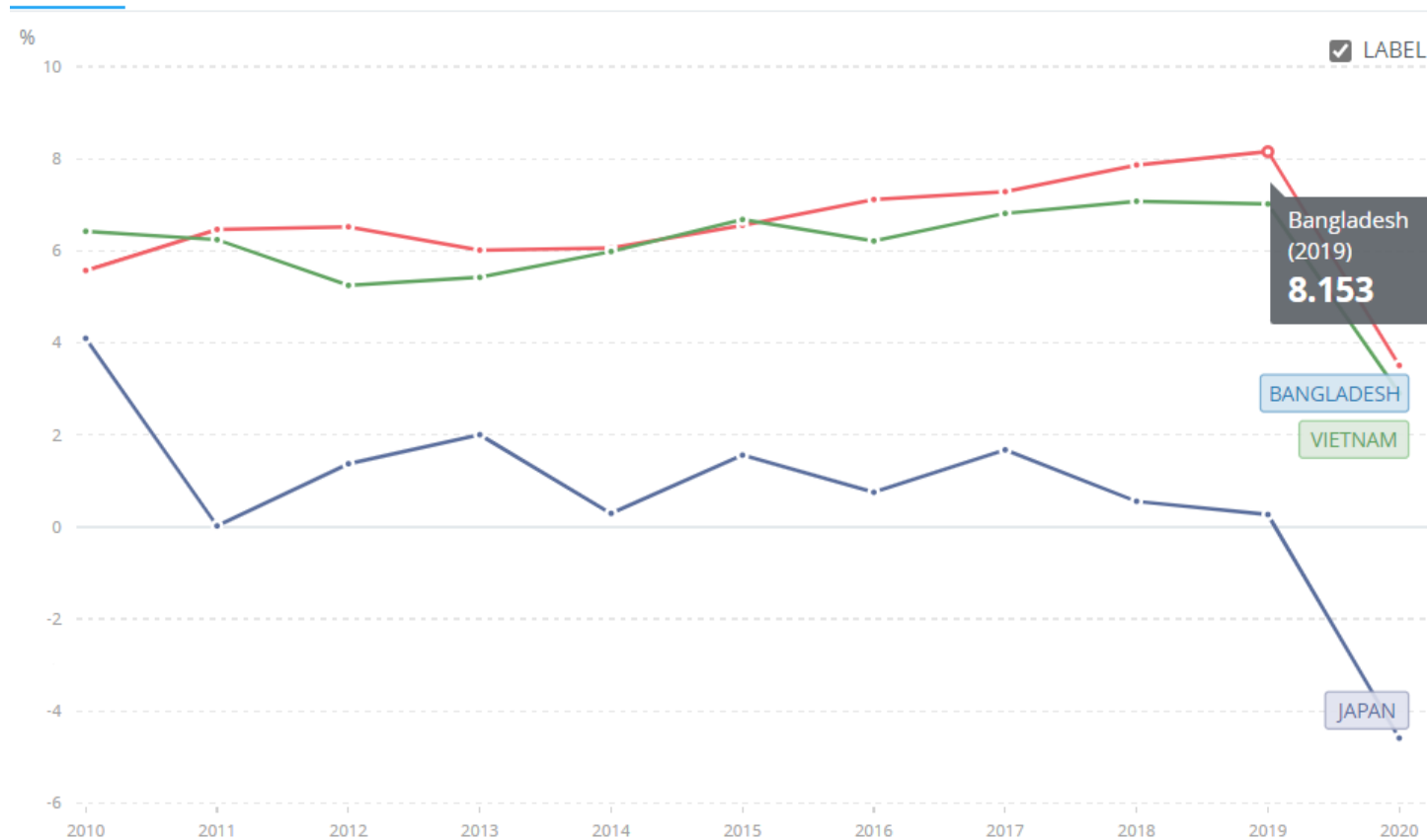


# Maximizing SWM outcomes by collective approach

Takeshi Saheki

Senior Representative, JICA Bangladesh Office

# High and steady economic growth



# Japan's country assistance policy for Bangladesh

## Accelerating Economic Growth

Economic Infrastructure Development

Stable Supply of Power and Energy

Transportation Network

Private Sector Development

Investment Climate

## Overcoming Social Vulnerabilities

Governance Improvement

National and Local Administrative Capacity

Urban Development

Solid Waste Management

Water Supply and Sewerage

Climate Change/  
Disaster Risk Management

Mitigation measures

Adaptation measures

Agriculture/Food security

Food value chain

Food safety

Human Development

Maternal and Child Health, Health System

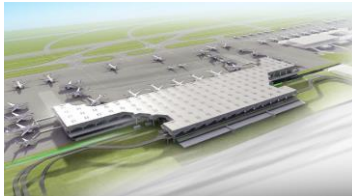
Quality Improvement of Primary Education



Bogra Food Storage



Jamuna Railway Bridge



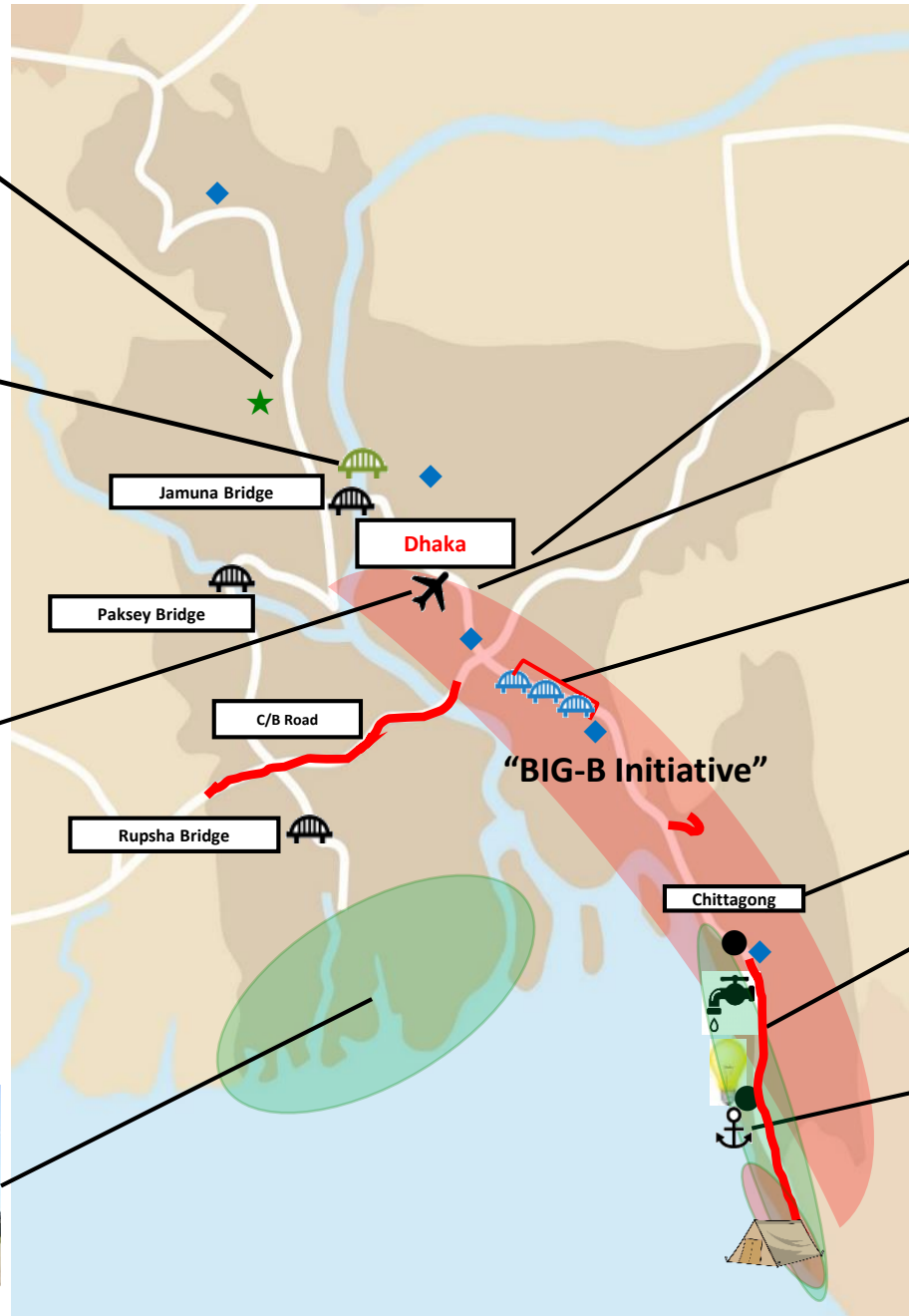
HSIA T3



B-JET (Nationwide)



Cyclone Shelters



Arai hazar E/Z



Dhaka MRT-L1, L5, L6



K.M.G. Bridges



Karnaphuli water purification plant

Cross Boarder Road Network

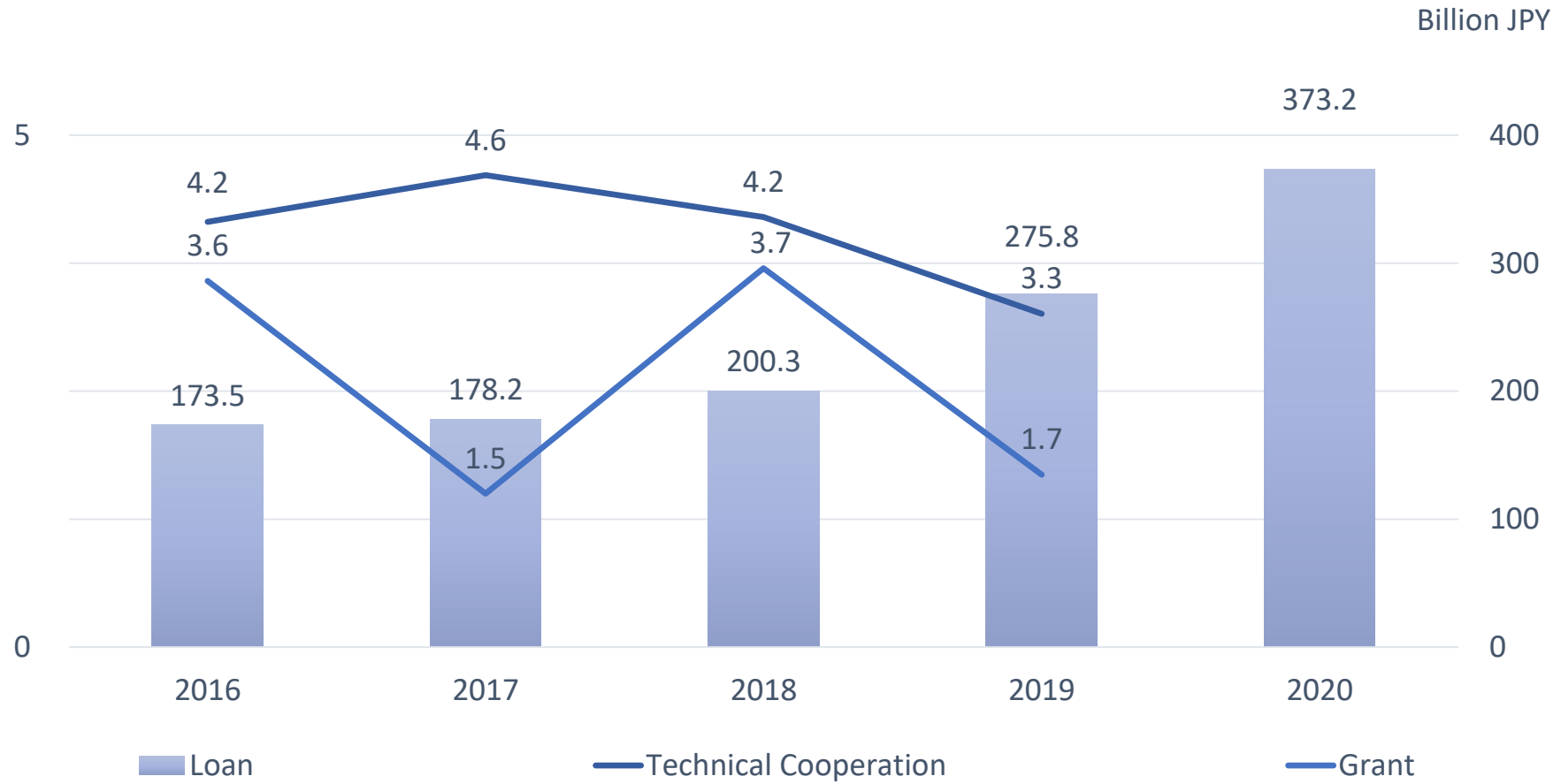


Matarbari Port

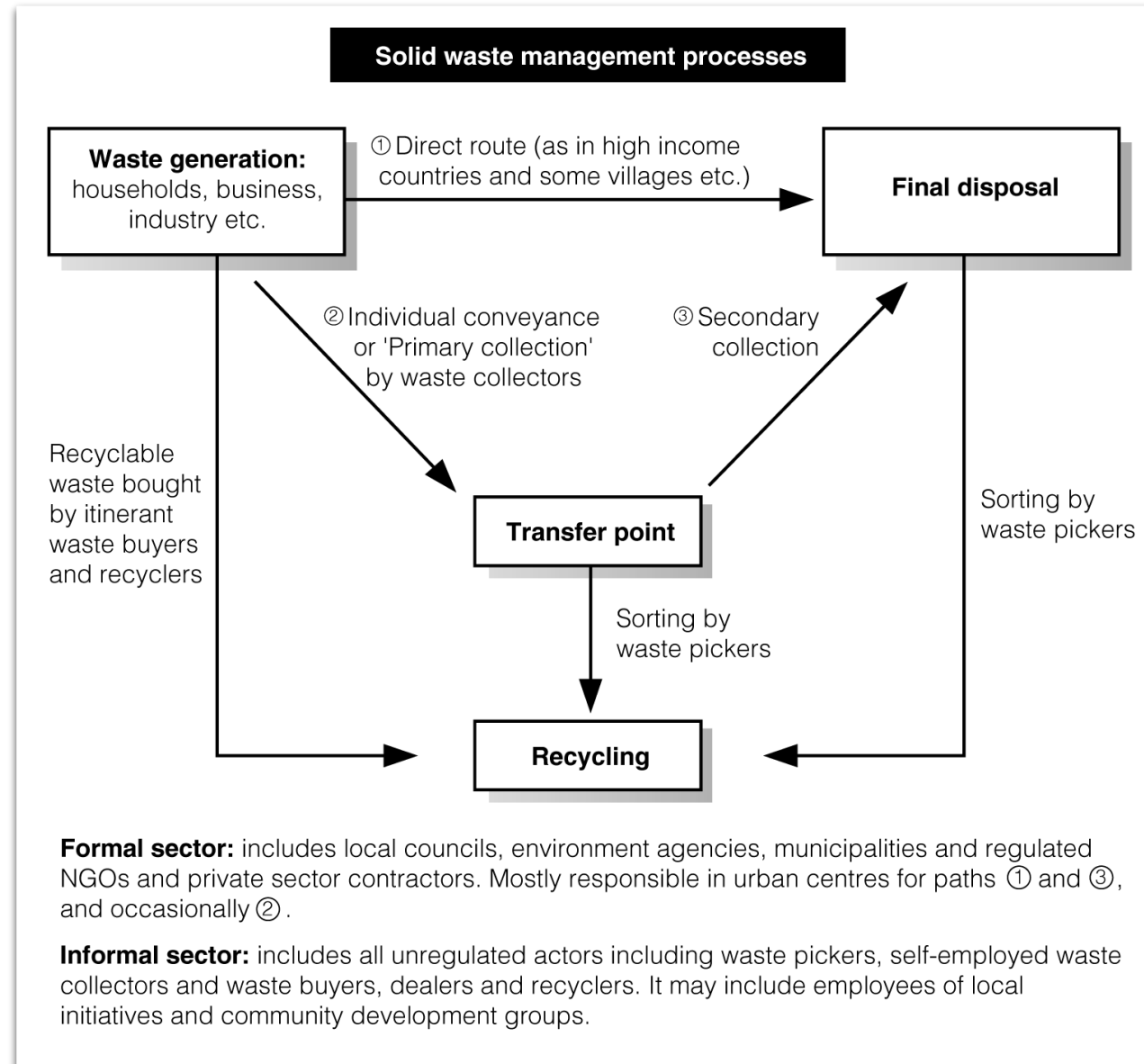


Support for displaced people from Myanmar and its host community

# JICA's operation in Bangladesh



# Solid Waste Management functions and external environment



# Solid Waste Management functions and external environment

Government  
Governance and reform

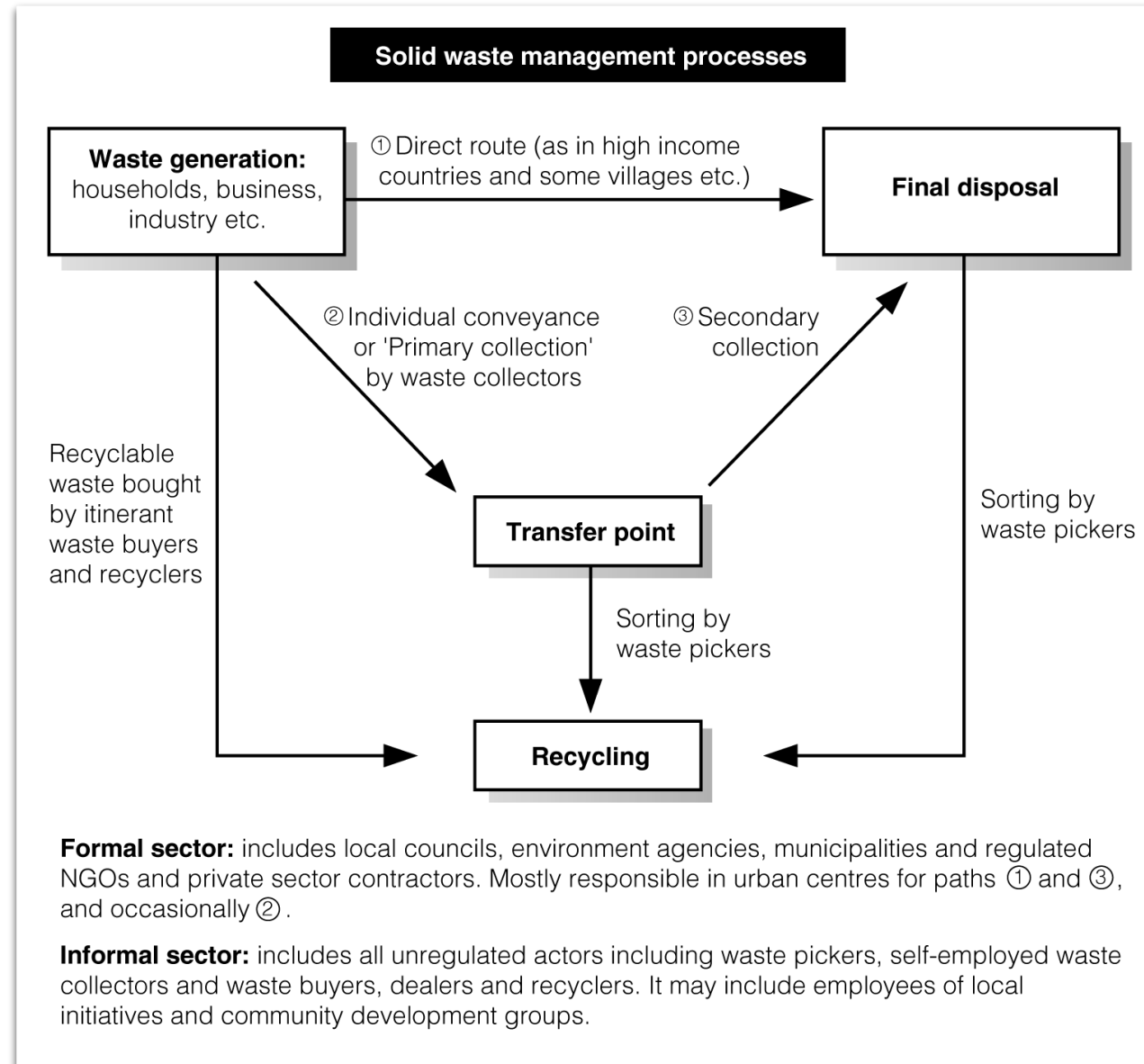
Political stability

Available finance

Capacity of local private sector

Citizens perceptions

Social environment



Government  
Staffing policies

Available human resources

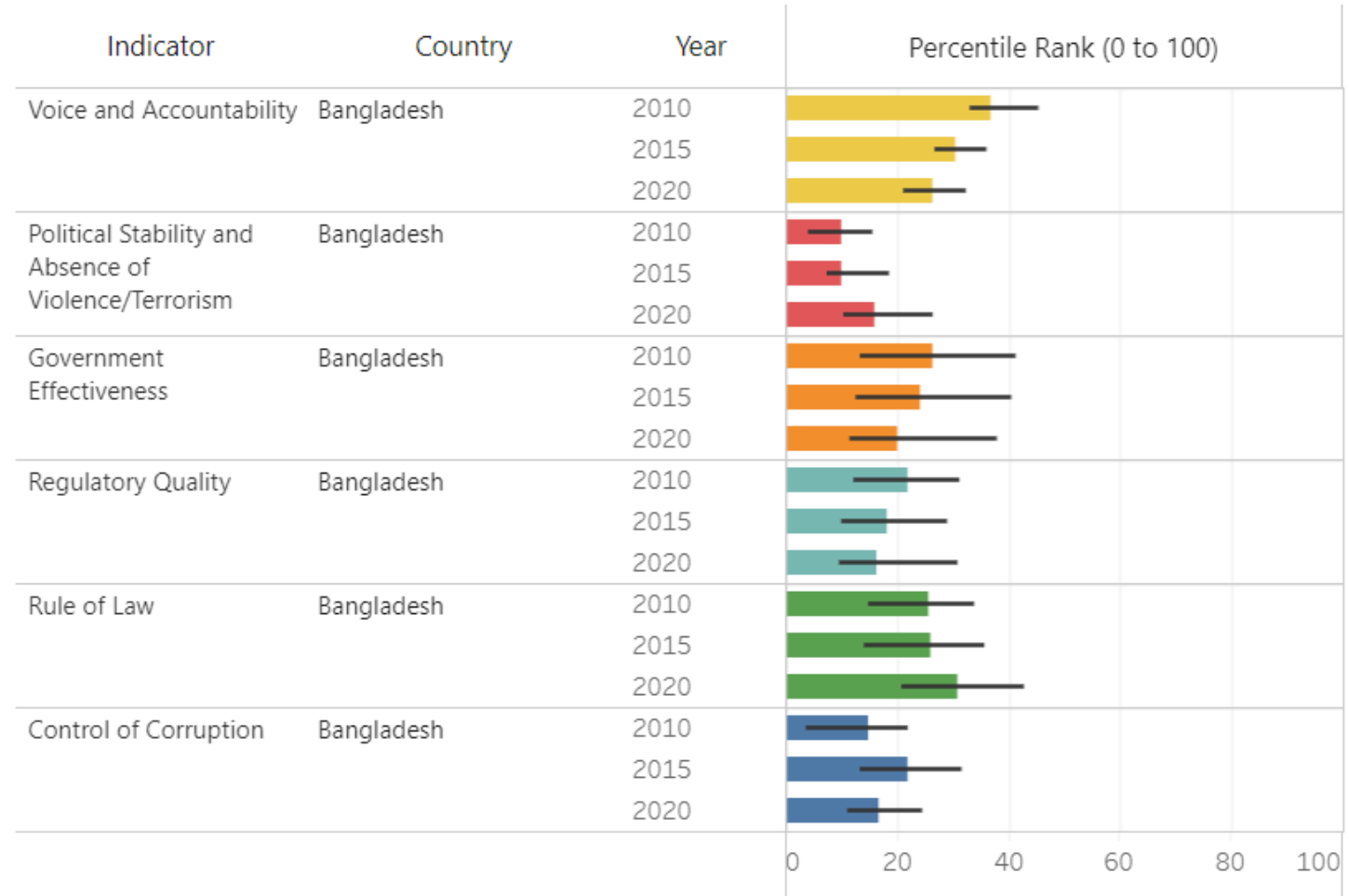
Pollution in the environment

Local economy

Ability and willingness to pay

Civil society

# High economic growth but governance?





# Challenges for realizing good governance in Bangladesh

## Central Level

## Local Level

### Challenges

#### Highly centralized government system

- Complicated decision-making procedures, delay on implementation, lack of transparency
- Lack of fair evaluation and personnel management of government officials
- Inconsistency between policy and budget
- Lack of peoples participation, accountability and transparency

#### Limitation in Capacity of Local Government Institutions

- Small budget for LGIs (only 3-4% of government's total spending) and inadequate personnel (about half of posts are vacant)
- Strong control of central government over LGIs
- Weak coordination of line departments and LGIs
- Limited role of LGIs in service delivery



### Government Initiatives

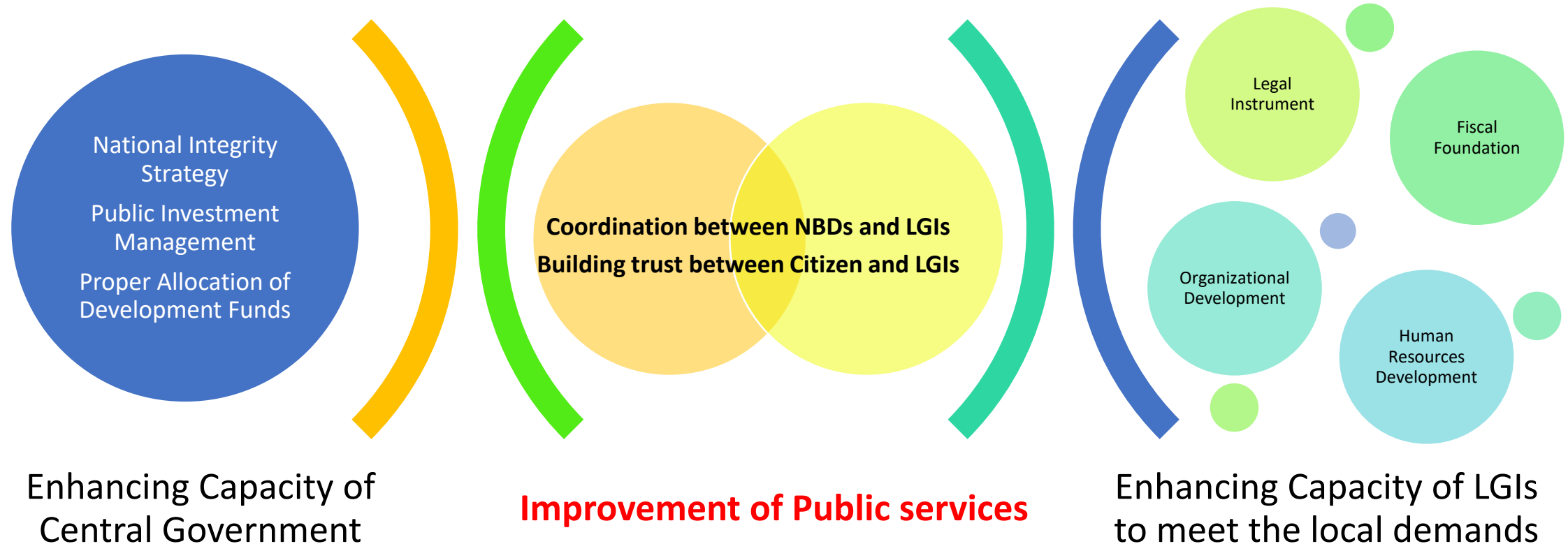
#### Enhancing capacity of central government to ensure good governance

- National Integrity Strategy (NIS)
- Civil Service Act (draft), personnel evaluation system
- Citizen Charter
- Annual Performance Agreement (APA)
- A2I and Service Process Simplification

#### Enhancing the LGI's authority and responsiveness to local demands on the ground

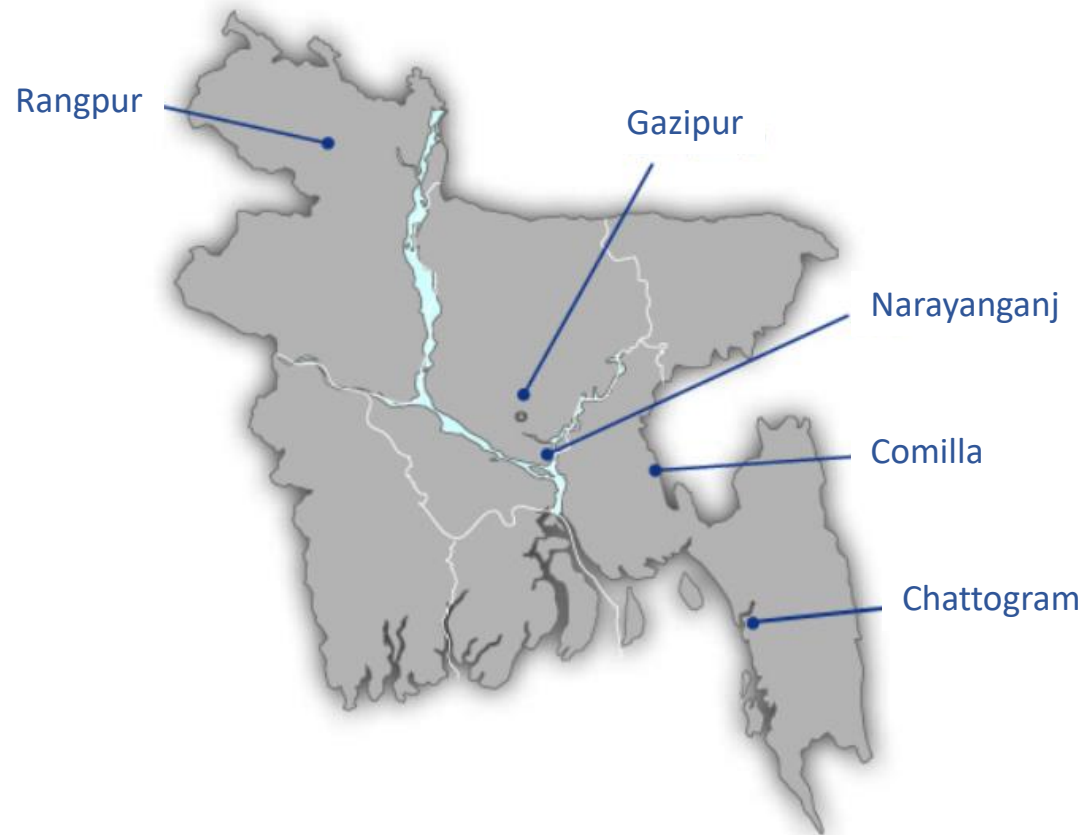
- Revision of Local Governance Act 2009 (Union, Upazila, Paurshava, City Corporation)
- More development fund allocation to LGIs
- Implement regular LGI election
- Policy reform and capacity support for LGIs

# Concept of JICA's assistance for good governance in Bangladesh



# Inclusive City Governance Project

- Signing date of L/A: June 2014
- JPY 30.69 Billion (US\$ 270m)
- Executing Agency: Local Government Engineering Department and City Corporations



## Emphasis on Inclusive City Development

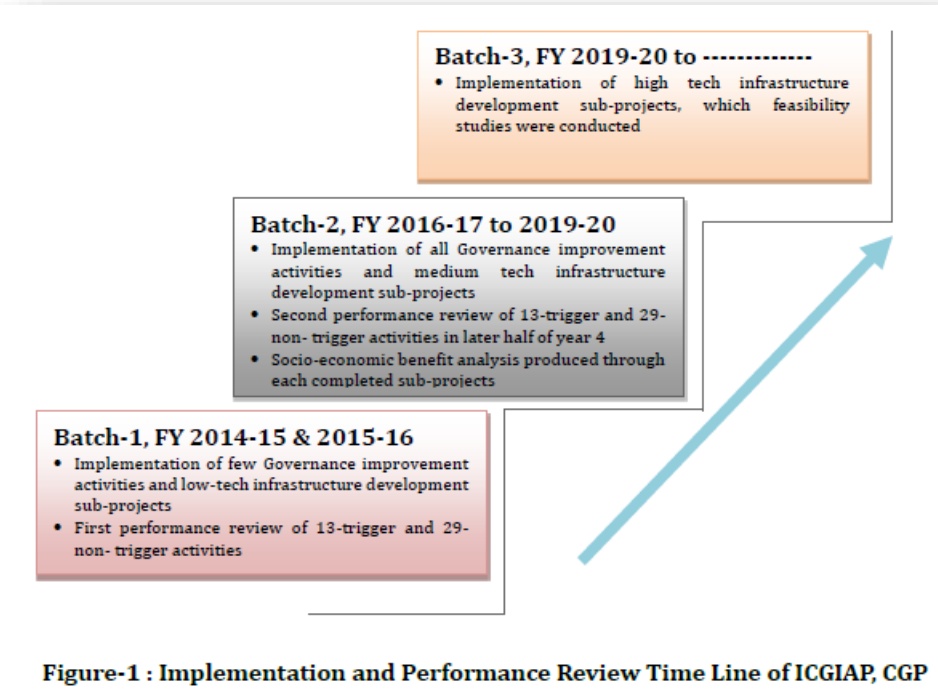
- Highly integrated governance by overcoming vertical and non-interactive decision making system
- Fair burden sharing among present and future generations
- Collaboration between central and local government

## Project outcomes

- Administration Reform Plan (Legal, organizational and administrative)
- Financial Reform Plan (Accounting and budget control)
- Infrastructure Development Plan
- Performance-based investment to high-prioritized infrastructure (PBIs: Transparency, Accountability, Participation and Predictability)

# Inclusive City Governance Project

- Signing date of L/A: June 2014
- JPY 30.69 Billion (US\$ 270m)
- Executing Agency: Local Government Engineering Department and City Corporations



## 3. Governance improvement of targeted City Corporations from FY 2016-17 to Q1 FY 2018-19

Area	Total activity (#)	Total task (#)	Performed tasks (#)				
			NCC	CuCC	RpCC	GCC	ChCC
Area-1: Improvement of Openness and Information Dissemination	4	37	34	25	25	17	27
Area-2: Administrative Reform	9	59	48	44	37	24	48
Area-3: Tax Reform	3	17	16	13	15	12	17
Area-4: Financial Reform	8	28	20	18	20	16	23
Area-5: Citizen's Awareness and Participation	8	67	45	45	38	30	45
Area-6: Urban Planning and Environment Improvement	7	36	22	17	19	17	18
Area-7: Coordination System for Law Enforcement	3	16	5	5	5	4	8
<b>Total</b>	<b>42</b>	<b>260</b>	<b>190</b>	<b>169</b>	<b>159</b>	<b>120</b>	<b>187</b>

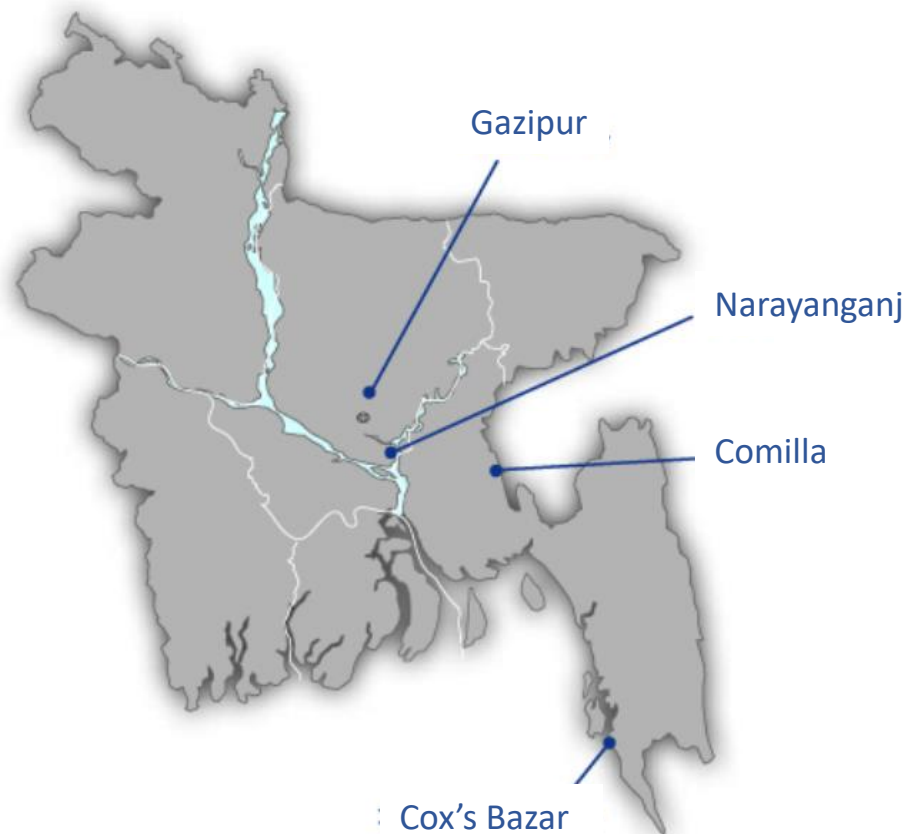
- Best performing City Corporation/s
- Least performing City Corporation/s

### Out of total 260 tasks under 7 areas

NCC could not perform 70 tasks, CuCC 93, RpCC 101, GCC 140, and ChCC could not perform 74 tasks, which are mostly tasks under non-trigger activities. Detail non-performing task list are in working paper

# Urban Development and City Governance Project

- Signing date of L/A: August 2020
- Loan amount: JPY 28.22 Billion (US\$ 248m)
- Executing Agency: Local Government Engineering Department and City Corporations and Paurashava



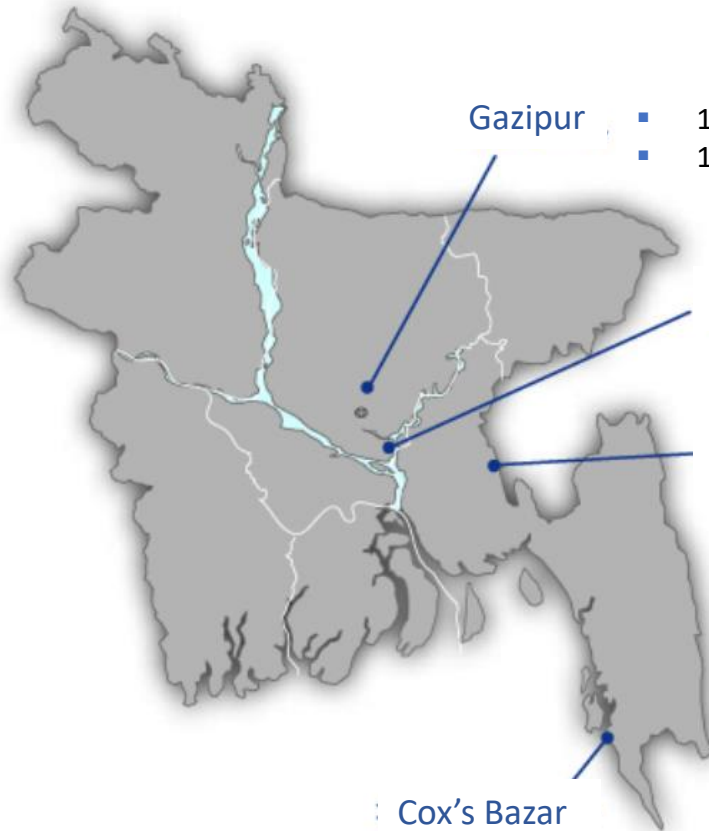
## More focus given to infrastructure development

- Improvement of urban functions by strengthening city governance on infrastructure development

## More focus given to SWM

- Institutional development
- Dissemination of Ward-based Approach, workshop O&M and landfill site improvement
- Performance-based investment by monitoring the performance of SWM related indicators  
e.g. Collected waste quantity  
Collected amount of recyclables  
Number of transfer station in proper operation  
Final disposed waste quantity in sanitary landfill  
Disposed area covered in sanitary manner

# Dissemination of success in Dhaka



Gazipur

- 10 compactor trucks
- 1 sanitary landfill site

Narayanganj

- 2 sanitary landfill site

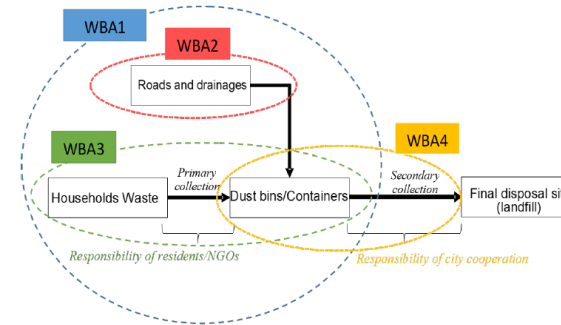
Comilla

- 5 compactor trucks
- 1 sanitary landfill site

Cox's Bazar

- 4 compactor trucks
- 1 new sanitary landfill site
- 1 safety closure of existing landfill site

## Ward-based approach



## Procurement of collection vehicles and rickshaw vans



## Construction and improvement of sanitary landfill sites



# Advisory services to environmental policies and regulations

## Environmental management advisors to DOE (2022 to 2024)

### Overall goal

Enforcement of environmental management

### Project purpose

Enhancement of capacity to enforce environmental policies and regulations

### Outcomes

1. Identification of challenges in environmental management in terms of policies, regulations and administrations

1. Identification of issues in environmental policies and regulations
2. Identification of issues in environmental administrations and measures
3. Analysis on good practices by past and existing activities

2. Identification of necessary actions for better enforcement of environment policies and regulations

1. Advisory on coordination with other governmental agencies and local governments
2. Advisory on policies, regulations and administrative measures of DOE
3. Advisory on human resources development of DOE

# Collaboration with NGOs to provide SWM services to slum areas

Mirpur Urban Community Empowerment Project by World Vision Bangladesh  
(financed by MOFA of Japan)



World Vision 

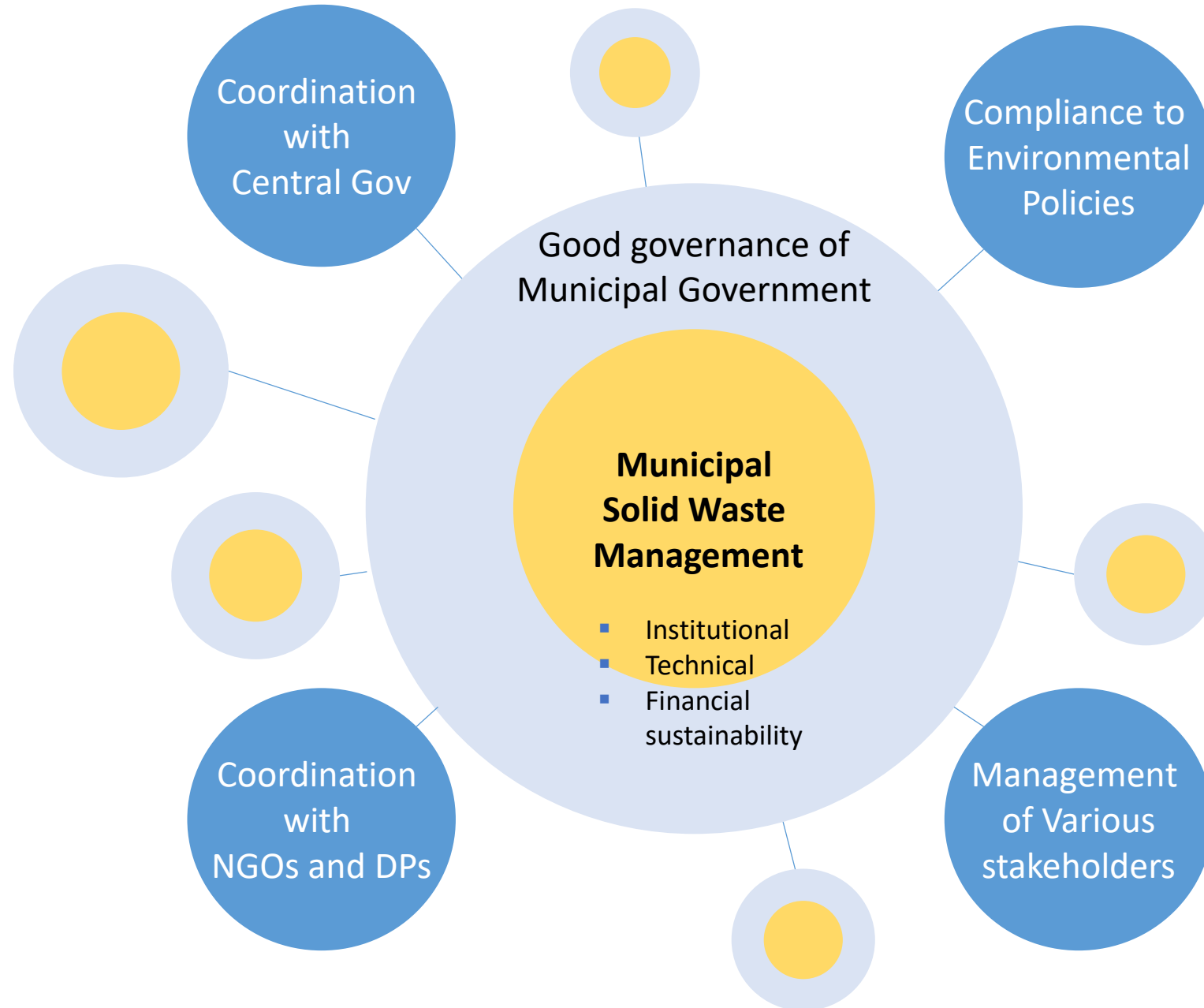


- Providing clean and safe life to citizens is a responsibility of municipalities
- Close coordination with
  - Local communities
  - Local leaders
  - City Corporation
  - DPs
  - Other NGOs





# Key aspects: necessity of collective (integrated and multi-disciplinary) approach



**Thank you for your attention!**

