



# NEWS LETTER



March 2018 (Issue No.1)

## Project for Capacity Development of City Corporation in Bangladesh

Project Office: National Institute of Local Government (NILG) (Level2)

29 Agargaon, Sher-e-Bangla Nagor ,Dhaka-1207

Facebook: <https://www.facebook.com/c4c.lgd.jica/>

### Overview & Key Progress

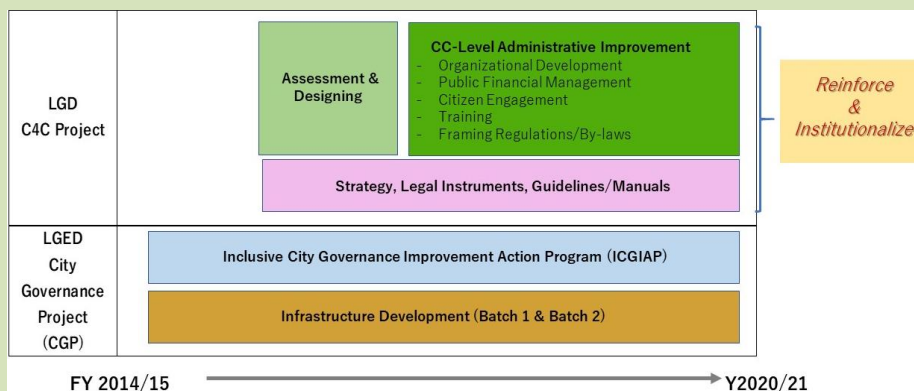
JICA Technical Cooperation Project for Capacity Development of City Corporation, also known by its nickname “C4C” for “Capacity for Cities,” aims to strengthen the institutions of City Corporations (CCs) through enhanced roles of the Urban Development Wing of the Local Government Division (LGD) and improved systems and practices at CC level. C4C supplements and reinforces the Inclusive City Governance Improvement Action Program (ICGIAP) implemented under the City Governance Project (CGP) of the Local Government Engineering Department (LGED) with JICA loans. C4C supports 4 (four) relatively recently established CCs, i.e. Narayanganj CC (NCC), Comilla CC (CoCC), Rangpur CC (RpCC) and Gazipur CC (GCC). C4C aims to generate 4 main outputs towards the overall goal, which is to optimize functions and organizational structure of the CCs as they manage transition from Paurashavas to full-grown CCs.

**Output 1:** Strategy for Governance Improvement of City Corporations in Transition (“SGI-CCT”) is framed and implemented.

**Output 2:** Plan-Do-Check-Action (PDCA) cycle of administrative improvement activities is introduced and installed in the CCs.

**Output 3:** Appropriate tax assessment and collection procedures are established, contributing to the CC’s own source revenue generation.

**Output 4:** Procedures of budget management and expenditure planning with a long-term time horizon are established.



JICA-funded activities started in January 2016 and have undergone in-depth fact-finding and assessment for each of these outputs. With the government’s approval of the Technical Project Proposal (TPP) in October 2017 and subsequent appointment of Project Director and Deputy Project Director, the project now has fully-fledged implementation structures.

### Learning and Dialogue in Japan

C4C Learning and Dialogue (L&D) offers opportunities to government and CC officials & representatives to learn from city institutions in Japan and elsewhere and review the situations of the CCs in Bangladesh from broader perspective so as to inspire creative thinking and actions. The 1<sup>st</sup> L&D in Japan was organized from 6 – 15 September 2017 with focus on local government legal systems and by-laws. 4 LGD officials, 4 CC officials and 4 CC councilors took part in the L&D. After two-day lectures at Meiji University in Tokyo, the delegation spent 2 days at Hiroshima City, which in the past experienced similar issues the CCs are currently faced with such as waste management, flood control and urban slums.



Courtesy Call on Hiroshima City Mayor



Program Completion Ceremony



Courtesy Call on Embassy of Bangladesh

### Legal Review and Workshop

About 150 CC-related legal instruments and other official documents were collected, categorized and analyzed, results of which were consolidated in a report and discussed at a workshop organized on 27 November 2017. The workshop was chaired by LGD Additional Secretary (Urban), with LGD Secretary as a special guest of honor. A total of 30 officials and representatives from 10 CCs (with an exception of RpCC due to the December elections) engaged in active discussions and prioritized CC rules, regulations and by-laws that need to be framed or reframed in view of importance and urgency. An LGD official who took part in the L&D in Japan gave a presentation on local government systems and by-laws in Japan, which sparked enthusiastic questions and comments from the CC participants. Capitalizing on the momentum, C4C has started preparing an orientation handbook on CC legal systems and a compendium of relevant legal instruments, which will be followed by framing of priority legal instruments.



Opening Remarks and Group Session, Legal Workshop

### Workshop on CC Public Financial Management

On 25 September 2017, C4C organized a one-day workshop with accounts and revenue officials of NCC, CoCC and GCC to discuss C4C assessment of the existing holding tax system & practices and operation & maintenance costing in the 4 CCs. (RpCC was unable to participate due to other engagement.) C4C Taxation Expert and PFM Specialist shared their observations and proposed way forward. Highlighted issues include: the importance of IT-based system for efficiency enhancement in tax assessment & collection, the timing of the government’s ADP allocations affecting the CC financial management and room for improvement in the existing taxation and accounting legislations. The workshop feedback will be reflected in PFM training materials and the CC governance improvement strategy.



### Administrative Improvement at CC Level

SGI-CCT is to envisage a desirable future status of the CCs in transition. In alignment with its goals, the CCs are expected to improve their organizational and financial capacities so that the quality and efficiency of service delivery will be improved. Administrative improvement requires continuous efforts beyond a short period of time. C4C through Output 2 aims to establish PDCA (Plan-Do-Check-Action) cycle of administrative improvement activities reinforcing ICGIAP (hence, it is called ICGIAP-Reinforcement or ICGIAP-R) so that good practices pursued through ICGIAP will be installed in the CC’s own structures and processes.

According to the CC Act (2009), CCs have 28 service-oriented functions. Through detailed fact-finding on organizational structure, staffing and the 28 functions, C4C has identified about 120 detailed functions and assessed their performance, work processes and coordination systems, and consolidated the findings in Functions Analysis Sheet (FAS) of each of the 4 CCs. Based on FAS, CCs with C4C guidance extracted 9 target functions to be improved during the project period. For the fiscal year 2018/19, C4C has prepared Model Action Plans for improvement of work processes in 3 of the 9 target functions. Based on the Model Action Plans, CCs are being guided to produce annual Action Plans. CC-level activities on legal instruments, taxation



Planning for ICGIAP-R (RpCC)



Councilors Observing Garbage Collection Sites (GCC)

and budget management, which fall under Outputs 1, 3 and 4 will be supported through ICGIAP-R Model Action Plans and Action Plans as well.

In the 4 CCs, the officials and councilors who took part in the L&D in Japan, along with other leading officials, have been the driving force in developing the CC’s own Action Plans. The CCs are expected to start implementation (Do) of these Action Plans in July, and conduct assessment (Check) and adjust the plan as necessary (Action) for the next fiscal year.



Discussing CC By-Laws & Regulations (NCC)



Observing Drainage Cleaning (CoCC)

### Citizen Survey

C4C assisted CGP to fine-tune the methodology of Citizen Survey, which was originally introduced in the 4 CCs along with Chitagong CC in early 2017. The survey started in NCC and CoCC in January, mobilizing CC tax collectors to conduct face-to-face interviews with 500 residents. The results of the survey will be reviewed in each CC in connection with the annual planning of ICGIAP-R activities.



Citizen Survey (NCC)

### Working Group Meeting

The 1<sup>st</sup> Working Group (WG) meeting in the wake of the TPP approval was held on 23 January 2018, chaired by LGD Additional Secretary (Urban). The agenda included an overview of the project & progress, plans for 2018 and adjustments to the Project Design Matrix (PDM) that had become necessary as a result of in-depth fact-finding and fine-tuning some of the activities. Main planned activities for 2018 presented and discussed are as follows:



Output 1	<ul style="list-style-type: none"> <li>Decide on several CC legal instruments to be framed/reframed and draft them.</li> <li>Draft CC training plan to be administered by LGD.</li> <li>Draft Strategy for Governance Improvement of City Corporations in Transition.</li> </ul>
Output 2	<ul style="list-style-type: none"> <li>Prepare Model Action Plans for administrative improvement and support the 4 CCs on action planning and implementation.</li> <li>Monitoring and review at CC and LGD levels.</li> </ul>
Output 3	<ul style="list-style-type: none"> <li>Prepare training materials on holding tax administration and conduct trainings &amp; OJT.</li> </ul>
Output 4	<ul style="list-style-type: none"> <li>Prepare training materials on budget management &amp; reporting and conduct trainings &amp; OJT.</li> <li>Introduce a medium to long-term fiscal projection methodology to be taken account of in CC annual budgeting.</li> </ul>