



# NEWS



# LETTER



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## Project for Capacity Development of City Corporations in Bangladesh

Local Government Division, Ministry of Local Government, Rural Development and Cooperatives

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### C4C Overview: 4 Pillars (Outputs)

#### Output 1: Strategy for Governance Improvement of CCs

- Legal Instruments, Guidelines
- Training Plan

#### Output 2: Administrative Improvement in the CCs

- Work process improvement
- Citizen engagement
- Annual Reporting
- Regulations
- Tax & budget management
- Training management

#### Output 3: Holding Tax Management

- Manual, Trainings

#### Output 4: Budget Management

- Manual, Trainings, Financial Projections

### Strategy of Governance Improvement of City Corporation 2020 – 2030: Launch by LGD



Senior Secretary, LGD, inaugurates the Strategy during the JCC meeting on zoom (September 2020)

LGD launched a Strategy for Governance Improvement of City Corporations 2020 – 2030 during a Joint Coordination Committee (JCC) meeting held on zoom on 2 September 2020. The Strategy is an outcome of deliberations by LGD and CC officials with support from JICA C4C experts during the last three years of the project implementation. The purpose of the Strategy is to set out common directions and targets for all CCs for improving governance with consistency and continuity through a total of 12 components on four dimensions: (i) **legal instruments**, (ii) **organizational development**, (iii) **public financial management** and (iv) **human resource development**. “It is a milestone achievement which will help addressing governance issues faced by all CCs,” said officials who attended the launch. LGD will soon arrange institutions at government and CC levels to ensure coherent implementation of the Strategy leading up to 2030.

### 4 CCs in response to COVID-19



Narayanganj CC (NCC)



Rangpur CC (RpCC)

The CCs have been at the forefront of coping with the covid-19 pandemic since March 2020. In a zoom meeting organized by LGD with the 4 CCs on 18 August, the CEOs shared about impacts on citizens and how the CC mayor, councilors and officials/staff had been coping with them. A number of small businesses and day workers have become jobless. The CCs, in coordination with ministries, district administration and civil surgeons, have been managing pandemic and relief work. They assist infection testing, deliver protective equipment to medical staff, distribute food packages and cash to vulnerable people and offer telemedicine services. They also actively promote hygiene awareness raising and ensure cleanliness of streets and other public places. However, the CCs' revenues from holding tax, trade licenses and property transfer tax have been on the decline. This makes it even more crucial for the CCs to continue with improving finance systems and other aspects of governance and to build back better after the pandemic.



Cumilla CC (CuCC)

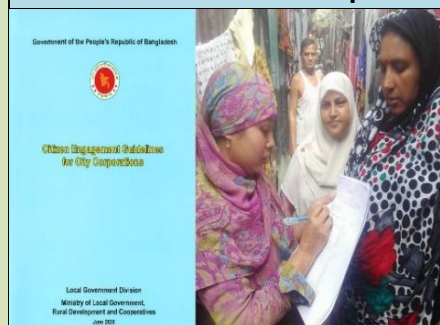


Gazipur CC (GCC)



## Activities in Parallel

### Output 1: Citizen Engagement Guidelines Finalized by LGD



Citizen Engagement Guidelines (left) and a scene of a Citizen Survey (right)

The CCs' experiences of engaging with citizens through City Governance Project (CGP) of LGED and C4C have been consolidated into Citizen Engagement Guidelines by LGD with C4C support. Citizens play vital roles in city governance, by helping the CC to account for the resources entrusted to them and to account for how the resources are spent for service delivery. The Guidelines describe procedures and examples on three aspects: outreach, participation and feedback.

#### CC's Engagement with Citizens



**Outreach** to citizens through mass communication making use of digital technologies



**Participation** of citizens through ward and city-level committees



**Feedback** from citizens through survey and grievance redress mechanisms

### Output 2: Administrative Improvement (Reflection and Going Forward)



Review & Planning Workshop in RpCC (September 2020)

Administrative Improvement (AI), which requires frequent movements of CC personnel and their direct communications with citizens, have continued to a certain degree despite the pandemic. The councilors of the "Clean City" target wards continue keeping the streets and drainages clean. The CCs have contracted out public toilets management following a new prototype contract developed by C4C. "Safe Food" related activities implemented by the CC's Health Department have been suspended. Nevertheless, the CCs have reviewed the activities conducted during FY 2019/20 and worked on plans for FY 2020/21 in accordance with the Plan-Do-Check-Action (PDCA) cycle. On 28 September 2020, RpCC held an **AI review and planning workshop** at the city hall with the participation of the Mayor, 17 councilors and 35 officials/staff. LGD and JICA officials and C4C consultants were connected via zoom. NCC, CuCC and GCC are expected to follow suit in October 2020.



Clean City Activity in RpCC (April 2020)



Clean City Activity in NCC (August 2020)

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



Budget Execution Action Planning, CuCC (September 2020)



Holding Tax Management Action Planning, NCC (September 2020)

Despite the pandemic situation, the 4 CCs have managed to prepare and complete the **FY 2020/21 budget** following the LGD-C4C format. NCC and GCC have already started spending from the new budget. During **FY 2019/20**, NCC, CuCC and RpCC produced **budget execution reports** every month to systematically monitor receipts (revenues) and payments (expenditures) against the budget. The same three CCs also generated **ward-wise holding tax collection reports** every quarter. This has enabled the CCs to zoom in on wards that need more attention. All 4 CCs have started to prepare FY 2019/20 **annual financial statements** also following the LGD-C4C format.

### Upcoming Events & Tasks

- ☐ 1<sup>st</sup> meeting of the Strategy Steering Committee
- ☐ LGD's review & clearance of remaining guidelines & manuals
- ☐ FY 2020/21 administrative improvement activities in the 4 CCs
- ☐ Legal refresher workshops in the 4 CCs

#### Webinars

"Domestic Resource Mobilization in Response to COVID-19: CC / Local Government Finance" by Prof. Roy Kelly, Duke University