

Annex D-3: ICGIAP

Inclusive City Governance Improvement Action Program

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
Transparency	1. Improvement of Openness and Information Dissemination					
	1.1 Activities for e-governance initiated	e-governance system introduced in at least one area	Long time plan to expand e-governance set, and activities implemented accordingly	<p>E-governance is to improve transparency of administrative procedure. By digitizing data, the process to produce documents such certificates and licenses will be systematic. There is no chance to manipulate the process or contents of documents, and it makes the work efficient.</p> <p>Task 1: Responsibility of e-governance initiative is given to MCC</p> <p>Task 2: Build awareness about e-governance among the CC officer and staffs through orientation</p> <p>Task 3: Arrange IT base training program for the potential officer/staff to be engaged in e-governance activities</p> <p>Task 4: Visit some of the other city corporations that have introduced e-governance in some of their service delivery mechanism as a part of training</p> <p>Task 5: To develop city corporation web base MIS software with dynamic website and establish any kind of e-services with SMS system</p> <p>Task 6: Set up long term plan to gradually extend the area of e-governance in the CCs for the benefit of its citizens and communities</p> <p>Task 7: To identify potential area such as electronic birth & death registration system, citizen charter, trade license and renewal system, different kind of application through web portal</p> <p>Task 8: Continue practice of e-governance in trial and error process with efforts for continuous implementation / updating</p>	Mayor, Secretary, Public Relation Officer	<p>Task 1-3: by end of 1st year</p> <p>Task 4: by 2nd year</p> <p>Task 5: by 3rd year</p> <p>Task 6-8: by 4th year</p>

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	1.2 Mass Communication Cell (MCC) established	At least 5,000 citizens registered SMS information dissemination system, information disseminated	At least 5,000 additional citizens (Total 10,000) registered SMS information dissemination system	<p>Mass Communication Cell (MCC) will be responsible for activities to improve transparency of CC services. Apart from the activities mentioned here, MCC facilitate other activities in transparency area.</p> <p>Task 1: Establish a Mass Communication Cell (MCC) with specific TOR for making publicity about the project activities and other City Corporation services for mass publicity to establish common understanding in city dwellers and integrate them in development activity.</p> <p>Task 2: MCC is composed of the member mentioned below with chairperson of standing committee of communication as adviser.</p> <p>A. Composition of MCC</p> <p>a) Secretary - Chairperson</p> <p>b) Public relation officer - Member Secretary</p> <p>c) Head of IT section - Member (in absence of Head of IT, Mayor nominate one officer)</p> <p>d) Officer of each department - Member (selected by department head)</p> <p>B. TOR</p> <p>a) MCC prepares annual plan for information dissemination activity with budget, and examined by Standing Committee of Communication</p> <p>b) The annual plan and budget submitted to CSCC and City Corporation meeting for approval.</p> <p>c) MCC prepares message and materials and develop campaign and dissemination plan for implementation according to plan</p> <p>d) Message and contents of materials and campaign approved by Mayor</p> <p>e) MCC disseminates message/materials/updated information to the public through SMS, local newspapers, publicity boards, leaflets, posters, stickers, miking, cable TV, website</p>	Secretary / Public Relation Officer	<p>Task 1: By mid of 1st year</p> <p>* Guideline prepared by SAPI team</p>

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				<p>and campaign activities such as rally etc, at least twice a year</p> <p>f) Hold meeting on MCC at least one in each quarter or when required</p> <p>g) MCC prepare SMS record keeping system</p> <p>h) MCC prepare City Corporation Annual Report and conduct impact survey on SMS information dissemination</p> <p>i) Standing committee of communication reviews the work of the MCC twice a year</p> <p>j) MCC provides support to meet with mass public of City Corporation</p>		
	1.3 City Information Service Center (CISC) established	CISC established, and staff in charge trained	Increase area of service in CISC	<p>City Information Service Center (CISC) is to provide basic services for citizen such as issue certificates and licenses. CISC is connected with concerned officials and Mayor for digital signing through internet, and integrates all process of the documents delivery in information management system. Citizen can acquire the necessary documents at the CISC in a specific schedule. It is established in CC building as per PMO guideline with necessary equipment, assigned officer/staff and specific TOR to provide IT service to city dwellers.</p> <p>Task 1: MCC initiates establishment of CISC</p> <p>Task 2: CISC is set at appropriate location in CC building. Centers or information booth is set in ward level if budget is allocated.</p> <p>Task 3: Install necessary equipment</p> <p>Task 4: Assign officer / staff in charge</p> <p>Task 5: Conduct training for information service</p> <p>Task 6: Operate CISC, and produce annual report</p> <p>Task 7: Review operation of CISC</p> <p>Task 8: Operation plan with specific budget plan produced, and CISC operated according to the operation plan</p> <p>Task 9: Produce report annually</p>	Mayor, Secretary, Public Relation officer	<p>Task 1-4: within 1st year</p> <p>Task 5: 1st and 2nd year</p> <p>Task 6: end of 3rd year</p> <p>Task 7, 8: from 3rd year</p> <p>*Guideline prepared by SAPI team</p>

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		1 st PR	2 nd PR			
	1.4 Meet with Mass Public of City Corporation	Mass public meeting held at least twice a year	Report on Mass Public meeting produced, and displayed through e-governance system	<p>Mass public meeting is to discuss with, and collect opinion from mass people concerning some issues in CC. Through the meeting, CC get feedback from public to improve the service delivery of CC following the steps below;</p> <p>Task 1: MCC selects issues to be discussed in mass public meeting</p> <p>Task 2: The issues are examined by standing committee of communication, and approved by CSCC, and City Parisad</p> <p>Task 3: Inform to Citizens one month before</p> <p>Task 4: Organize logistics</p> <p>Task 5: Hold public mass meeting (discuss the issues and propose resolutions)</p> <p>Task 6: Collect questionnaire on public mass meeting</p> <p>Task 7: Produce report on discussion, resolution and result of questionnaire, and display through e-governance system</p> <p>Task 8: MCC makes plan of public mass meeting with specific budget for next year</p>	Mayor / Secretary / Public Relation Officer	<p>Task 1-7: by mid and end of every year</p> <p>Task 8: By end of every fiscal year</p>
	2. Administrative Reform					
Accountability	2.1. City Development Coordination Committee (CDCC) established	At least 1 general workshop annually and quarterly coordination meeting held	Composition and TOR of CDCC reviewed, and proposed to Urban Wing, LGD	CDCC is formed for coordination and collaboration on development activities in CC's jurisdiction. It functions as forum, thus concerned members of committee hold meetings to solve the specific issues as well as take part in the specific expertise area to support the city corporation. General workshop will be held at least once in a year to identify the issues to be discussed. All members of committee will Form City Development Coordination Committee to establish coordination and collaboration among the national agencies working in the city corporation area as well as private sector organizations to establish the Inclusive City Planning and implementation. It established the linkage between the agencies, private sectors with the city corporation to share knowledge, experience and harmonize the service delivery	Mayor and CEO	<p>Task 1-3: by mid of 1st year</p> <p>Task 4: quarterly</p> <p>Task 5: 3rd year</p> <p>Task 6: 3rd and 4th year</p> <p>Guideline prepared by SAPI</p>

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		1 st PR	2 nd PR			
				<p>in the city corporation area. Followings are the initialed, steps to establish CDCC: Task 1: Form CDCC as per Composition in City Corporation meeting. Task 2: Issue official letter of formation of City Development Coordination Committee (CDCC) by Mayor, and delivered to member. Task 3: Hold workshop on CDCC and explain ``Composition``, ``terms of reference`` guideline for operation to member of CDCC. Task 4: Hold CDCC meeting quarterly and minutes prepared Task 5: Review activities of CDCC, propose new composition and TOR to Urban Wing, LGD to establish legal framework. Task 6: Continue CDCC according to new TOR</p> <p>A. Composition</p> <p>a) Mayor - Chairperson b) Head of Standing Committee - Member c) CEO - Member Secretary d) Representative of Private Sector - Member e) Representatives of national agencies - Member</p> <p>B. Terms of Reference (TOR)</p> <p>a) Explore opportunities for inter-organization coordination; b) Share and update respective organizational plans and programs; c) Address any possible duplication of work and take preventive measures; d) Participate and contribute to the CC's strategic plan preparation and its implementation; e) Share problems & challenges encountered in</p>		

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		1 st PR	2 nd PR			
				implementing programs within CC area; f) Review next three months action plan of each of member agencies; g) Share all communications and information across all member organizations of the CDCC; h) Make timely decisions and take action so as to not hold up the work; i) Notify members of the CDCC, as soon as practical, if any matter arises which may be deemed to affect coordination work of the CDCC;		
	2.2 Administrative Reform Committee (ARC) established	Initiate ARP implementation	At least one strategic plan initiated	ARC is to facilitate administrative reform of local governance. Most of reform activities should be implemented with support of ministry (LGD). But the needs and approaches of reform can be proposed by CC. ARC is responsible for collecting and compiling necessary data, and propose strategic plan as well as specific by-law for the CC. The plan and draft by-law will be submitted to LGD to review, finalize and take necessary action in national level. The tasks to be achieved are described as below; Task 1: Circular for formation of ARC produced by Mayor Task 2: Form ARC Task 3: Hold workshop on Administrative Reform Plan, and explain "composition", "terms of reference", and guideline for operation of ARC to members Task 4: Hold regular meeting on implementation of ARP Task 5: Request head of departments to review related parts of Function Analysis Sheet for ARP (functions, detail activities, present situation, 5 year target). Task 6: Review "area", "issue" and "activity" in ARP, and discuss detail strategies to implement it. Task 7: Produce ARP strategic plan for each issue	Mayor and CEO	Task 1-3: by mid of 1 st year Task 4: quarterly Task 5-6: by the end of 1 st year Task 7-11: from 2 nd year Guideline prepared by SAPI

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		1 st PR	2 nd PR			
				and website Task 4: Vision and Mission are reviewed		
	2.4 Capacity Development Unit (CDU) established, and formulate training program	Training Program formulated and at least 1 kaizen implemented by each department	At least 1 kaizen activities implemented by each department, and report on capacity development produce by CDU	<p>There are always needs of training to improve the capacity of the elected representative, officers and staffs of the city corporation. In order to make comprehensive training program and sustain it, Capacity Development Unit (CDU) is established in the city corporation.</p> <p>Task 1: CDU is formed and approved by City Corporation Meeting</p> <p>Task 2: Letter is issued by Mayor and circulate it to the members</p> <p>Task 3: Hold workshop on CDU operation</p> <p>Task 4: Formulate Program for technical training and Kaizen activities with budget plan</p> <p>Task 5: Conduct the technical training according to schedule</p> <p>Task 6: Produce report on capacity development</p> <p>A. Composition</p> <p>a) CEO - Chairperson</p> <p>b) Secretary - Member Secretary</p> <p>c) Heads of all department - Member</p> <p>B. Terms of Reference (TOR)</p> <p>a) CDU initiate formulating skill training program based on ARP and ICGIAP</p> <p>b) CDU proposes skill training course and Kaizen training with budget plan</p> <p>c) CDU organize training provider, and arrange training course by the CCs own fund</p> <p>d) Facilitate Kaizen training and activities</p>	Secretary	<p>Task 1-3: by mid of 1st year</p> <p>Task 4: by end of 1st year</p> <p>Task 5: every year from 2nd year</p> <p>Task 6: end of every fiscal year</p> <p>*Guideline prepared by SAPI</p>

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		1 st PR	2 nd PR			
				e) Monitor implementation of Kaizen activities and technical training f) Assess capacity or work improved by Kaizen and technical training g) Prepare progress (quarterly) and final report on capacity development activities		
	2.5 Job descriptions revised	Job descriptions revised and approved by City Corporation Meeting	Job descriptions reviewed	Individual officer and staff of city corporation require the Job Descriptions to make sure their responsibilities and provide service effectively. It should be revised periodically to meet the needs of citizens. Task 1: Review functions of CC by concerning department Task 2: Job description is revised according to the functions in Act by each department Task 3: CDU review job description Task 4: Revised job description approved by City Corporation meeting Task 5: Circulate the Job Description to all the officer and staff by official letter signed by Mayor Task 6: Job descriptions are reviewed by CDU	Head of departments	Task 1, 2: by end of 1 st year Task 3, 5: by end of 2 nd year Task 6: by end of 4 th year
	2.6 Initiate Kaizen activities	At least 1 Kaizen activity implementation in each department	At least 1 Kaizen activity implemented in each department	Kaizen is a new governance improvement tool to bring continuous improvement of the service of city corporations. Kaizen means "improvement" in Japanese. Kaizen does not require any financial input or may need minimal input, but it bring changes in their work by introducing innovative ideas. Task 1: Prepare Kaizen implementation guideline as per PMO direction. Task 2: One officer nominated by head of each department participate in Kaizen training Task 3: Conduct Kaizen training and ensure participation in Kaizen training Task 4: Train officer in Kaizen as proposed in Kaizen	Head of department, Officer in charge (trained), CDU	Task 1, 2: by mid of 1 st year Task 3-12: by end of 2 nd year Task 5-12: continuous from 3 rd year *Guideline prepared by SAPI

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		1 st PR	2 nd PR			
				Task 5: Officer in charge of Kaizen propose Kaizen activity to CDU Task 6: City Corporation provide fund for kaizen implementation. Task 7: Initiate Kaizen activities in each department Task 8: Each department implement Kaizen activity, submit monthly progress report to CDU Task 9: CDU conduct monitoring by progress report and field visit CDU compile the report and present to City Corporation meeting. Task 10: CDU compiles final report from the report produced by each department Task 11: Final report submitted to Mayor, and best practice prize given to one department Task 12: Achievement of Kaizen displayed on website		
	2.7 Comprehensive Planning Unit (CPU) established	CPU established, and regular meeting held by task force	CPU initiate activity based on policy paper	Comprehensive Planning Unit (CPU) initiates making policies to tackle multi-sartorial issue, such as Infrastructure, poverty reduction, environmental degradation, etc. based on vision and mission of the city corporations. The policy will indicate specific target (qualitative and quantitative), short and long term action plan which includes specific criteria for CCIDP to achieve the targets. a) Composition (recommended) b) Head of Engineering Dept. - Head of the Unit c) Town Planner - Member Secretary d) Head of all Departments - Member 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	Mayor, CEO	Task 1, 2: by end of 1 st year Task 3-6: by end of 2 nd year *Guideline prepared by SAPI team

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		1 st PR	2 nd PR			
				<p>for prioritized issue to make comprehensive strategic paper</p> <p>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</p> <p>Task 4: Review the IDPCC and update the inclusive list in different sector and follow the rolling plan as per IDPCC guideline.</p> <p>Task 5: Conduct CPU meeting monthly and prepare minutes and submit to PMO and concern officer</p> <p>Task 6: CPU conduct meeting with the standing committee of Planning, civic Service development and take suggestions about the Planning of CC.</p> <p>Task 7: CPU will present their activities in the city corporation meeting and submit report to Mayor and Chief Executive Officer</p>		
	2.8 Activate standing committee	TOR of standing committee approved by CSCC and City Council	All standing committee hold meeting monthly, and produce annual report	<p>Standing committees are formed in CCs but they do not function as mentioned in CC Act. To activate the standing committees, it is necessary for CC to develop TOR of each standing committee. They also involves in policy making and its examination in concerned activities.</p> <p>Task 1: Assign officer to establish the standing committees with specific TOR</p> <p>Task 2: Standing committees review TOR (if any)</p> <p>Task 3: Propose TOR of standing committees to City Corporation meeting for approval</p> <p>Task 4: Assigned concerning officer initiates activity of standing committee</p> <p>Task 5: Standing committees hold monthly meeting, prepare minutes and submit to Mayor to discuss in the City Corporation meetings</p> <p>Task 6: Every standing committee produce annual report</p>	Mayor, CEO, head of standing committees	Task 1-4: by mid of 1 st year 5-6: every year from 2 nd year

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		1 st PR	2 nd PR			
	2.9 Annual administrative report prepared and published (Clause 43, CC Act)	Annual administrative report is prepared in each CC and approved by City Parisad	Annual administrative report is prepared in each CC and approved by City Parisad	Annual Administrative Report is supposed be prepared by CC (CC Act). In order to be transparent and accountable to citizen, CC should produce annual report which contains implemented activities on service delivery, disbursed budget, revenue, basic data, etc. Citizen of CC will be aware of the activities of CC and its achievement every year. Task 1: Prepare annual report along with general description, brief budget, development activities, existing manpower and updated basic data Task 2: Compile functions achieved yearly in each department, standing committees, other committees and units Task 3: Summarize target functions to be achieved next year	Mayor, CEO, Head of dept.	*Guideline prepared by SAPI team
		1 st PR	2 nd PR			
3. Tax Reform						
	3.1 Improve capability/efficiency of tax assessment	i. A senior tax assessor, assessors, collectors deployed ii. Software for tax assessment database introduced	Linkage system (holding tax ID and construction registration) created	Revenue from holding tax is essential for CC to improve their financial status. It is important to enhance capacity of the revenue sections in terms of both qualities (skills and knowledge) and quantities (number of staffs), and to establish systematic assessment process. The reform of tax assessment should be carried out by following steps: Task 1: Deploy senior (high qualification) tax assessors who can play a role as trainer for tax assessors in staff level. Task 2: Increase the number of tax assessors and collectors in staff level (one assessor/collector per 1000 holdings). Task 3: Initiate to use tax assessment manual/guideline for assessors prepared by PMO. Task 4: Conduct regular re- assessment after 5 years interval	CC Mayor and CEO, PMO	Task 1to 5: Within 1st batch of project Task 6: by the end of 3 rd year

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				Task 5: Introduce software for tax assessment database. Task 6: Create link system between "holding tax ID number" and construction registration. (Holding tax ID (client ID) should register when construction registrations are processed).		
	3.2 Interim tax assessment carried out throughout the year and collection increased	Interim tax assessment carried out regularly	Interim tax assessment carried out regularly	Regular interim tax assessment enables CC to correctly register new and missing holdings in their territory and also it can enhance collection efficiency. It is essential for CC to conduct interim tax assessment and review the progress by themselves through the following steps. Task1: Identify missing holdings and bring them to assessment registration. Task 2: Prepare quarterly progress report and present it City Corporation meeting. Task 3: Review progress of interim assessment linking with Finance and Establishment Standing Committee and place the report to CC monthly meeting. Task 4: Prepare report and submit to PMO on a quarterly basis. Task5: Tax collection efficiency should be increased up to 85% within 4 years after starting of the project. Task 6: Continue the process even after the completion of the project.	CC Mayor, CEO and head of revenue/accounting section	Continuous
	3.3 Re-identification of source of tax	Finance and Establishment standing committee held at least 4 times annually	Finance and Establishment standing committee held at least 4 times	It is essential that CC should enlarge income from their own sources, not only holding tax but also other sources of tax. While major sources are already imposed tax, CC should seek out new tax source by through following tasks. Task 1: Examine re-identification of new tax sources which CCs can impose in their administrative area (e.g. clinic, lawyer, tobacco industry) following the taxation rule of	CC Mayor, CEO and standing committees	Annually

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		1 st PR	2 nd PR			
				LGD at Finance and Establishment Standing Committee. Task 2: Prepare proposal of new tax sources by Finance and Establishment Standing Committee and submit to City Corporation meeting for necessary action.		
4. Financial Reform						
	4.1 Introduce “financially independent accounting system” in water supply and waste management sector	Preparation of financially independent accounting system initiated	Proper tariff examined	To realize cost-recovery of the water supply and waste management sector, it is necessary to introduce “financially independent accounting system”. It enables CC to carry out financial control (management of profit and loss) under one independent account. CC should conduct the following steps. Task 1 : Create financially independent accounting system for two sectors (water supply and waste management) <ul style="list-style-type: none"> - Develop a computerized system for financially independent accounting system - Open one independent bank account for two sectors respectively - Revenues from holding tax (water rate/conservancy rate) and tariff is earmarked for expenditures of O&M and repair/rehabilitation related to those sectors - Financial control/accounting transaction (management of profit and loss) will be carried out under one independent account Task 2: Carry out cost recovery for O&M cost in water supply and waste management by properly adjusted water tariff and conservancy rate respectively	CC Mayor, CEO and head of accounting section with assistance of consultants, PMO	Task 1: Within 1st batch of project Task 2: Within 2 nd batch of project
	4.2 Diversify earnings from Business	Finance and Establishment Standing	Finance and Establishment standing	To increase earnings from own sources in the CC territory, it requires the diversification of earning of CC. While some businesses are already established (e.g. lease for markets,	CC Mayor, CEO and standing	Annually

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		1 st PR	2 nd PR			
	Operated by CCs	committee held at least 4 times annually	committee held at least 4 times annually	concession for bus/truck terminal, etc), CC should seek out new business by through following tasks. Task 1: Examine diversification of business operated by CCs (including PPP) at Finance and Establishment standing committee, in order to increase earnings in CCs. Task 2: Prepare proposal of new business activities at Finance and Establishment standing committee and submit to CC Council meeting for taking action following the CC Act.-2009.	committees	
	4.3 Establish integrated computer systems	Integrated computer systems installed	Integrated computer systems implemented	To carry out appropriate financial management, the management of CC should grasp budgetary/financial situation and simultaneously, modification/upgrading IT system are required to improve data quality. It is necessary to introduce the integrated computer system by the following steps: Task 1: Develop and install the integrated computer systems which linked accounting-tax database–budget (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation) in cooperation with PMO Task 2: Ensure implementation of the integrated computer systems by training staffs in CC (the systems included functions of Financially Independent Accounting System and Reserve Fund for rehabilitation)	CC Mayor, CEO and head of accounting section with assistance of consultants, PMO	Task 1: Within 1st batch of project Task 2: Within 2 nd batch of project
	4.4 Financial statements prepared, and internal audit department carry out audit within 3 months	Complied with	Complied with	To carry out appropriate financial management, it is essential to maintain proper financial statement and internal audit- The activity can enhance transparency/accountability of CC's financial status for the citizen. CC should conduct the following tasks. Task 1: Prepare Financial Statement (FS: income & expenditure statement) within one month of the	CC Mayor, CEO, Account Officer, Head of internal audit department	Continuous

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		1 st PR	2 nd PR			
	after the closure of fiscal year			<p>closure of the fiscal year.</p> <p>Task 2: Submit the FS and present relevant documents in order for the internal audit department to carry out audit and to prepare report within three months of each fiscal year.</p> <p>Task 3: Submit audit report to City Corporation meeting and PMO.</p> <p>Task 4: Review the audit observation made by Standing Committee in the CC monthly meeting and suggests appropriate actions.</p> <p>Task 5: Correct and improve the financial and accounting system based on the decision of the CC monthly meeting and initiate disciplinary action against the concerned staff, if necessary.</p>		
	4.5 Non-tax own revenue source increased at least by inflation rate in each year	Complied with	Complied with	<p>Fees/charges from non-tax own revenue source (e.g. lease fees for markets, concession fees for bus/truck terminal, water tariffs, etc, should be increased by reflecting inflation rate (CPI: Consumer Price Index). It is important for CC to collect appropriate level of fees/charges through considering market price in order to maintain CC's financial position. CC should conduct the following tasks.</p> <p>Task 1: Update rates of non-tax revenue sources (fees, lease, rent, etc.) in accordance with the Model Tax Schedule.</p> <p>Task 2: Fix target for collection of non-tax revenues by each official and adopt non-tax revenue collection plan.</p> <p>Task 3: Monitor progress of implementation of this plan every month.</p> <p>Task 4: Review the tasks mentioned above every month by CEO/Secretary.</p> <p>Task 5: Review progress of other non-tax revenue in the</p>	CC Mayor and CEO / Secretary, Account officers	Continuous

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		1 st PR	2 nd PR			
				monthly meeting of CC meeting		
	4.6 All due debts to GOB and other entities fully repaid according the schedule	Complied with	Complied with	To strengthen the financial discipline in CC, it is necessary for CC to make repayments for all due debts to GOB/other entities by complying repayment conditions. CC should conduct the following steps: Task 1: Review documents related to all due debts to the Government of Bangladesh and any other entity, and make budget provision for making full repayment according to schedule. Task 2: Inform PMO about repayment of due debt on a quarterly basis.	CC Mayor, CEO and Account Officer	4.6 All due debts to GOB and other entities fully repaid according the schedule
	4.7 Outstanding bills older than 3 months, including i) electricity and ii) telephone, paid in time	Complied with	Complied with	To strengthen the financial discipline in CC, CC should make payments for outstanding bills by complying payment conditions. CC should conduct the following steps: Task 1: Ensure regular receipt of electricity and telephone bills every month Task 2: Settle disputes over arrear electricity bills (as per decision of the inter-ministerial meeting in 2005). Also settle disputes over telephone bills, if any Task 3: Keep provision in the budget for payment of electricity and telephone bills and ensure payment regularly. Task 4: Review progress of bill payment position every month by CEO/Secretary Task 5: Review progress of bill payment in the monthly meeting of CC meeting.	CC Mayor, CEO and Account Officer	Continuous

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	4.8 Budget proposal is compared with the budget and actual outlays in the previous year, displayed at the CC office	Complied with	Compiled with	<p>Appropriate budgeting is essential for CC to follow budget planning scheme. It enables to enhance predictability of finance by reflecting the future expenditure/all development activities with integration of citizen in the preparation process of budget. CC should carry out the following tasks.</p> <p>Task 1: CC will initiate to prepare a budget proposal before starting of the financial year compared with the budget and actual outlays in the previous year following rules and procedure as mentioned in CC Act.</p> <p>Task 2: The proposed budget will be disclosed and displayed for citizens' comments/suggestions well ahead of the same is discussed in CSCC and approved in the CC meeting.</p> <p>Task 3: Considering the comments/suggestions of citizens and those of CSCC meeting, CC will finalize and approve the budget in the CC meeting before starting the concerned financial year and will submit to the prescribed authority for approval.</p>	CC Mayor, CEO and Account Officer	Continuous
5. Citizen's Awareness and Participation						
Participation	5.1 Establishment of Civil Society Coordination Committee (CSCC) and make it functional	At least 4 meetings held and the minutes prepared	At least 4 meetings held and the minutes prepared	<p>CSCC is a forum of citizen, elected representatives, stakeholders and CC's officials to examine the plan of CC in terms of resource distribution. It also monitor the development activities of CC. Involving citizen in decision making through CSCC, the gap between CC and citizen will be bridged. CC follows the following initial steps and task</p> <p>Task 1: Establish CSCC with required composition and specific TOR, and official letter produced and delivered by Mayor</p> <p>Task 2: Set secretariat with officials in charge under CC to organize meeting and prepare budget for meetings regarding CSCC.</p>	Mayor/CEO (i) WG/Person in Charge (ii-v)	<p>Task 1, 5: beginning of 1st year</p> <p>Task 2-4: quarterly</p> <p>*Guideline prepared by SAPI</p>

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				<p>Task 3: Set sector-wise Working Groups for planning and monitoring of development activities</p> <p>Task 4: CC conduct 1st meeting for formation of CSCC.</p> <p>Task 5: CC conduct general meeting in quarterly basis, and keeps minutes of meetings</p> <p>Task 6: Secretary of CSCC submit quarterly report with minutes for approval of Mayor, and circulate to participants</p> <p>Composition of CSCC is as below;</p> <p>A. Composition (not over 100 members)</p> <p>CSCC consists of 80-100 members. Elected representatives and officials of CC should be 40-50 in total. The number of member from the categories of d) to h) should be 8-10 nominated member in each categories.</p> <p>a) Mayor - Chair</p> <p>b) CEO - Member Secretary</p> <p>c) All Councilors - Member</p> <p>d) Representatives from Professional Groups - Member</p> <p>e) Representatives from Civil Society/NGOs - Member</p> <p>f) Representatives from private sector - Member</p> <p>g) Women Representatives - Member</p> <p>h) Representatives from Urban Poor/CBO - Member</p> <p>Note-1</p> <p>i. Select 1-3 representative from each Ward</p> <p>ii. Make sure that at least 1/3 of total members are women</p> <p>iii. Ensure minimum 8 members including 2 women as representatives from poor community are nominated</p> <p>iv. Contact the potential citizens to obtain their willingness for inclusion as member of CSCC before final selection</p> <p>Note-2</p> <p>i. Discuss about constitution and selected members of CC and approve in City Parisad</p> <p>ii. Issue notification regarding constitution of CSCC with TOR</p>		

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				iii. Notify all members of CSCC about its constitutions and TOR B. TOR for Phase I a) Hold 1 st meeting of CSCC within 15 days of its constitution b) Hold 4 meetings of CSCC (quarterly) in a year and prepare minutes c) Hold special meeting whenever needs arise d) Assist, supervise and monitor the progress of CCIDP implementation according to guidelines for CCIDP e) Constitute sector-wide W/Gs according to guideline for CCIDP as part of CSCC to facilitate the tasks of sector-wide need identification and prioritization f) Coordinate finalization of CCIDP preparation with all its components following CCIDP guidelines g) Hold discussion on GAP and PRAP prepared by CC and endorse them h) Hold discussion on preparation of community planning and execution and approved in CC i) Hold discussion on Community Group (CG) formulation (as pilot basis in core areas), review of progress and problem of activities j) Hold discussion on financial management and financial status of CC k) Hold discussion on WLCC activities and take decision for acceleration of WLCC activities a) Record discussion and decision of all CSCC in the form of minutes and follow-up action/status of implementation of the decision in the subsequent meetings and so on b) Holding discussion on draft citizen charter and citizen report cards prepared by CC and approved those in CSCC meeting C. TOR for 2nd Phase c) Function as a forum to discuss various issues of the CC and ensure citizens participation in decision making		

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				d) Identification of CC related problems and suggestions for solving the problems e) Discussion on problems & suggestions identified in the Ward Level Coordination Committee (WLCC) and find out the ways and means to mitigate the problems f) Identification of role of citizens in solving the problem / issue (women citizen's specific role) g) Hold discussion on tax collection position and position of other own source collection and take appropriate & effective decisions for increasing revenue income h) Prepare proposals for advocacy with the government having implications for urban policy reform i) Hold pre-budget meeting and discuss budget proposal, compared with budget and outlays in the previous year in CSCC and give suggestion and recommendation for consideration in the approval process in City Parisad j) Record discussion and decision in the form of minutes and follow-up action/status of implementation in the subsequent meetings and so on		
	5.2 Establishment of Ward Level Coordination Committee (WLCC) and make it functional	All WLCCs shall be held every three month	i) All WLCCs held every three month ii) Good practices of WLCC shall be assessed and listed	Ward is the smallest administrative unit, thus close to citizen. By enhancing the Ward level activities, CC will be able to provide public services effectively. The purpose for establishment of WLCC in Ward level is to ensure participation in discussion on the ongoing development work, quality of work, planning of IDP, tax, budget and other relevant issue. The following composition and TOR follow to achieve the WLCC: A. Composition a) Councilor of the respective Ward (1) - Chairperson b) Female Councilor of the Ward (1) - Co-chairperson c) Representatives from Slum / poor community (3)-Member d) Representatives from Civil Society/NGOs /CBOs (7)-Member	CEO (i) WG/Person in Charge/Councilor (ii)	Formation of People's Coordination Committee (Participation in Town Planning)

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				e) Representative from professional group (2) - Member f) Any officer nominated by Mayor (1) - Member Secretary Note: In selecting the representatives from Slum and civil society/NGOs/CBOs, prioritize those whose working fields/sectors are closely related to the basic services at community levels: i.e., waste management, water and sewage systems, community security/disaster management, education, public cultural activities and sports. B. TOR a) Discussed about the progress, quality of work, and problems of implementing on-going development activities in the ward level. b) Presented in CSCC through ward councillors about infrastructure status of the ward and conflicted matters of CC services and its problems. c) Conducted awareness raising activities among the citizen for paying tax and user charges of the ward d) Involved the WLCC for implementation and management in some selected services i.e. water supply, solid waste management, street light etc. e) Discuss the performance of conservancy activities of ward and make recommendation to improve their services f) Worked on the other relevant matters of the ward i.e. environment, health and health management, law and order, birth and death registration. g) Arranged WLCC meeting once in 3 months, write down the minutes and monitoring of the implementation status of decisions taken in the previous meetings and keep continue the same activities. h) Arranged open discussion in each after 6months on overall activities of the ward through inviting 150 persons including budget allocation from CC and write down the peoples demand and send it to CC council meeting for		

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				implementation.		
	5.3 Integration of community and formation of Community Group (CG)	Waste collection activities with CGs implemented, and model for waste collection in collaboration with CG proposed	3R activity with CG implemented, and model for 3R in collaboration with CG proposed	<p>Registered CGs are mobilized as pilot basis to examine the possibility of people's participation in highly urbanized "core area". CG will involve in development plan and public services delivery so that the transparency and efficiency of public service will be improved.</p> <p>Task 1: Conduct workshop for concept and implementation of CG activity according to the PMO guideline Task 2: Select target Wards for pilot activity Task 3: Form CGs in the pilot Wards Task 4: Provide CG members training on management and implementation of activities Task 5: Initiate waste collection and other social activities with CGs Task 6: Review the activities of waste collection and other social issues and improve the activity. Task 7: Conduct training on 3R for CG, and guide them to address other social issues and community development by community groups implement it. Task 8: Review 3R activities by CG, and a model is proposed Task 9: Expand activities of waste collection and 3R in other Wards. Task 10: Collect information of existing registered community group and patronize them to involve in the community work as guided by PMO Task 11: Form community Base organization (CBO) in the core area of pilot wards.</p>	Mayor, WLCC of target Wards, Officer in charge of people's participation	<p>Task 1-4: by end of 1st year Task 5, 6: by end of 2nd year Task 7: by end of 3rd year Task 8: by end of 4th year Task 9: from 5th year</p>
	5.4 Gender Action Plan	GAP being fully	GAP prepared and	Gender mainstreaming is essential in the city corporation level for gender equity. Gender action plan is the tool for gender	Gender Committee	Task 1, 2:: by mid of 1 st year

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	(GAP) prepared	implemented and quarterly report prepared	endorsed by CSCC. GAP being fully implemented and quarterly report prepared	<p>mainstreaming. The following initial steps and task follow to prepare and implement the Gender Action Plan</p> <p>Task 1: Assign specific responsibilities to Standing Committee of Women Development for preparation of Gender Action Plan (GAP)</p> <p>Task 2: One relevant officer nominated by mayor to perform the secretarial work of the standing committee.</p> <p>Task 3: CC allocates budget for GAP implementation.</p> <p>Task 4: The standing committee follows TOR as below till a regulation prepared by the ministry</p> <p>TOR</p> <p>a) Hold meeting once in a month and prepare minutes on a regular basis.</p> <p>b) Follow the instruction of PMO to prepare the Gender Action Plan (GAP) and prepare the draft GAP.</p> <p>c) Review indicative Summary Gender Action Plan prepared under the project, discuss issue related / relevant to gender mainstreaming and assist CC in the Gender Action Plan (GAP) preparation exercises.</p> <p>d) Identify issue related to gender equity and CC's role including role of community, government organization, NGOs, etc. in relation to gender and GAP activities.</p> <p>e) Present the draft of GAP in the City Parisad, and finalize.</p> <p>f) Support implementation and monitoring of all relevant activities.</p>		Task 3: by end of fiscal year Task 4: regularly
	5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slam	Budget allocated and PRAP implementation commenced	PRAP revised and endorsed by CSCC. Implementation commenced and the	To address the poverty issue in urban area, CC apply Poverty Reduction Action Plan (PRAP). CC conduct survey on poverty situation in CC, and propose action to solve the problems. Standing committee of Poverty Reduction and Slum Development initiate formulating action plan. Officials in charge of poverty reduction and slum development assist the standing committee.	Standing Committee for Poverty Reduction, Slum Development Officer	Formation of SIC is included in PRAP Task 1-4: by mid of 1 st year Task 4-7: by

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
			annual report produced	<p>Task 1: Assign standing committee of poverty reduction for preparing Poverty Reduction Action Programs.</p> <p>Task 2: Officials (Slum Development officer) are assigned for facilitating standing committee's activities.</p> <p>Task 3: Hold workshop on guideline inviting CC officials and agencies involved in the poverty reduction activities (Social Welfare Cooperative, NGOs, Answar VDP, etc.), LGED.</p> <p>Task 4: Budget allocated for implementation of PRAP</p> <p>Task 5: Prepare draft PRAP based on the guideline sent by PMO which will include the following;</p> <ul style="list-style-type: none"> a) Information of households that may be categorized as poor according to the national standards. b) The area-wise location of household c) Information of female-headed households along with ownership of land. d) Identification of target groups, including women, based on occupation. e) Information about existing program on leadership and skill training, health sanitation, education, safe water supply, drain, solid waste management etc. of the project area. f) Preparation of proposed program with implementation arrangement for components mentioned under e) above and corresponding estimated cost with schedule of implementation. <p>Task 6: The draft PRAP is discussed, improved and endorsed in the CSCC meeting.</p> <p>Task 7: Task 6: The PRAP is finally approved by CC Council meeting.</p>		end of 1 st year (continue every year) *Guideline prepared by SAPI

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	5.6 Revision of Citizen Charter	Revised Citizen Charter displayed	Citizen Charter revised annually	<p>Citizen Charter is useful to inform the citizen about the service and function of CC at a glance. The followings are the initial steps and tasks to prepare the citizen charter.</p> <p>Task 1: Working Group/officer in charge assigned for preparation / revision of Citizen Charter</p> <p>Task 2: Collect information that is supposed to display on Citizen Charter</p> <p>Task 3: Citizen Charter revised with contents below;</p> <p>a) CC Vision and Mission statement</p> <p>b) Details of organizational flow chart</p> <p>c) Details of citizens or clients at the receiving end of CC services.</p> <p>d) Statement describing CC's services in the correct and transparent manner including standard, quality, timeframe, value of services, etc. provided to each citizen / citizen group / client group with name of CC sections / officer / staff responsible for the services</p> <p>e) Details of grievance redress mechanism and expectation from the citizen.</p> <p>Task 4: Discuss the contents of Citizen Charter in CSCC meeting and approve with modification / improvement, if any.</p> <p>Task 5: Display the Citizen Charter in a suitable place at CC premises, distribute in the form of booklet and also publish in the local newspaper for wide circulation.</p>	Mayor, Councilor, and CSCC	<p>Task 1, 2: by mid of 1st year</p> <p>Task 3: by end of 1st year</p> <p>Task 4: by mid of 1st year</p> <p>Task 5: by end of 2nd year</p>

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	5.7 Citizen Report Cards (CRC) prepared, approved and implemented by CSCC	Citizen report cards revised and approved by CSCC	i) Citizen report cards revised and approved by CSCC. ii) The card distributed and the result is compiled and disclosed at least once.	Citizen Report Card is essential to get the feedback of citizen about the quality of service delivery as well as overall performance of city management. It is a monitoring tool to set policy to improve the services provided by CC. The following are the initial steps and tasks to operate the Citizen Report Card survey; Task 1: Setting Working Group (WG) with 3 members to prepare the CRC as per guideline. Task 2: Distribute citizen report cards (minimum 500 cards) and conduct survey separately to receive feedback from household citizen as well as commercial/ social institutions or organizations etc. by engaging enumerator once in every year. Task 3: CRC is compiled and prepared as report by W/G with further improvement of services and present in CSCC. Task 4: Discuss on draft CRC report and recommendation to take decision for further improvement of services Task 5: Use feedback in the citizen's report card to identify/assess gap in the existing services and facilities and to project the demand of services and facilities. Also use the result for enhancing accountability of the CC Task 6: Compile the result and disclose at least twice within phase-2 implementation period	Mayor/CEO WG/Person in charge	System of Citizen Report Cards Task 1-3: by mid of 1 st year Task 4: by end of 1 st year Task 5-6: by end of 2 nd year
	5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional		GRC is established with personnel and budget assignment. Guideline of GRC (work and reporting flow) is	GRC provides opportunity to resolve complaints made by citizen. Citizen can make complaints through Complaint Desk or Box. The complaints made by citizen will be examined by the member of GRC, and resolutions are given. GRC improve accountability of CC and foster citizen's awareness of public service. Task 1: Assign official to set the GRC as per guidance of PMO Task 2: GRC is launched and publicized Task 3: Establish Grievance Redress Cell at CC office. The composition and TOR of the Cell at CC level are as follows:	Mayor/CEO (i) WG/Person in charge (2, 3) GRC section (iv)	Betterment of Communication between CC and Citizens Task 1-3: by mid of 1 st year Task 4-11: by beginning of 2 nd year

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
			available.	<p>A. COMPOSITION:</p> <p>a) Senior most panel Mayor - Convener</p> <p>b) Female and Male Ward Councilors of the respective Ward- Members</p> <p>c) One representative from PIU member (Nominated by Mayor) -Member</p> <p>d) Official concerned with the issue - Member</p> <p>e) Representative from NGO (If related with the Grievance) - Member</p> <p>f) Affected persons/Compliant - Special invitee</p> <p>B. TOR:</p> <p>a) Open a complaint Desk/fix a complaint box at convenient place of CC office for receiving grievances/complaints of the citizens or any visitors</p> <p>b) Constitute GRC at each Ward headed by Ward Councilor and represented by Female Ward councilor, one PIU staff, implementing NGO, and affected persons (APs) to resolve the grievances related to the land acquisition under the project with following TOR.</p> <p>Task 4: Hold one or more GRC meeting every month along with APs</p> <p>Task 5: Determine the merit of each grievance</p> <p>Task 6: Resolve grievance within 15 days of receiving complaint</p> <p>Task 7: If AP is not satisfied with GRC decision advise him/her to lodge for an appeal to the CC grievance redress cell</p> <p>Task 8: Scrutinize the complaints /grievances and select the potential once for discussion for discussion and resolving those on a monthly basis</p> <p>Task 9: Invite the potential complaints in the GRC and hold meeting on a monthly basis. Resolve the grievance with Aps/Complaints or include the same as an agenda of CC</p>		

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				<p>monthly meeting.</p> <p>Task 10: Keep record of all Grievances received with receiving date, contact details with complaints, nature of Grievances, agreed corrective actions with dates of these were effected and final outcome.</p> <p>Task 11: CC will include 'Grievance Redress ' in the agenda of City Corporation meeting for taking appropriate action.</p>		
Predictability (Legal Framework)	6. Urban Planning and Environmental Improvement					
	6.1 Initiate/update master plan	Any plan is under preparation or updating	Prepared plans are accessible from public	<p>Master plan is essential material for any kind of development plan. Other sector-wise plan should be developed based on the master plan. New CCs which are supposed to have their own master plan near future has opportunity to develop their city according to the master plan, thus this activity makes sure to follow the master plan in formulation of other sector-wise plans.</p> <p>Task 1: Master plan including drainage plan, traffic & transportation plan, land use plan, solid waste management plan are prepared/updated</p> <p>Task 2: Detailed Area Plan is prepared</p> <p>Task 3: Action plans for infrastructure and public facilities are prepared</p> <p>Task 4: Officer in charge of each plan is assigned</p> <p>Task 5: Committee for each plan is set up</p>	Mayor, CEO, Responsible engineer	Effort to get funding for plan making is also appreciated vi-vii: by mid of 1 st year i-v: by end of 1 st batch
	6.2 Development control implemented	Procedure of building permission is prepared, and officers in charge are assigned	Major areas of illegal land use and squatting are plotted on map.	<p>There is function of building control in CC Act, but it is not properly conducted due to lack of manpower, regulation, awareness and appropriate procedure. This activity is to initiate appropriate building control. Tasks are given to achieve the criteria as followed;</p> <p>Task 1: At least one qualified officer in charge of building permission is assigned</p>	Town Planner, CEO, Mayor	Task 1, 2: by mid of 1 st year Task 3, 4: by end of 2 nd year Task 5, 6: by end of 4 th year

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TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				Task 2: Signers for application procedure are defined Task 3: Application is examined without delay Task 4: Use of permitted buildings are consistent with land use plan Task 5: Illegal buildings are identified Task 6: Any action has been taken to illegal buildings		
	6.3 Practical use of City Corporation Infrastructure Development Plan (CCIDP)	CCIDP is revised in consistent with various plans and accessible from public	CC budget is consistent with CCIDP	Inclusive Development Plan is the inclusive list of infrastructure sub-projects. There was no specific criterion follow to select infrastructure project at present. In order to make the development plan inclusive and appropriate in terms of technical aspect and political commitment, concept of City Corporation Inclusive Development Plan (CCIDP) is apply for planning activity. Task 1: IDP information is accessible for citizen by website or as hardcopy. Task 2: Infrastructure list is revised based on criteria which is set in policy papers by WLCC, standing committee, CSCC by the first quarter. Task 3: Revised IDP shared in CDCC for coordination and collaboration by the end of 2 nd quarter. Task 4: Comments and recommendations given by Standing Committees, CSCC and CDCC are reflected in IDP by CPU and reviewed again in Standing committee, CDCC and CSCC by 3 rd quarter Task 5: Revised IDP approved by CC Parisad Task 6: Practical promotion to financial supporters is conducted Task 7: No infrastructure is developed if it is not mentioned in IDP	Mayor, CEO, Engineer	As Plan implementation activity Task 1: by mid of first year Task 2-6: regular *Guideline prepared by SAPI
	6.4 Establish O&M action plan:	O&M action plan prepared	O&M action plan implemented	There is no specific O&M plan. Thus, it is not possible to provide service for repair and rehabilitation of infrastructure timely. O&M plan is to guide CC to reserve budget and to meet needs of timely maintenance. Task 1: Prepare O&M action plan based on framework set by PMO	Mayor, CEO, Head of Engineering Department	Task 1-3: Within 1st batch of project Task 4: Within 2 nd batch of

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
				Task 2: Submit drafts O&M action plan to PMO for their approval Task 3: Submit the progress reports to PMO to ensure implementation Task 4: Implement O&M action plan		project
	6.5 Environmental Conservation Act and Environment Framework	i) CC assign officer(s) in charge of environment ii) CC observes act and rule in its infrastructure development	CC takes any action to stop and solve illegal actions and situations	Environmental degradation is critical issue in urban area. Though there are regulations on environment conservation, application of Environmental Conservation Act is uncertain. In order to make situation of urban environment predictable, this activity make sure the implementation of environment regulations. Task 1: CC assign officer(s) in charge of environmental conservation Task 2: CC comply act and rule in its infrastructure development Task 3: CC identifies environmentally vulnerable areas and activities against Environmental Conservation Act within the jurisdiction of CC Task 4: CC takes action to stop the illegal activities which are not relay with Environmental Conservation Act	Responsible environment al officer(s) and engineer(s) CEO	Cooperation with DOE office is expected Task 1: by mid of 1 st year Task 2: by end of 2 nd year Task 3: by end of 3 rd year Task 4: by end of 4 th year
	6.6 Sanitary situation	Number of public toilets, Household latrines and waste water drainage connection are increasing by CC's effort	Number of public toilets, Household latrines and waste water drainage connection are increasing by CC's effort	Insanitary situation is observed in urban area especially where housings are concentrated and slum area. Improving the sanitary situation in urban area, CCs need to increase public toilets and waste water drainage. Task 1: CC assign officer in charge of sanitation Task 2: Complete the situation analysis on overall sanitation condition of CC Task 3: Demand analysis and area selection for public and household toilets Task 4: Build and coordinates operation and maintenance of public toilets Task 5: CC facilitate toilet installation for households Task 6: CC increase drainage connection of waste water form households	Responsible engineer(s) Health officer(s)	Task 1: by mid of 1 st year Task 2: by end of 1 st year Task 3-6: by end of 1 st batch (continuous)
	6.7 Solid Waste Management	CC takes action(s) to	Solid waste collection	Problem of solid waste management is common for all CCs. Comprehensive plan is necessary for solving the solid waste	Responsible engineer(s)	Community awareness

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	enhance community awareness and participation in the field of solid waste such as collection, 3R, cleaning of the community.	coverage and frequency are improved	management. On the other hand, urgent actions are required for this issue. As an action against the issue of solid waste, CC initiate enhancement of existing Community Groups (CG) as well as developed new community group in core area to involve solid waste management. CCs also introduce 3R (Reduce, Reuse, Recycle) with CG so that solid waste will be reduced. Task 1: CC assign officers in charge of solid waste management Task 2: CC establishes primary waste collection system by collaboration with Community Based Organizations (CBOs), Traditional local organization and private sectors Task 3: CC locates dust bins, solid waste deposits and transfer station appropriately in collaboration with community Task 4: CC coordinates to clean solid waste from road and drainage Task 5: CC collects solid waste in wider area and dispose it into a specific dumping site	Health officer(s) Conservancy / Solid Waste Management department	and participation are necessary Task1 : by mid of 1 st year Task 2-4: by end of 1 st batch Task 5: from 2 nd batch	
7. Coordination System for Law Enforcement						

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	7.1 Awareness campaign for Rule of Law	At least 1 campaign activities implemented	At least 1 campaign activities implemented	<p>Law enforcement is also crucial activity to support predictability of urban situation. CC is supposed to make rules and regulation to implement law enforcement such as traffic rule, encroachment, licenses, etc., but CCs do not take any actions to enforce law. In order to initiate law enforcement, CC implements campaign activity about rules and regulation to create awareness in citizens.</p> <p>Task 1: Law Officer (or officer in charge, if Law Officer is not assigned) requests each department to raise law issues</p> <p>Task 2: Law Officer examines the raised law issues, and propose possible actions to be taken</p> <p>Task 3: Law Officer makes detail plan of awareness campaign on a specific issues (at least one) with budget</p> <p>Task 4: The plan of awareness campaign is examined, and discussed by the Standing Committee for law and discipline and approved by City Corporation meeting.</p> <p>Task 5: The plan of awareness campaign submitted to CC meeting for approval (if, any comments raised, then examined in the Standing Committee for revision, and submitted to CC for approval again)</p> <p>Task 6: Law officer implement campaign activity</p> <p>Task 7: Law officer make report on the campaign activity, and submitted to Mayor and CEO</p>	Secretary, Law Officer	<p>Task 1: by mid of 1st year</p> <p>Task 2, 3: by end of 1st year</p> <p>Task 4: by beginning of 2nd year</p> <p>Task 5, 6: by mid of 2nd year</p> <p>Task 7: by end of 1st batch</p>

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	7.2 Law Enforcement Unit (LEU) established	-	Implement legal actions proposed by standing committee, and report produced	<p>In order for enhancement of law enforcement, CC needs support from concerned national agencies such Deputy Commissioner and police department. , DC and magistrate. LEU is established to support law enforcement activities in CC.</p> <p>Task 1: Circular on LEU signed by Mayor and distributed Task 2: Form LEU and hold workshop on guideline for LEU activity Task 3: Make plan for law enforcement Task 4: Hold training on law enforcement Task 5: Implement law enforcement activity Task 6: Produce report on law enforcement</p> <p>A. Composition a) Members of standing committee for Law and Discipline (Mayor) as Chairperson b) Magistrate c) Law Officer d) Police (as and when required)</p> <p>B. Terms of Reference a) Examine proposed action points on law enforcement (activity 7.1, Task 3) b) Make plan for law enforcement on proposed action points c) Implement legal actions proposed by standing committee, and approved by Mayor d) Prepare report on the action taken by LEU</p>	Magistrate, Law officer, Police	Task 1-2: by mid of 1 st year Task 3, 4: by end of 1 st year Task 5, 6: by end of 2 nd year

TAPP	Areas / Activities	Performance Review Criteria		Task (Implementation Modality)	Action by	Time Schedule / Remarks
		1 st PR	2 nd PR			
	7.3 Capacity development for Standing Committee for Law and Discipline implemented	-	At least 1 trainings conducted for member of standing committee annually	CC's officers do not have sufficient experience in law enforcement. Thus, it is necessary for CC officials who involve in law enforcement to be trained. This activity will be organized by CDU, magistrate, law officer and other concerned officials participate in the training program to build capacity to operate law enforcement activities. Task 1: Participate in training on law enforcement Task 2: Examines awareness campaign on law (proposed in activity 7.1) Task 3: Examines plan of law enforcement activities (proposed in activity 7.2)	Magistrate, Law officer	Task 1: by mid of 3 rd year Task 2, 3: according to necessity

- 1.2 Mass Communication Cell (MCC) established
- 1.3 City Information Service Center (CISC) established

- 2.1 City Development Coordination Committee (CDCC) established
- 2.2 Administrative Reform Committee (ARC) established
- 2.4 Capacity Development Unit (CDU) established and formulate training program
- 2.6 Initiate Kaizen activities
- 2.7 Comprehensive Planning Unit (CPU) established
- 2.8 Activate standing committee

- 5.1 Establishment of Civil Society Coordination Committee (CSCC) and make it functional
- 5.2 Establishment of Ward Level Coordination Committee (WLCC) and make it functional
- 5.3 Integration of community and formation of Community Group (CG)
- 5.5 Poverty Reduction Action Plan (PRAP) prepared and implemented with inclusion of slam
- 5.8 Grievance-redress Cell (GRC) established with revised terms of reference and functional

- 6.5 Environmental Conservation Act and Environment Framework