



# NEWS



# LETTER



September 2019 (Issue No. 4)

## Project for Capacity Development of City Corporations in Bangladesh

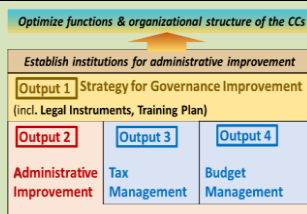
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### C4C Overview

The project (also known as “C4C” for “Capacity for Cities”) supports institutional strengthening of City Corporations (CCs) through a governance strategy for 2030, legal instruments, guidelines & manuals, training and CC-level actions in support of Local Government Division (LGD) and in partnership with City Governance Project (CGP) of Local Government Engineering Department (LGED). C4C provides direct support to four (4) CCs, Narayanganj (NCC), Cumilla (CuCC), Rangpur (RpCC) and Gazipur (GCC).



### Learning & Dialogue (L&D)

L&D offers opportunities to government and CC stakeholders to (i) learn from international experience of city governance and review the situations of the CCs in Bangladesh from broader perspectives and (ii) apply some of the learnings through the project or own initiatives, while envisioning future possibilities.

#### 3<sup>rd</sup> L&D in Dhaka: Local Government Finance (28 – 29 April 2019)



L&D with Prof. Roy Kelly and LGD & CC Officials (Dhaka, April 2019)

Prof. Roy Kelly of Sanford School of Public Policy, Duke University, was invited as a lecturer and advisor for the 3<sup>rd</sup> L&D on topics of local government finance with special attention to own source revenues and central-local transfers. A total of 64 participants from 11 CCs and the government attended the sessions that were held at NILG for two days. (DSCC could not take part in the event and Prof. Kelly and the C4C team met with them separately.) Financial projections of the 4 CCs conducted by the C4C team were presented, indicating growing deficits in the revenue account in the CCs located in less industrial areas, which will create difficulty for the CCs to hire more staff and pay for operation and maintenance to keep up with urbanization challenges. The CC participants discussed revenue enhancement measures, which, along with advice from Prof. Kelly, have been reflected in the draft Strategy for Governance Improvement of City Corporations.

#### 2<sup>nd</sup> L&D in Japan (28 August – 6 September 2019)



Courtesy call on Hiroshima City Mayor (Hiroshima, Japan, September 2019)



Lectures in Ritsumeikan University (Osaka, Japan, August 2019)





Visit to Danbara Area



Visit to Kawaramachi Park



Visit to Aki Sanitation Centre  
(Hiroshima, Japan, September 2019)

(Hiroshima City, Japan, September 2019)

A total of 12 LGD officials, CC officials and CC councillors took part in the L&D in Japan, which focused on city planning, finance and new approaches to service delivery. After lectures at Ritsumeikan University in Osaka, the delegation spent 5 days in and around Hiroshima City to gain hands-on understanding on city development measures such as land re-adjustment and area re-development, designated manager system for public facility management (a form of public private partnership), household waste management and an association of municipalities for garbage and human waste treatment. Mr. Shohrab Hossain, Joint Secretary and C4C Project Director, LGD, said, “City development involves taking account of environment, history and culture for adults, children and the elderly. We have learned basic principles and frameworks for designing and improving systems suitable for cities in Bangladesh.”

### Activities in Parallel

#### Output 1: Model Regulations

C4C has drafted six legal instruments on priority topics which had been identified through review & discussion with all CCs in 2016 – 2017. Two draft model regulations, Regulations on Citizen Feedback and Grievance Redress and Regulations Standing Committees, have been shared with the CCs for their feedback and further inputs. Based on the final version of these model regulations, the CCs will deliberate on and adopt their regulations as per Section 121 of the City Corporation Act, 2009.

#### Output 2: Administrative Improvement



Review Workshop on 2018/19 administrative improvement (Dhaka, June 2019)



Administrative Reform Committee (ARC) meetings  
(CuCC, September 2019)



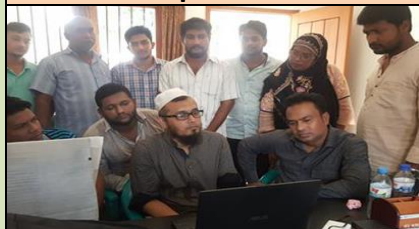
(GCC, September 2019)



CC General Meeting discussing 2019/20 administrative improvement (NCC, September 2019)

C4C assists CC-level administrative improvement activities through PDCA cycle in five areas: legal instruments, work process improvement, tax & budget management, citizen engagement, training management. Activities and achievements for FY 2018/19 were reviewed in a workshop in Dhaka on 24 June 2019. Students who had received the 1<sup>st</sup> prize in the school essay contest on “the role of students in keeping the city clean” were invited to the workshop and gave speeches, inspiring adult participants. In parallel, the CCs have started the next cycle, preparing action plans for FY 2019/20 based on model action plans suggested by LGD through C4C.

#### Outputs 3 & 4: Tax & Budget Management



OJT (GCC, September 2019)



OJT (RpCC, September 2019)

Tax and budget management manuals have been drafted in reference to classroom and on-the-job trainings that had been conducted for CC finance staff in 2018 and early 2019. Key features of the manuals include: (i) introduction of budgeting, budget execution monitoring and reporting forms based on C4C-proposed accounting codes, which are linked to the government’s accounting codes system (BACS), (ii) guidance on financial projections and medium-term budgeting, (iii) laying out requirements and procedures on holding tax as per the existing rules and practices and (iv) guidance on internal control in revenue management.

#### Upcoming Events

- LGD review and finalization of document outputs including:
  - The strategy
  - The guidelines on work process improvement, citizen engagement and annual reporting
  - The tax and budget management manuals
- FY 2019/20 annual administrative improvement by the 4 CCs
- Working Group and Joint Coordination Committee (JCC) meetings