



**Ministry of Local Government, Rural Development & Cooperatives  
Local Government Division  
Local Government Engineering Department (LGED)**

## **2.7 Guidelines for Formation and Operation of Comprehensive Planning Unit**

**Project Coordination Office (PCO)  
City Governance Project (CGP)**

**January 2018**



**Assisted by  
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and  
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## **1. Introduction**

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

A guideline has been prepared on Comprehensive Planning Unit that will be used in detailed operational procedures and documentation for CPU.

## **2. Justifications**

Development activities in CCs have been implemented based on people's needs that are recognized through councilors and CC officials. In order to widen the channel of collecting people's needs, CGP will revive the system of people's participation with new ideas for large scale city, namely, CSCC and WLCC. But there are no effective institutions to formulate a comprehensive plan with technical view of urban planning. Though it is important for CC to meet the needs of local people and business sector, if the development activities are implemented based on only citizen's needs which tend to have a micro perspective, the development activities in a macro perspective could be ineffective.

CGP preparatory study team proposed to form Comprehensive Planning Unit (CPU) to formulate long term policy that can be a guide for reviewing CCIDP. It will also monitor the development activities implemented annually and assess the achievement of the targets set in the policy.

## **3. Relevant issues of ICGIAP**

### **3.1 Areas/Activities**

Comprehensive Planning Unit (CPU) established.

### **3.2 Need for establishment of CPU**

Comprehensive Planning Unit (CPU) initiates policy making to tackle multi-sectorial issues, such as Infrastructure, poverty reduction, environmental degradation, etc. based on vision and mission of the city corporations. The policy will indicate specific targets (qualitative and

quantitative), short and long term action plans which include specific criteria for CCIDP to achieve the targets.

### **3.3 Composition of CPU**

1. Head of Engineering Dept. - Head of the Unit
2. Town Planner - Member Secretary
3. Head of Department - Member

### **3.4 Tasks of CPU**

**Task 1:** Initiate discussion on policy development according to vision and strategy of CC as well as master plan

**Task 2:** Form task force in each sector as per direction of PCO for prioritized issues to make comprehensive strategic paper

**Task 3:** The Task force will be responsible for situation analysis of each sector and to identify the future demand and prepare draft short and long term plans

**Task 4:** Review the IDPCC and update the inclusive list in different sectors and follow the rolling plan as per IDPCC guideline

**Task 5:** Conduct CPU meetings monthly, prepare minutes and submit to PMO and appropriate officers

**Task 6:** CPU conducts meetings with the standing committee of Planning, Civic Service development and takes suggestions about the Planning of CC

**Task 7:** CPU will present their activities in the city corporation meeting and submit report to Mayor and Chief Executive Officer

### **3.5 Action by**

Mayor, CEO

### **3.6 Time Schedule**

Task 1 - 2 by end of 1<sup>st</sup> year, Task 3-6 by end of 2<sup>nd</sup> year

### **3.7 Indicators**

Indicators for Performance Review (PR) are as below;

- 1<sup>st</sup> PR: CPU established, and regular meeting held by task force
- 2<sup>nd</sup> PR: CPU initiates activity based on policy paper

## **4. Objectives**

Objectives of CPU are described below.

- To make long term policy to tackle multi- sectorial issues, such as, urban environmental degradation, poverty reduction, traffic control, disaster management, etc.
- To revise CCIDP based on the policy
- To monitor implementation of CCIDP

## **5. Relevant Organizations, Stakeholders and their role**

### **5.1 National agencies**

In order to achieve policy and comprehensive plans, CPU needs to coordinate with relevant national agencies. CDCC will be the forum for coordination between CC and national agencies. CPU is to prepare discussion points to be coordinated in CDCC.

### **5.2 Each department in CC**

CPU produces policy paper based on vision of CC. It gives indicators for selection of projects for the coming year. Each department is expected to prepare projects and budget considering the indicators set in the policy paper.

### **5.3 Standing committee**

Relevant standing committees are in a position to examine development activities proposed by relevant departments. The standing committees will examine the proposed plan referring to the indicators set in the policy paper, so that the perspectives of CPU will be reflected in the plans proposed by each department.

## **6. Necessary Tasks and Procedure**

### **6.1 Formation of CPU**

Recommended composition of CPU is given below;

Head of Engineering Dept.	- Chair
Town Planner	- Member Secretary
Heads of Depts.	- Members

### **6.2 Formation of Task Force**

Task force is a team to produce draft policy paper. It will consist of officials of relevant departments. The Task Force will be a kind of Round Table so that all participants can raise their ideas regardless of their position in CC. The members of Task Force will be selected by CPU with advice of Mayor. Members of CPU select a facilitator of the Round Table meeting. They also select one or two officials for practical documentation works.

### **6.3 Policy paper**

#### **6.3.1 Procedure of formulating policy paper**

CPU makes policy papers according to the procedures described as follows:

1. CPU identifies inter-sectorial issues raised through WLCC
2. CPU prioritizes the inter-sectorial issues
3. Task Force conducts analysis of status quo on selected issues
4. CPU examines the documents of situation analysis
5. Consultation with expert for situation analysis
6. Task Force sets feasible targets to be achieved in a certain period (e.g. 5 years)
7. CPU examines the targets set by Task Force
8. Task Force formulates approaches to achieve targets
9. CPU examines the approaches proposed by Task Force

10. Task Force produces action plans with timeframe and indicators for project prioritization
11. CPU examines the action plan
12. Task Force compiles the documents as Policy Paper
13. The Policy Paper is explained in CSCC for comments from stakeholders
14. CPU integrates the comments from CSCC, and finalizes Policy Paper

### **6.3.2 Contents of Policy Paper**

Contents of policy paper are different from issues but basic contents are given below;

1. Background of Issue
2. Vision and Objective
3. Situation Analysis
  - 3-1. Target Beneficiaries or Area
  - 3-2. Problem Analysis
4. Basic Strategies
5. Sector Base Approaches
6. Sector Base Action Plan
7. Implementation Schedule

### **6.4 Review of IDPCC**

CPU will be the focal institution for review and implementation of IDPCC. The procedure of IDPCC review is described in the relevant guideline (Activity 6.3).

### **6.5 Monthly meeting**

In the initial stage of policy making the Task Force will hold meetings according to the needs of work. CPU holds meetings monthly, and reviews the progress of policy formulation. Once the policy paper is prepared and implementation commenced, then CPU holds meetings for monitoring progress of implementation of IDPCC.

### **6.6 Review of policy paper with Relevant standing committee**

Policy papers should be examined by relevant standing committees. CPU selects relevant standing committee after their decision on priority issues with advice of Mayor. Once the draft policy paper is prepared, it should be submitted to the relevant standing committee for their comments. After that, the policy paper will be submitted to the City Council meeting for approval.

### **6.7 Report**

CPU produces annual report (Annex II) at the end of fiscal year (by December).

## **7. Implementation Schedule**

Implementation Schedule is attached as Annex III

## **8. Cost of Implementation (if necessary)**

Budget for implementation of CPU activities is attached as Annex-4

**Annex I Sample of Policy Paper**

**Policy for XXX**

XXX City Corporation  
DD/MM/20XX

**1. Background of Prioritized Issue**

<b>Prioritized Issue / Sector</b>		<b>Responsible Depts. / Sections</b>	
<b>Background</b>	<b>Justification</b>		

**2. Vision and Objectives**

<b>Vision of CC</b>	
Aim of Policy	

### 3. Situation Analysis

#### 3-1. Target Beneficiaries or Areas

Describe the target beneficiaries or areas and situations

No.	Target Beneficiaries / Areas	General Situation	Estimated No. of Beneficiaries

#### 3-2. Problems Analysis

No.	Major Problem	Basic Data / Descriptions	Major Causes

#### 3-3. Existing Relevant Activities

Explain existing projects implemented by other agencies (national agencies, NGOs, international agencies, etc.).

Relevant Project 1

<b>Name of Project</b>		
<b>Agencies</b>	<u>Donor</u>	<u>Implementing Agency</u>
<b>Project Budget and Duration</b>	<u>Budget</u>	<u>Duration</u>
<b>Goals and Objectives</b>	<u>Goals</u>	<u>Objectives</u>
<b>Target Beneficiaries / Areas</b>	<u>Beneficiaries</u>	<u>Areas</u>
<b>Expected Output</b>		

<b>Major Activities and Indicators</b>	<u>Activities</u>	<u>Indicators</u>
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Relevant Project 2

<b>Name of Project</b>		
<b>Agencies</b>	<u>Donor</u>	<u>Implementing Agency</u>
<b>Project Budget and Duration</b>	<u>Budget</u>	<u>Duration</u>
<b>Goals and Objectives</b>	<u>Goals</u>	<u>Objectives</u>
<b>Target Beneficiaries / Aras</b>	Beneficiaries	Areas
<b>Expected Output</b>		
<b>Major Activities and Indicators</b>	<u>Activities</u>	<u>Indicators</u>

#### 4. Basic Strategies

Describe problems or target beneficiaries or areas that are not supported by

No.	Issues to be Tackled	Strategy	Expected Outcome	Responsible Dept. / Section
1	Describe issue in one sentence (not in detail)	Describe action in one sentence (not detail)	Describe outcomes to be achieved.	
2				

3				

**5. Strategies**  
**Strategy 1**

<b>Title of Strategy</b>	Action described the table above	<b>Responsible Dept. / Section</b>	Mentioned in table above
<b>Goal</b>		<b>Objectives</b>	
<b>Duration</b>		<b>Budget</b>	
<b>Target Beneficiaries / Area</b>		<b>Target No. or Area to be Covered</b>	
<b>Detail Activity</b>		<b>Indicators</b>	

**Implementation Schedule**

No.	Detail Activity	Year 1				Year 2			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1									
2									
3									
4									

**Strategy 2**

<b>Title of Strategy</b>	Action described the table above	<b>Responsible Dept. / Section</b>	Mentioned in table above
<b>Goal</b>		<b>Objectives</b>	
<b>Duration</b>		<b>Budget</b>	
<b>Target Beneficiaries / Area</b>		<b>Target No. or Area to be Covered</b>	
<b>Detail Activity</b>		<b>Indicators</b>	


**Implementation Schedule**

No.	Detail Activity	Year 1				Year 2			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1									
2									
3									
4									

**Strategy 3**

<b>Title of Strategy</b>	Action described the table above	<b>Responsible Dept. / Section</b>	Mentioned in table above
<b>Goal</b>		<b>Objectives</b>	
<b>Duration</b>		<b>Budget</b>	
<b>Target Beneficiaries / Area</b>		<b>Target No. or Area to be Covered</b>	
<b>Detail Activity</b>		<b>Indicators</b>	

**Implementation Schedule**

No.	Detail Activity	Year 1				Year 2			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1									
2									
3									
4									

**Annex II Sample of Annual Reprt**

**Annual Report  
Policy for XXX  
XXX City Corporation  
DD/MM/20XX**

**1. Executive Summary**

Summary of policy implementation by Mayor

**2. Major Achievements of Policy Implementation**

No.	Strategy	Target	Achievement

**3. Progress of Activity**

Strategy 1

Activity	Target in 20XX	Achievements	Challenges	Way Forward

Strategy 2

Activity	Target in 20XX	Achievements	Challenges	Way Forward

Strategy 3

Activity	Target in 20XX	Achievements	Challenges	Way Forward

**4. Budget to be allocated**

Strategy	Projected Budget	Allocated Budget	Actual Expenditure

### Annex III Implementation Schedule

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20			
				1st	2nd	3rd	4th																				
2.7 Comprehensive Planning Unit (CPU) established	CPU established, and regular meeting held by task force	CPU initiate activity based on policy paper	Task 1: Initiate discussion on development policy according to vision and strategy of CC as well as master plan																								
			Task 2: Form task force in each sector as per direction of PMO for prioritized issue to make comprehensive strategic paper																								
			Task 3: The Task force will responsible for situation analysis of each sector and identify the future demand and prepare draft short and long term plan																								
			Task 4: Review the IDPCC and update the inclusive list in different sector and follow the rolling plan as per IDPCC guideline (2.1-Task 4 / 6.3 Task 3)																								
			Task 5: Conduct CPU meeting monthly and prepare minutes and submit to PMO and concern officer																								
			Task 6: CPU conduct meeting with the standing committee of Planning, civic Service development and take suggestions about the Planning of CC.																								
			Task 7: CPU will present their activities in the city corporation meeting and submit report to Mayor and Chief Executive Officer																								

## Annex IV Budget for CPU

### City Governance Project

### Comprehensive Planning unit

### Budget for implementation of Comprehensive Planning Unit (2015-2016)

S I	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person
1	<b>1.1 Initiate discussion/ Workshop on CPU activities/development policies for 2 days ( Non Residential)</b>					
	Two days discussion /Workshop on CPU activities/development policies and budget preparation at CC level	20 Officials including CPU, CGP staff and support staff; Total 20 person				CC
	Food	Two times snacks for 40 Person for 2 Days	40	60	2400	CC
		Lunch-300/Person*40	40	400	16000	CC
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 100/ Person	20	100	2000	CC
	Conveyence for Participants/ Honourium	300tk/ person for 12 person for 2 Days	16	600	9600	CC
<b>Sub Total=</b>					<b>30000</b>	
2	<b>Monthly Meeting of CPU</b>					
	CPU meeting - monthly basis	CPU committee members 11, CGP staffs-2, and Office staff-2, Total -15 person				CC
	Snacks and Tea	15 person,	15	50	750	
	Lunch	15packets;200 tk/ per pack	15	200	3000	
	Per meeting cost				3750	
		per meeting cost -7050	12	3750	45,000	
<b>Sub total=</b>					<b>45000</b>	
3	<b>1 CPU with Standing Committee for review the policy papers</b>					
	8 members from each standing committee, support staff-1, Total - 9	One day meeting				

	Snacks and Tea	50 tk/ 9 person	9	50	450	
	Lunch	200 tk/9 person	9	200	1800	
	Per standing committee cost				2250	
	<b>14 standing committee@2250 ; Sub Total=</b>				<b>31500</b>	
<b>4</b>	<b>Round Table meeting of Task Force</b>					
	Round Table meeting of Task force	16 officials from dept. 1 Facilitator, 2 officials for practical documentation works, 1 support staff total 20				CC
	Food	Snacks 20 packet, each 30 tk.	20	30	600	
		Lunch	20	200	4000	
	<b>Sub Total=</b>				<b>4600</b>	
	<b>Total Approximate Budget for CCs =</b>				<b>111100</b>	