quarterly/annual reports, FY 2016-17	(4+1) 5	0	0.25	0
	Total attainments						1.00	0.5
	1.4 Meet with Mass Public of City Corporation	• Regular mass public communication	• Copy of plans and budget	• Prepared plans and budget for mass public meeting, FY 2016-17	1	0	0.33	0
			• Copies mass public meeting notices	• Held two mass public meetings, FY 2016-17	2	1	0.34	0
			• Copies of two report produced and displayed	• Produced mass public meeting reports and displayed, FY 2016-17	2	1	0.33	0
	Total attainments						1.00	0
2. Administrative Reform	2.2 Administrative Reform Committee (ARC) established	• ARC functioning	• Copy of ARSP for each issue	• Prepared ARSP for each identified issue	1	0	0.25	0
			• Copy of approved ARSP by CC council	• Approved ARSP by city council	1	0	0.25	0
			• Copy of reviewed ARSP	• Reviewed ARSP implementation schedule quarterly, FY 2016-17	4	0	0.25	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			<ul style="list-style-type: none"><li>Copy of annual report on achievement of ARSP implementation and attached in CC annual report</li></ul>	<ul style="list-style-type: none"><li>Prepared ARSP quarterly/annual progress reports, FY 2016-17</li></ul>	(4+1) 5	0	0.25	<div>0</div>
	Total attainments						1	<div>0</div>
	2.3 Vision and mission set in each Dept.	<ul style="list-style-type: none"><li>Review vision and mission annually</li></ul>	<ul style="list-style-type: none"><li>Copy of reviewed vision and mission of each department</li></ul>	<ul style="list-style-type: none"><li>Reviewed vision and mission of each department, FY 2016-17</li></ul>	(18+1) 19	7+1	0.34	<div>0.34</div>
			<ul style="list-style-type: none"><li>Copy of approved vision and mission of each department by CC council</li></ul>	<ul style="list-style-type: none"><li>Reviewed vision and mission of each department approved by CC council, FY 2016-17</li></ul>	(18+1) 19	7+1	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>Snapshot of displayed vision and mission</li></ul>	<ul style="list-style-type: none"><li>Approved vision and mission displayed in citizen charter and CC web site, FY 2016-17</li></ul>	(18+1) 19	7+1	0.33	<div>0.33</div>
	Total attainments						1	<div>1</div>
	2.5 Job descriptions revised	<ul style="list-style-type: none"><li>Reviewed staff job descriptions</li></ul>	<ul style="list-style-type: none"><li>Revised job descriptions</li></ul>	<ul style="list-style-type: none"><li>Reviewed job descriptions of all CC staff by each department</li></ul>	All positions	0	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Copies of revised job descriptions, by CDU</li></ul>	<ul style="list-style-type: none"><li>Revised job descriptions of all CC staff by CDU, FY 2016-17</li></ul>	All positions	0	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Copies of approved job descriptions by CC council</li></ul>	<ul style="list-style-type: none"><li>Approved revise job description of all CC staff by CC council, FY 2016-17</li></ul>	All positions	0	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Copies of circular regarding job description by Mayor</li></ul>	<ul style="list-style-type: none"><li>Circulated approve job description to all CC staff by official letter signed by Mayor</li></ul>	All positions	0	0.25	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0
	2.6 Initiate Kaizen activities	• Kaizen activity continuity	• Copy of relevant pages from CC budget FY 2016-17	• Allocated fund to implement kaizen activities by CC	As required	0	0.34	0
			• Snapshot of prize	• Given prize to the best kaizen activities practiced department by Mayor	1	0	0.33	0
			• Snapshot of CC website	• Displayed Kaizen activities in CC website	1	0	0.33	0
	Total attainments						1	0
	2.7 Comprehensive Planning Unit (CPU) established	• CPU functioning	• Copy of policy paper	• Prepared policy paper to tackle multi-sector issues by CPU	1	0	0.34	0
			• Copy of updated CCIDP and rolling plan	• Updated CCIDP including rolling plan annually	1	1	0.33	0.33
			• CPU meeting minutes	• Held CPU monthly meeting	12	12	0.33	0.33
	Total attainments						1	0.66
	2.8 Activate standing committee	• Standing committee functioning	• Copies of office order establishing standing committee	• Establishment of Standing Committees with ToR	(14+ 4) 18	18	0.34	0.34
			• Copies of standing committee meeting minutes	• Held standing committee monthly meetings, FY 2016-17	14 x 12=168 4 x 4=16	7	0.33	0
			• Copies of annual reports	• Produced annual report by each standing committee, FY 2016-17	(18X1) 18	0	0.33	0
	Total attainments						1	0.34

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
	2.9 Annual administrative report prepared and published (Clause 43, CC Act)	• Administrative report	• Copy of annual administrative report	• Prepared annual administrative report, FY 2016-17	1	1	0.5	<div>0.5</div>	
			• Copy of annual administrative report circulation memo	• Circulated annual administrative report, FY 2016-17	As applicable	1	0.5	<div>0.5</div>	
	Total attainments							1	<div>1</div>
3. Tax reform	3.1 Improve capability/efficiency of tax assessment	• Tax assessment efficiency	• Copy of tax re-assessment report	• Conducted regular (5-year interval) tax re-assessment	1	1	0.5	<div>0.5</div>	
			• Copy of link system	• Created link between holding tax ID and construction registration	1	0	0	<div>0</div>	
	Total attainments							1	<div>0.5</div>
	3.2: Interim tax assessment carried out throughout the year and collection increased	• Interim tax assessment and collection increase	• Snapshot of tax register	• Identified missing holding in tax register in regular interval	4 quarters	4	0.5	<div>0.5</div>	
			• Tax collection quarterly/ annual reports for last three years	• Increased Tax collection efficiency over the project years.	85% over Y4	96.33%	0.5	<div>0.5</div>	
	Total attainments							1	<div>1</div>
	3.3: Re-identification of source of tax	• Re-identified new tax source	• List of re- identified new tax source	• Re-identified new tax source by F&E Standing Committee, FY 2016-17	As available	N/A	0.50	<div>0.5</div>	
			• Rate of tax on re-identified new sources	• Imposed tax on re-identified new tax source by CC, FY 2016-17	As applicable	0	0.5	<div>0</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0.5
4. Financial Reform	4.3 Establish integrated computer systems	• Integrated computer system functioning	• Training report	• Provided training on integrated computer system for CC staff	1 course	0	0.5	0
			• Snapshot	• Operated integrated computer system for financial management	1 software	0	0.5	0
	Total attainments						1	0
	4.4 Financial statement prepared, and internal audit department carryout audit within 3 months after the closure of fiscal year	• Internal audit management	• Financial statement	• Prepared financial statement, FY 2015-16 & 2016-17	2	2	0.33	0.33
			• Internal audit report	• Carried out internal audit, FY 2015-16 & 2016-17	2	0	0.34	0
			• Forwarding letter	• Submitted internal audit report to CC and PCO, FY 2015-16 and 2016-17	2	0	0.33	0
	Total attainments						1	0.33
	4.5 Non-tax own revenue source increased at least by inflation rate in each year	• Increased non-tax own revenue source	• Updated list of non-tax revenue sources	• Updated rates of non-tax revenue sources, FY 2016-17	Lease, fees rates	10.33 %	0.34	0.34
			• Collection target against each official	• Fixed target for collection of non-tax revenues by each official, FY 2016-17	Amount	2838 lac	0.33	0.33

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			• Non-tax revenue collection plan	• Adopted non-tax revenue collection plan, FY 2016-17	1	1	0.33	<div>0.33</div>
	Total attainments						1	<div>1</div>
	4.6 All due debts to GoB and other entities fully repaid according the schedule	• Due debts repayment	• Copy of repayment schedule	• Repaid all due debts according to the schedule	BDT 4,400,000	BDT 4,221,799	0.5	<div>0.5</div>
			• Copy of quarterly statement/ report	• Submitted quarterly repayment statement of due debt to PCO, FY 2016-17	4	4	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	4.7 Outstanding bills older than 3 months, including vii) Electricity and viii) telephone, paid in time	• Payment status of electricity and telephone bill	• Copies of bill	• Receipt electricity and telephone bill every month, FY 2016-17	12 months	12 months	0.33	<div>0.33</div>
			• Dispute settlement decisions	• Settled disputes over arrear electricity, telephone bills, if any	As applicable	N/A	0.33	<div>0.33</div>
			• Bill payment statements	• Electricity and telephone bills paid regularly, FY 2016-17	As applicable	(2 X 12) 24 bills	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>
	4.8 Budget proposal is compared with the budget and actual	• CC budget preparation as per actual outlay	• Copy of propose budget	• Prepared propose budget, FY 2017-18	1	1	0.33	<div>0.33</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points		
							Distribution	Obtained	
	outlays in the previous year, displayed at the CC office		<ul style="list-style-type: none"><li>Shared in public meeting, notice board, web site, CSCC meeting, newspaper etc.</li></ul>	<ul style="list-style-type: none"><li>Disclosed propose budget for citizen/CSCC comments/suggestions, FY 2017- 18</li></ul>	1	1	0.33	<div>0.33</div>	
			<ul style="list-style-type: none"><li>Copy of approved budget</li></ul>	<ul style="list-style-type: none"><li>Finalized and approved budget, FY 2017-18 in CC meeting</li></ul>	1	1	0.34	<div>0.34</div>	
	Total attainments							1	<div>1</div>
5. Citizen's Awareness and Participation	5.3 Integration of community and formation of Community Group (CG)	<ul style="list-style-type: none"><li>3R activity implementation in pilot Wards</li></ul>	<ul style="list-style-type: none"><li>Copy of training report</li></ul>	<ul style="list-style-type: none"><li>Provided training to CG members on 3R</li></ul>	1	0	1	<div>0</div>	
	Total attainments							1	<div>0</div>
	5.4 Gender Action Plan (GAP) prepared	<ul style="list-style-type: none"><li>GAP implementation</li></ul>	<ul style="list-style-type: none"><li>Copy of relevant pages of CC budget</li></ul>	<ul style="list-style-type: none"><li>Allocation for GAP implementation in CC budget, 2016-17 &amp; 2017-18</li></ul>	2	1	0.5	<div>0</div>	
			<ul style="list-style-type: none"><li>Copy of reports</li></ul>	<ul style="list-style-type: none"><li>Produced GAP implementation quarterly/annual progress reports, FY 2016-17</li></ul>	(4+1) 5	0	0.5	<div>0</div>	
	Total attainments							1	<div>0</div>
	5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum	<ul style="list-style-type: none"><li>PRAP implementation</li></ul>	<ul style="list-style-type: none"><li>Endorsed copy of revise PRAP</li></ul>	<ul style="list-style-type: none"><li>Revised PRAP and endorse by CSCC, FY 2016-17</li></ul>	1	1	0.25	<div>0.25</div>	
			<ul style="list-style-type: none"><li>Approved copy of revise PRAP</li></ul>	<ul style="list-style-type: none"><li>Approved revise PRAP by CC council, FY 2016-17</li></ul>	1	1	0.25	<div>0.25</div>	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			<ul style="list-style-type: none"><li>Copy of relevant pages of CC budget</li></ul>	<ul style="list-style-type: none"><li>Allocation for PRAP implementation in CC budget, 2016-17 &amp; 2017-18 PRAP</li></ul>	2	2	0.25	<div>0.25</div>
			<ul style="list-style-type: none"><li>Copy of annual report</li></ul>	<ul style="list-style-type: none"><li>Produced annual report, FY 2016-17</li></ul>	1	0	0.25	<div>0</div>
	Total attainments						1	<div>0.75</div>
	5.6 Revision of Citizen Charter	<ul style="list-style-type: none"><li>Revise Citizen Charter</li></ul>	<ul style="list-style-type: none"><li>Copy of revised Citizen Charter</li></ul>	<ul style="list-style-type: none"><li>Revised Citizen Charter, FY 2016-17</li></ul>	1	1	0.5	<div>0.5</div>
			<ul style="list-style-type: none"><li>Snapshot</li></ul>	<ul style="list-style-type: none"><li>Displayed revise Citizen Charter in suitable place</li></ul>	As required	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	<ul style="list-style-type: none"><li>CRC implementation</li></ul>	<ul style="list-style-type: none"><li>Copy of CRC</li></ul>	<ul style="list-style-type: none"><li>Prepared CRC for survey by WG, FY 2016-17</li></ul>	1	1	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Sample of filled-in CRC (5)</li></ul>	<ul style="list-style-type: none"><li>Conducted CRC survey with minimum 500 respondents</li></ul>	500	100	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Copy of compiled sheet</li></ul>	<ul style="list-style-type: none"><li>Compiled CRC survey results</li></ul>	1	0	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>Snapshot</li></ul>	<ul style="list-style-type: none"><li>Disclosed compiled CRC survey results</li></ul>	1	0	0.25	<div>0</div>
	Total attainments						1	<div>0</div>
		<ul style="list-style-type: none"><li>GRC functioning</li></ul>	<ul style="list-style-type: none"><li>Copies of meeting minutes</li></ul>	<ul style="list-style-type: none"><li>Held GRC monthly meeting, FY 2016-17</li></ul>	12	2	0.34	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional		• Snapshot of complaints record register	• Maintained records of all received complaints	As many	0	0.33	<div>0</div>
			• CC meeting minutes	• Included agendas in CC meetings for appropriate action	As required	0	0.33	<div>0</div>
			Total attainments					
	6. Urban Planning and Environmental Improvement	6.1 Initiate/update master plan	• Public access to master plans	• Copy of master plan	• Prepared/updated master plan if applicable	1	0	0.5
• Copy of action plan				• Prepared action plan for infrastructure and public facilities, if applicable	1	0	0.5	<div>0.5</div>
Total attainments						1	<div>1</div>	
6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)		• CCIDP application	• Copy of revised IDP	• Revised IDP with budget, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Copy of approved revised IDP	• Approved revised IDP with budget by CC council, FY 2016-17	1	1	0.5	<div>0.5</div>
Total attainments						1	<div>1</div>	
6.4 Establish O&M action plan		• O&M action plan implementation	• Copy of revised O&M plans and budget	• Prepared revise O&M plans and budget for CGP assisted sub-projects	1	1	0.25	<div>0.25</div>
			• Meeting minutes	• Held O&M Standing Committee quarterly meetings	4	0	0.25	<div>0</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			<ul style="list-style-type: none"><li>Meeting minutes</li></ul>	<ul style="list-style-type: none"><li>Held O&amp;M group monthly meeting</li></ul>	12	0	0.25	<div>0</div>
			<ul style="list-style-type: none"><li>List of sub-projects</li></ul>	<ul style="list-style-type: none"><li>Implemented O&amp;M plan for batch-1 sub-projects</li></ul>	9	N/A	0.25	<div>0.25</div>
	Total attainments						1	<div>0.5</div>
	6.6 Sanitary situation	<ul style="list-style-type: none"><li>Improved household and public sanitation situation</li></ul>	<ul style="list-style-type: none"><li>Copy of demand analysis</li></ul>	<ul style="list-style-type: none"><li>Analyzed demand and selected areas for public and household toilets, FY 2016-17</li></ul>	1	0	0.5	<div>0</div>
			<ul style="list-style-type: none"><li>List of connections</li></ul>	<ul style="list-style-type: none"><li>Increased drainage connection of waste water from household, FY 2016-17</li></ul>	As applicable	Number not known	0.5	<div>0.5</div>
	Total attainments						1	<div>0.5</div>
7. Coordination System for Law Enforcement	7.1 Awareness campaign for Rule of Law	<ul style="list-style-type: none"><li>Campaign activities implementation</li></ul>	<ul style="list-style-type: none"><li>Photograph</li></ul>	<ul style="list-style-type: none"><li>Law officer implemented at least one campaign activity, FY 2016-17</li></ul>	1	1	0.5	<div>0.5</div>
			<ul style="list-style-type: none"><li>Copy of report</li></ul>	<ul style="list-style-type: none"><li>Prepared and submitted campaign report activity to Mayor/CEO</li></ul>	1	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	Grand total of attainments							29.00

#### Legend:

Attended at full satisfactory level



Not achieved



Total attainments



## Fact

Attended 2/4 tasks against activity 1.3; 3/3 against 2.3; 2/3 against 2.7; 1/3 against 2.8; 2/2 against 2.9; 1/2 against 3.1; 2/2 against 3.2; 1/2 against 3.3; 1/3 against 4.4; 3/3 against 4.5; 2/2 against 4.6; 3/3 against 4.7; 3/3 against 4.8; 3/4 against 5.5; 2/2 against 5.6; 2/2 against 6.1; 2/2 against 6.3; 2/4 against 6.4; 1/2 against 6.6; and 2/2 tasks against activity 7.1; and not attended rest 27 tasks against 9 (1.4, 2.2, 2.5, 2.6, 4.3, 5.3, 5.4, 5.7 and 5.8) activities

- Activity 1.3, provided CC services such as trade license form, birth/death registration form and government services such as admission forms in colleges/schools
- Activity 1.4, held one mass public meeting on 16.3.2017 and produced report
- Activity 2.3, did go for revision (revision not due) of vision and mission of each department since preparation in FY 2016-17, reflected in Citizen Charter and the original copies are uploaded in CC website, not in any other suitable place
- Activity 2.5, instructed each department to prepare staff job descriptions in FY 2016-17
- Activity 2.6, did not have budget allocation in last two years particularly for implementing Kaizen activity, but met expenditure from other head, if any
- Activity 2.7, prepared CCIDP including rolling plan and CPU monthly meetings are held in FY 2016-17, but did not prepare policy paper to tackle multi-sector issues
- Activity 2.8, re-established standing committees (14 + 4) with ToR on 16.05.2016 after completion 2.5 years tenure, meetings are not held regularly as per CC Act. 2009 and none of the committee produced annual report
- Activity 2.9, prepared annual administrative report of FY 2016-17 and circulated on 17.8.2017
- Activity 3.1, re-assessed 5 years interval tax in FY 2014-15 and linked with trade license, but could not establish link between holding tax ID and construction registration, since building permission authority lies with RAJUK
- Activity 3.2, identified missing holdings through interim tax assessment in FY 2016-17 and added into the tax register and tax collection efficiency reached to 96.33% as of 30.6.2017
- Activity 3.3, could not re-identify any new tax source in FY 2016-17, because tax sources are already saturated
- Activity 4.3, did not provide training on integrated software, since IFM software is not supplied from project
- Activity 4.4, prepared financial statement for FY 2015-16 & 2016-17, but not conducted either internal audit or produced reports
- Activity 4.5, updated non-tax revenue by 10.33% in FY 2016-17 followed by collection target for each staff and collection plan
- Activity 4.6, repaid due debts amounting of BDT 4,221,799/= out of BDT 4,400,000/= by 4 installments in FY 2016-17 and reports submitted to PCO
- Activity 4.7, no dispute over electricity bills and paid electricity & telephone bills regularly
- Activity 5.3, provided no training on 3R to community group members

- Activity 5.4, included budget allocation of Gender Action Plan (GAP) implementation under governance activity implementation head only in FY 2017-18 and produced no report
- Activity 5.5, approved CSCC recommended revise PRAP by CC Council on 24.4.2016 and allocated PRAP implementation cost in FY 2016-17 and 2017-18 budget.
- Activity 5.7, prepared Citizen Report Card and conducted assessment survey by GICD avoiding WG with 100 respondents instead of 500 on CC delivered service quality and efficiency
- Activity 5.8, redressed grievances in conventional process, not in project recommended process
- Activity 6.4, did not implement O&M plan for batch-1 sub-projects, because those are not due yet.
- Activity 6.6, did not analyze sanitation situation and reported that house owners putted waste water discharge connections into the drains by their own
- Activity 7.1, Implemented one campaign activity under guidance of Law Officer on 27.02.2017, prepared report and submitted to CEO

#### **Annex 5 (a): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 13 Trigger Activities, Chittagong City Corporation**

11-14 September 2017

Area	Activities	Criteria	Means of	Indicators	Target	Achieved	Point Distribution	Attainment and Points
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			Verification				Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
1. Improvement of Openness and Information Dissemination	1.1 (T-1) Activities for E- governance initiated	• E-governance system introduction	• Snapshot	• In two areas	2	2	1		<div>1</div>	
				• At least in one area	1			0.5		
	Total attainments								<div>1</div>	
	1.2 (T-2) MCC established and campaign plan developed and implemented as planned	• Citizen registration  • SMS information dissemination	• Photo copy of register • Endorsement of MCC • Approval of Mayor	• Register and send SMS to 10,000 citizens	10,000	10,000	1		<div>1</div>	
			• Snapshot	• Register and send SMS to 7,500 citizens	7,500			0.5		
Total attainments								<div>1</div>		
2. Administrative Reform	2.1. (T-3) CDCC established	• CDCC meeting	• Meeting minutes	• At least 4 meetings in each year	4	4	1		<div>1</div>	
	Total attainments								<div>1</div>	
	2.4 (T-4) CDU established, and implemented trainings according to ARP	• Kaizen activity implementation	• Kaizen reports of each department	• 4 activities in each department	(4 x 7) 28			1		
• Spot check in each department			• At least 2 activities in each department	(2 x 7) 14	14			0.5		<div>0.5</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	Total attainments								0.5	
4. Financial Reform	4.1 (T-5) Independent accounting system for WS and WM sector	• Tax/tariff adjustment	• Tax/tariff adjustment decision and plan	• Adjusted for WS and WM properly (self-financing)	Self-financing		1			
			• Independent bank account statement • Independent account statement	• Continued management of financial independent accounting system	independent accounting system	1		0.5		0.5
	Total attainments								0.5	
	4.2 (T-6) Diversify earnings from business operated by CCs	• Business proposal preparation	• Copy of business proposals	• Prepared proposal for new business activities	As available	1	1		1	
		• F&E Standing Committee meetings	• Meeting minutes	• At least 4 meetings in each year	4			0.5		
	Total attainments								1	
ren ess and	5.1 (T-7) Establishment of Civil Society Coordination Committee (CSCC) and	• CSCC meetings	• Meeting minutes	• 4 meetings in each year	4	4	1		1	
			• Meeting minutes	• At least 3 meetings in each year	3			0.5		

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	make it functional									
	Total attainments								1	
	5.2 (T-8) Establishmen t of Ward Level Coordination Committee (WLCC) and make it functional	• WLCC meetings	• Meeting minutes	• 4 meetings in each year	(4 x 41) 164		1			
			• Meeting minutes	• At least 2 meetings in each year	(2 x 41) 82	77		0.5		0
	Total attainments								0	
6. Urban Planning and Environmental Improvement	6.2 (T-9) Development control implemented	• Action to illegal buildings	• Report • List of illegal buildings	• Any action to illegal buildings and actions based on legalization plan by CC	As required		1			
			• Identified illegal buildings	As required	0		0.5		0	
	Total attainments								0	
	6.5 (T-10) Complied environmenta	• Actions to stop & solve illegal actions	• Notice/ legal action	• Any action to stop and solve illegal action and situation	As required		1			

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	1 Conservation Act and rules		<ul style="list-style-type: none"><li>• IEE/EIA clearance for batch-2 sub project</li></ul>	<ul style="list-style-type: none"><li>• Observed Act &amp; rules in infrastructure development</li></ul>	As required	17		0.5		<div>0.5</div>
	Total attainments								<div>0.5</div>	
	6.7 (T-11) Established SWM system	<ul style="list-style-type: none"><li>• Waste collection coverage</li></ul>	<ul style="list-style-type: none"><li>• List of extended areas</li><li>• Collection frequency</li></ul>	<ul style="list-style-type: none"><li>• Increased/improved waste collection coverage and frequency</li></ul>	As required	41 wards 1 time	1		<div>1</div>	
		<ul style="list-style-type: none"><li>• Waste collection frequency</li></ul>	<ul style="list-style-type: none"><li>• Copy of plan</li></ul>	<ul style="list-style-type: none"><li>• CC prepared solid waste management plan</li></ul>	As required			0.5		
	Total attainments								<div>1</div>	
7. Coordination System for Law Enforcement	7.2 (T-12) Law Enforcement Unit (LEU) established	<ul style="list-style-type: none"><li>• LEU establishment</li></ul>	<ul style="list-style-type: none"><li>• List of proposed actions by SC</li><li>• Copy of report</li></ul>	<ul style="list-style-type: none"><li>• Implemented Standing Committee proposed legal action and produced report on legal action</li></ul>	As required		1			
			<ul style="list-style-type: none"><li>• Copy of office order</li></ul>	<ul style="list-style-type: none"><li>• Established at least LEU</li></ul>	1	1		0.5		<div>0.5</div>
	Total attainments								<div>0.5</div>	
	7.3 (T-13) Capacity development for Standing	<ul style="list-style-type: none"><li>• Legal action proposes</li></ul>	<ul style="list-style-type: none"><li>• Copy of legal action proposed by department</li></ul>	<ul style="list-style-type: none"><li>• Proposed at least 1 legal action by a department</li></ul>	1		1			

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Point Distribution		Attainment and Points	
							Full Satisfactory	Minimum Satisfactory	Full Satisfactory	Minimum Satisfactory
	Committee for Law and Discipline implemented		• Copy of training report	• Conducted at least 1 training for member of Standing Committee in a year	1	1		0.5		0.5
Total attainments									0.5	
Total of full and minimum satisfactory attainment levels							13	7	6	2.5
Grand total of attainments							13		8.5	

#### Legend:

Attended at full satisfactory level



Attended at minimum satisfactory level



Not attended



Total attainments



#### Fact

Attended 6 (1.1, 1.2, 2.1, 4.2, 5.1, and 6.7) activities at full satisfactory level; 5 (2.4, 4.1, 6.5, 7.2 and 7.3) activities at minimum satisfactory level; and not attended 2 (5.2, 6.2) activities

- Activity 1.1 introduced e-tendering and birth & death registration, introduction of new apps is under process
- Activity 1.2, sent SMS on pay holding tax regularly, call center number, help to keep city clean, help to collect door to door waste collection, and eid greetings
- Activity 2.1, held meetings on 29.9.2016, 26.12.2016, 29.3.2017, and 23.5.2017, FY 2016-17
- Activity 2.4, introduced 2 kaizen activities in each department
- Activity 4.1, increased conservancy share along with holding tax, but not properly adjusted, while water supply system is operated by CWASA
- Activity 4.2, prepared proposal for multi-storied market development and possession sale as diversified earning source
- Activity 5.1, held meetings 2.9.2016, 7.2.2017, 22.3.2017, and 15.6.2017, it appears two meetings held in Q-3

- Activity 5.2, held 2 meetings in 36 wards, and 1 meeting in 5 wards (8, 28, 32, 33 and 40)
- Activity 6.2, performed no activity since building permission authority belongs to CDA
- Activity 6.5, obtained environmental clearance from DoE and concurrence from JICA all sub-projects (17) under batch-2
- Activity 6.7, increased waste collection coverage to all (41) wards and frequency 2 times
- Activity 7.2, established LEU on 15.12.2015
- Activity 7.3, trained standing committee members on 3.5.2017, participant list not available in training report

#### **Annex 5 (b): Work Sheet of 2<sup>nd</sup> Preliminary Performance Review, 29 Non-trigger Activities, Chittagong City Corporation**

20-24 August 2017

Area	Activities	Criteria	Means of	Indicators	Target	Achieved	Attainment and points
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			Verification				Distribution	Obtained
1. Improvement of openness and information dissemination	1.3 City Information Service Center (CISC) established	• CISC functioning	• Copy of operation plans and budget	• Prepared CISC operation plans and budget, FY 2016-17	1	0	0.25	0
			• List of CC services	• Introduced CC services, FY 2016-17	1	1	0.25	0.25
			• List of government services	• Introduced government services, FY 2016-17	1	0	0.25	0
			• Copy of quarterly/annual reports	• Prepared CISC quarterly/annual reports, FY 2016-17	(4+1) 5	1 annual report	0.25	0
	Total attainments						1.00	0.25
	1.4 Meet with Mass Public of City Corporation	• Regular mass public communication	• Copy of plans and budget	• Prepared plans and budget for mass public meeting, FY 2016-17	1	1	0.33	0.33
			• Copies mass public meeting notices	• Held two mass public meetings, FY 2016-17	2	1	0.34	0
			• Copies of two report produced and displayed	• Produced mass public meeting reports and displayed, FY 2016-17	2	1	0.33	0
	Total attainments						1.00	0.33
	2. Administrative Reform Committee (ARC) established	• ARC functioning	• Copy of ARSP for each issue	• Prepared ARSP for each identified issue	1	0	0.25	0
• Copy of approved ARSP by CC council			• Approved ARSP by city council	1	0	0.25	0	

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
			• Copy of reviewed ARSP	• Reviewed ARSP implementation schedule quarterly, FY 2016-17	4	0	0.25	0
			• Copy of annual report on achievement of ARSP implementation and attached in CC annual report	• Prepared ARSP quarterly/annual progress reports, FY 2016-17	(4+1) 5	0	0.25	0
	Total attainments						1	0
	2.3 Vision and mission set in each Dept.	• Review vision and mission annually	• Copy of reviewed vision and mission of each department	• Reviewed vision and mission of each department, FY 2016-17	(7+1) 8	8	0.34	0.34
			• Copy of approved vision and mission of each department by CC council	• Reviewed vision and mission of each department approved by CC council, FY 2016-17	(7+1) 8	8	0.33	0.33
			• Snapshot of displayed vision and mission	• Approved vision and mission displayed in citizen charter and CC web site, FY 2016-17	(7+1) 8	8	0.33	0.33
	Total attainments						1	1
	2.5 Job descriptions revised	• Reviewed staff job descriptions	• Revised job descriptions	• Reviewed job descriptions of all CC staff by each department	All positions	311	0.25	0.25
			• Copies of revised job descriptions, by CDU	• Revised job descriptions of all CC staff by CDU, FY 2016-17	All positions	0	0.25	0
			• Copies of approved job descriptions by CC council	• Approved revise job description of all CC staff by CC council, FY 2016-17	All positions	311	0.25	0.25
			• Copies of circular regarding job description by Mayor	• Circulated approve job description to all CC staff by official letter signed by Mayor	All positions	0	0.25	0

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	0.5
	2.6 Initiate Kaizen activities	• Kaizen activity continuity	• Copy of relevant pages from CC budget FY 2016-17	• Allocated fund to implement kaizen activities by CC	As required	0	0.34	0
			• Snapshot of prize	• Given prize to the best kaizen activities practiced department by Mayor	1	0	0.33	0
			• Snapshot of CC website	• Displayed Kaizen activities in CC website	1	0	0.33	0
	Total attainments						1	0
	2.7 Comprehensive Planning Unit (CPU) established	• CPU functioning	• Copy of policy paper	• Prepared policy paper to tackle multi-sector issues by CPU	1	0	0.34	0
			• Copy of updated CCIDP and rolling plan	• Updated CCIDP including rolling plan annually	1	0	0.33	0
			• CPU meeting minutes	• Held CPU monthly meeting	12	1	0.33	0
	Total attainments						1	0
	2.8 Activate standing committee	• Standing committee functioning	• Copies of office order establishing standing committee	• Establishment of Standing Committees with ToR	18 x 1=18	18	0.34	0.34
			• Copies of standing committee meeting minutes	• Held standing committee monthly meetings, FY 2016-17	14x12=168 4 x 4=16	128 44	0.33	0
			• Copies of annual reports	• Produced annual report by each standing committee, FY 2016-17	18 x 1= 18	0	0.33	0
	Total attainments						1	0.34

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	2.9 Annual administrative report prepared and published (Clause 43, CC Act)	• Administrative report	• Copy of annual administrative report	• Prepared annual administrative report, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Copy of annual administrative report circulation memo	• Circulated annual administrative report, FY 2016-17	As applicable	LGD & depts.	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
3. Tax reform	3.1 Improve capability/efficiency of tax assessment	• Tax assessment efficiency	• Copy of tax re-assessment report	• Conducted regular (5-year interval) tax re-assessment	1	1	0.5	<div>0.5</div>
			• Copy of link system	• Created link between holding tax ID and construction registration	1	N/A	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
	3.2: Interim tax assessment carried out throughout the year and collection increased	• Interim tax assessment and collection increase	• Snapshot of tax register	• Identified missing holding in tax register in regular interval	4 quarters	N/A	0.5	<div>0.5</div>
			• Tax collection quarterly/ annual reports for last three years	• Increased Tax collection efficiency over the project years.	85% over Y4	30%	0.5	<div>0</div>
	Total attainments						1	<div>0.5</div>
	3.3: Re-identification of source of tax	• Re-identified new tax source	• List of re- identified new tax source	• Re-identified new tax source by F&E Standing Committee, FY 2016-17	As available	N/A	0.5	<div>0.5</div>
			• Rate of tax on re-identified new sources	• Imposed tax on re-identified new tax source by CC, FY 2016-17	As applicable	N/A	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
4. Financial Reform	4.3 Establish integrated computer systems	• Integrated computer system functioning	• Training report	• Provided training on integrated computer system for CC staff	1 course	0	0.5	0
			• Snapshot	• Operated integrated computer system for financial management	1 software	0	0.5	0
	Total attainments						1	0
	4.4 Financial statement prepared, and internal audit department carryout audit within 3 months after the closure of fiscal year	• Internal audit management	• Financial statement	• Prepared financial statement, FY 2015-16 & 2016-17	2	2	0.33	0.33
			• Internal audit report	• Carried out internal audit, FY 2015-16 & 2016-17	2	2	0.34	0.34
			• Forwarding letter	• Submitted internal audit report to CC and PCO, FY 2015-16 and 2016-17	2	2	0.33	0.33
	Total attainments						1	1
	4.5 Non-tax own revenue source increased at least by inflation rate in each year	• Increased non-tax own revenue source	• Updated list of non-tax revenue sources	• Updated rates of non-tax revenue sources, FY 2016-17	Leas, fees, rate	54%	0.34	0.34
			• Collection target against each official	• Fixed target for collection of non-tax revenues by each official, FY 2016-17	Amount	13303 lac	0.33	0.33
			• Non-tax revenue collection plan	• Adopted non-tax revenue collection plan, FY 2016-17	1	1	0.33	0.33
	Total attainments						1	1
	4.6 All due debts to GoB and other	• Due debts repayment	• Copy of repayment schedule	• Repaid all due debts according to the schedule	BDT 1,930,142	BDT 1,930,142	0.5	0.5

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	entities fully repaid according the schedule		<ul style="list-style-type: none"><li>• Copy of quarterly statement/ report</li></ul>	<ul style="list-style-type: none"><li>• Submitted quarterly repayment statement of due debt to PCO, FY 2016-17</li></ul>	4	1	0.5	<div>0.5</div>
	Total attainments						1	<div>1</div>
	4.7 Outstanding bills older than 3 months, including ix) Electricity and x) telephone, paid in time	<ul style="list-style-type: none"><li>• Payment status of electricity and telephone bill</li></ul>	<ul style="list-style-type: none"><li>• Copies of bill</li></ul>	<ul style="list-style-type: none"><li>• Receipt electricity and telephone bill every month, FY 2016-17</li></ul>	12 months	12 months	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>• Dispute settlement decisions</li></ul>	<ul style="list-style-type: none"><li>• Settled disputes over arrear electricity, telephone bills, if any</li></ul>	As applicable	BDT 12,311,294	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>• Bill payment statements</li></ul>	<ul style="list-style-type: none"><li>• Electricity and telephone bills paid regularly, FY 2016-17</li></ul>	As applicable	(2 x 12) 24 bills	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>
	4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	<ul style="list-style-type: none"><li>• CC budget preparation as per actual outlay</li></ul>	<ul style="list-style-type: none"><li>• Copy of propose budget</li></ul>	<ul style="list-style-type: none"><li>• Prepared propose budget, FY 2017-18</li></ul>	1	1	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>• Shared in public meeting, notice board, web site, CSCC meeting, newspaper etc.</li></ul>	<ul style="list-style-type: none"><li>• Disclosed propose budget for citizen/CSCC comments/suggestions, FY 2017- 18</li></ul>	1	1	0.33	<div>0.33</div>
			<ul style="list-style-type: none"><li>• Copy of approved budget</li></ul>	<ul style="list-style-type: none"><li>• Finalized and approved budget, FY 2017-18 in CC meeting</li></ul>	1	1	0.34	<div>0.34</div>
	Total attainments						1	<div>1</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
5. Citizen's Awareness and Participation	5.3 Integration of community and formation of Community Group (CG)	• 3R activity implementation in pilot Wards	• Copy of training report	• Provided training to CG members on 3R	1	0	1	<div>0</div>
	Total attainments						1	<div>0</div>
	5.4 Gender Action Plan (GAP) prepared	• GAP implementation	• Copy of relevant pages of CC budget	• Allocation for GAP implementation in CC budget, 2016-17 & 2017-18	2	0	0.5	<div>0</div>
			• Copy of reports	• Produced GAP implementation quarterly/annual progress reports, FY 2016-17	(4+1) 5	0	0.5	<div>0</div>
	Total attainments						1	<div>0</div>
	5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slum	• PRAP implementation	• Endorsed copy of revise PRAP	• Revised PRAP and endorse by CCCC, FY 2016-17	1	0	0.25	<div>0</div>
			• Approved copy of revise PRAP	• Approved revise PRAP by CC council, FY 2016-17	1	0	0.25	<div>0</div>
			• Copy of relevant pages of CC budget	• Allocation for PRAP implementation in CC budget, 2016-17 & 2017-18	2	2	0.25	<div>0.25</div>
			• Copy of annual report	• Produced annual report, FY 2016-17	1	0	0.25	<div>0</div>
	Total attainments						1	<div>0.25</div>
	5.6 Revision of Citizen Charter	• Revise Citizen Charter	• Copy of revised Citizen Charter	• Revised Citizen Charter, FY 2016-17	1	1	0.5	<div>0.5</div>
			• Snapshot	• Displayed revise Citizen Charter in suitable place	1	1	0.5	<div>0.5</div>

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
	Total attainments						1	1
	5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	• CRC implementation	• Copy of CRC	• Prepared CRC for survey by WG, FY 2016-17	1	0	0.25	0
			• Sample of filled-in CRC (5)	• Conducted CRC survey with minimum 500 respondents	500	100	0.25	0
			• Copy of compiled sheet	• Compiled CRC survey results	1	0	0.25	0
			• Snapshot	• Disclosed compiled CRC survey results	1	0	0.25	0
	Total attainments						1	0
	5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional	• GRC functioning	• Copies of meeting minutes	• Held GRC monthly meeting, FY 2016-17	12	7	0.34	0
			• Snapshot of complaints record register	• Maintained records of all received complaints	1	1	0.33	0.33
			• CC meeting minutes	• Included agendas in CC meetings for appropriate action	As required	0	0.33	0
	Total attainments						1	0.33

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
6. Urban Planning and Environmental Improvement	6.1 Initiate/update master plan	• Public access to master plans	• Copy of master plan	• Prepared/updated master plan if applicable	1	1	0.5	0.5
			• Copy of action plan	• Prepared action plan for infrastructure and public facilities, if applicable	1	0	0.5	0
	Total attainments						1	0.5
	6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	• CCIDP application	• Copy of revised IDP	• Revised IDP with budget, FY 2016-17	1	1	0.5	0
			• Copy of approved revised IDP	• Approved revised IDP with budget by CC council, FY 2016-17	1	1	0.5	0
	Total attainments						1	0
	6.4 Establish O&M action plan	• O&M action plan implementation	• Copy of revised O&M plans and budget	• Prepared revise O&M plans and budget for CGP assisted sub-projects	1	1	0.25	0.25
			• Meeting minutes	• Held O&M Standing Committee quarterly meetings	4	4	0.25	0.25
			• Meeting minutes	• Held O&M group monthly meeting	12	0	0.25	0
			• List of sub-projects	• Implemented O&M plan for batch-1 sub-projects	16	N/A	0.25	0.25
	Total attainments						1	0.75
	6.6 Sanitary situation	• Improved household and public sanitation situation	• Copy of demand analysis	• Analyzed demand and selected areas for public and household toilets, FY 2016-17	1	0	0.5	0
			• List of connections	• Increased drainage connection of waste water from household, FY 2016-17	As applicable	Number not known	0.50	0.5
	Total attainments						1	0.5

Area	Activities	Criteria	Means of Verification	Indicators	Target	Achieved	Attainment and points	
							Distribution	Obtained
7. Coordination System for Law Enforcement	7.1 Awareness campaign for Rule of Law	• Campaign activities implementation	• Photograph	• Law officer implemented at least one campaign activity, FY 2016-17	1	1	0.5	0.5
			• Copy of report	• Prepared and submitted campaign report activity to Mayor/CEO	1	1	0.5	0.5
	Total attainments							1
	Grand total of attainments						29.00	14.75

#### Legend:

Attended at full satisfactory level



Not achieved



Total attainments



#### Fact

Attended 1/4 tasks against activity 1.3; 1/3 against 1.4; 3/3 against 2.3; 2/4 against 2.5; 1/3 against 2.8; 2/2 against 2.9; 1/2 against 3.1; 1/2 against 3.2; 2/2 against 3.3; 3/3 against 4.4; 3/3 against 4.5; 2/2 against 4.6; 3/3 against 4.7; 3/3 against 4.8; 1/4 against 5.5; 2/2 against 5.6; 1/3 against 5.8; 1/2

against 6.1; 3/4 against 6.4; 1/2 against 6.6; and 2/2 tasks against activity 7.1; and not attended rest 21 tasks against 8 (2.2, 2.6, 2.7, 4.3, 5.3, 5.4, 5.7, and 6.3) activities

- Activity 1.3, functioned as information desk in regards to CC services in FY 2016-17, made allocation in CC budget and produced annual report only
- Activity 1.4, held one mass public meeting on 25.7.2016 and produced report avoiding MCC
- Activity 2.5, approved revise Job descriptions for 311 positions in CC meeting avoiding CDU and forwarded to LGD for concurrence on 15.4.2017
- Activity 2.6, met required expenditure for Kaizen activity implementation from other cost head of CC budget, but no particular budget provision for Kaizen activity was in FY 2016-17
- Activity 2.7, did not prepare policy paper to tackle multi-sectors issue, CCIDP including rolling plan and held 1 CPU meeting in FY 2016-17
- Activity 2.8, held 172 standing committee monthly meetings out of 184 in FY 2016-17
- Activity 2.9, prepared and circulated annual administrative report in FY 2016-17 as per clause 43 of CC Act
- Activity 3.1, started 5 years interval tax re-assessment in 2016-17 and could not establish link between holding tax ID and construction registration since building permission authority belongs to CDA
- Activity 3.2, covered under 5 years interval tax re-assessment, also reached up to 30% tax collection efficiency against 85% target by project year 4
- Activity 3.3, could not re-identify any new tax source in FY 2016-17, because tax sources are already saturated
- Activity 4.3, did not provide training on integrated software, since IFM software is not supplied from project
- Activity 4.4, prepared financial reports, conducted internal audit and submitted report to PCO
- Activity 4.5, fixed non-tax revenues collection targets for 176 officials (49 tax assessors, 127 tax collectors, in FY 2016-17
- Activity 4.6, repaid due debts amounting of BDT 1,930,142/= in 4th installment of FY 2016-17
- Activity 4.7, settled disputes over arrear street light electricity bills and made partial payment of BDT 12,311,294/= on 22.6.2017, rest electricity and telephone bills of FY 2016-17 are paid regularly
- Activity 5.3, requested PCO to provide training on 3R to community group members
- Activity 5.4, stated that budget allocation for Gender Action Plan (GAP) implementation included under governance activity implementation head in FY 2016-17 & 2017-18, and produced no report
- Activity 5.5, did not prepare Poverty Reduction Action Plan (PRAP), but included PRAP implementation budget allocation under slum development head BDT 70,000,000/= & 65,000,000/= in FY 2016-17 and 2017-18 respectively
- Activity 5.6, revised Citizen Charter and displayed in website only, not in any other suitable place
- Activity 5.7, prepared Citizen Report Card and conducted assessment survey by GICD avoiding WG with 100 respondents instead of 500 on CC delivered service quality and efficiency
- Activity 5.8, redressed grievances on need based in FY 2016-17, including meetings. No agenda included in CC meetings for appropriate action
- Activity 6.1, started updating Chittagong Metropolitan Master Plan by CDA in FY 2016-17
- Activity 6.3, did not revise and approve IDP including rolling plan
- Activity 6.4, did not start O&M activities for batch-1 sub-projects yet, but held O&M Standing Committee meetings regularly
- Activity 6.6, did not analyze sanitation situation and reported that house owners putted waste water discharge connections into the drains by their own
- Activity 7.1, implemented one campaign activity under guidance of Law Officer on 20.3.2017, prepared report and submitted to CEO



## References

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