

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



**Governance and Infrastructure
Improvement
under City Governance Project**

MONTHLY PROGRESS REPORT

January, 2017

PADECO CO., Ltd
Rendel Ltd

NJS Consultants Co., Ltd
Development Design Consultants Ltd
BCL Associates Ltd



TABLE OF CONTENTS

ABBREVIATION	ii
1. Project Description	1
1.1 Project Objective	1
1.2 Necessity and Priority of the Project	1
1.3 Background	1
1.4 Development Policy, Sector Plan, National/Regional Development Plans	1
1.5 Rational of Target Area Selection and Overall Project Design	1
1.5.1 Needs for Inclusive Urban Development	1
1.5.2 Continuity of JICA's Assistance	2
2. Scope of Work	3
2.1 Project Components	3
2.2 Scope of GII CGP Consultants	3
3. Progress of Consultancy Services During January, 2017	5
3.1 Progress of Governance Improvement and Capacity Development (GICD)	5
3.2 Progress of Design, Supervision and Monitoring (DSM)	21
3.2.1 Site Visits	21
3.2.2 Progress Summary of Batch1 Subprojects	21
3.2.3 Progress Summary of Batch2 Subprojects	21
3.2.4 Environmental Clearance	22
3.3 Progress of Feasibility Study and Master Plan Review (FSMP)	30
3.3.1 Summary of Activities by Sector in January, 2017	34
3.3.2 Filed Visits	36
3.3.3 FSMP Working Papers	37

TABLES

Table 2.1 Summary of Governance Activities by GICD (Original)	3
Table 2.2 Summary of Infrastructure Subprojects by DSM (Original)	4
Table 2.3 Summary of FSMP Activities Currently Underway by FSMP	4
Table 3.1.1 GICD Actions During Month of January, 2017	5
Table 3.1.2 Summary of CC's Progress on Key Milestone Tasks	7
Table 3.1.3 Problems/ Issues and Resolutions to be Undertaken or Already Undertaken/Achieved	19
Table 3.2.1 Site Visits by DSM Team During the Month of January, 2017	21
Table 3.2.2 Financial Achievement by Subproject Implementation	21
Table 3.2.3 Financial Progress by CCs	21
Table 3.2.4 List of Batch2 Subprojects	21
Table 3.2.5 Progress of Batch2 Survey Work	23
Financial Status of Batch1 by CCs	24
Progress Summary of Batch1 Subproject by CCs	25
Table 3.3.1 Summary of Status for Feasibility Studies	30
Table 3.3.2 Sector Activities by FSMP Team – January, 2017	34
Table 3.3.3 Site Visits by FSMP Team –January, 2017	36
Table 3.3.4 List of Working Papers Completed up to January, 2017	37

ABBREVIATIONS

ACE	Additional Chief Engineer
ADB	Asian Development Bank
ARP	Administrative Reform Plan
BDT	Bangladesh Taka
BME	Benefit Monitoring and Evaluation
CC	City Corporation
CDA	Chittagong Development Authority
CDCC	City Development Coordination Committee
CE	Chief Engineer
ChCC	Chittagong City Corporation
CoCC	Comilla City Corporation
CPTU	Central Procurement Technical Unit
CPU	Comprehensive Planning Unit
CSCC	Civil/Citizens Society Coordination Committee
DAP	Detailed Area Plan
DOE	Department of Environment
DPD	Deputy Project Director
DPHE	Department of Public Health and Engineering
DPP	Development Project Proposal
DSM	Design, Supervision, and Monitoring
DTL	Deputy Team Leader
E-GP	Electric Goods Procurement
FSMP	Feasibility Study and Master Plan Review
GCC	Gazipur City Corporation
GII	Governance and Infrastructure Improvement
GICD	Governance improvement and capacity development
GOB	Government of Bangladesh
CGP	City Governance Project
ICGIAP	Inclusive City Governance Improvement Action Program
IDPCC	Infrastructure Development Plan of the City Corporation
JICA	Japan International Cooperation Agency
LA	Loan Agreement
LGD	Local Government Division
LGED	Local Government Engineering Department
MOF	Ministry of Finance
MoLGRD&C	Ministry of Local Government Rural Development & Cooperatives
MP	Master Plan
NCC	Narayanganj City Corporation
NOC	No Objection Certificate
ODA	Official Development Assistance

PD	Project Director
PIUCC	Project Implementation Unit at City Corporation
PR	Performance Review
PW	Procurement Work
RpCC	Rangpur City Corporation
SC	Steering Committee
TCP	Technical Cooperation Project
UMU	Urban Management Unit
WLCC	Ward Level Coordination Committee
GWG	Governance Working Group

1. Project Description

1.1 Project Objective

The objective of the “Inclusive City Governance Project” (the Project) is to improve public services and promote economic opportunities in the target five (5) City Corporations by strengthening the city governments’ administrative capacity and improving urban infrastructure, thereby contributing to the economic growth and the living environment improvement in the target City Corporations.

1.2 Necessity and Priority of the Project

Consistency with development policy, sector plan, national/regional development plans and demand of target group and the recipient country.

1.3 Background

Bangladesh has experienced increased urbanization since independence. In 2012, the estimated total population of the country was 154.69 million of which 29.0 percent (44.86 million) was urban. The urban population growth rate is 2.92% per annum (World Bank 2012), much higher than total population growth rate of 1.37% (Bangladesh Bureau of Statistics 2011). At existing growth rates, it is expected that the country's urban population will reach about 110 million or half of the population by 2035. The reasons for the rapid population growth in urban area are as follows ; i) the high natural increase in urban population; ii) the territorial expansion of urban areas; and iii) rural to urban migration. At present urban dwellers constitute about 30 percent of the total populations of Bangladesh, but their contribution to GDP is more than 60 percent indicating that the productivity of labor in urban areas is much higher than in rural areas.

Two types of urban local government exist in Bangladesh e.g. the City Corporation (CC) and the Pourashava. Generally, in the Divisional Level, CC functions whereas Pourashvas function in other towns. At present there are 11 (eleven) CCs and 319 Pourashvas in the country. CCs are playing an important role in the national development resulting from rapid growth in these urban centers.

1.4 Development policy, sector plan, national/regional development plans

(a) The Sixth Five Year Plan 2011–2015 (2010) (SFYP)

The SFYP emphasize the importance of the development of sound urban institutions and the improvement of city governance. SFYP mentions that the strategies for “urban transition management” include: improving city governance, balanced development of urban centers, urban resource mobilization, sound real estate market, facilitating NGO improvement in housing, taking steps for better urban land management, better environmental management, sustainable urban transportation, provision of infrastructure/services, reducing urban poverty.

The Draft Final Seventh Five Year Plan 2016–2021 (SFYP) emphasizes three fundamental principles of governance:

- (i) ensuring the rule of law,*
- (ii) avoiding political partisanship, and*
- (iii) building a society free from corruption.*

These basic principles also guide the articulation and implementation of development programs thus forming the institutional framework, fundamental reforms, improvement in administration capacity and a strong anti-corruption strategy, and good governance in urban sectors.

(b) The draft National Urban Sector Policy (2011) (NUSP)

NUSP has objectives: to ensure regionally balanced urbanization through decentralized development and hierarchically structured urban system; to devolve authority at local urban level, and strengthen local governments through appropriate powers, resources and capabilities so that local governments can take effective responsibility for a wide range of functions; and to develop and implement urban management strategies and governance arrangements for enhancing complementary roles urban and rural areas in sustainable development.

(c) City Corporation Act (2009)

Before 2008, there were 6 (six) City Corporations in Bangladesh and there are 6 individually-formed “Act” for each CC. In 2009, for managing the rapid urbanization, LGD unified those individual Acts and newly enacted into “City Corporation Act”. It is supposed, the number of CCs will be increased in near future, so that the government needs to improve the legal system on City Corporation.

1.5 Rationale of target area selection and overall project design

1.5.1 Needs for inclusive urban development

Urbanization is the key contributor to the strong growth of industries and the social development. But at the same time, urban congestion and pollution now threaten city dweller's life and future economic growth.

(a) Needs for urban infrastructure development

The development of urban infrastructure has not kept pace with rapid urbanization, causing an acute shortage in urban infrastructure and services like piped water, sewerage, drainage, roads and bridges. As roads and bridges have insufficient capacity to meet growing traffic volume, traffic jams in city centers limit access to economic opportunities and social services. Rapid urbanization is largely attributed to immigration be in low income group settling in urban slums without access to basic services. Rapid urbanization has been posing adverse environmental and social consequences.

(b) Weak urban governance

Although the City Corporation Act (2009) clearly mentions that CCs are the Local Government Institutions mandated to provide service to the urban citizens, CCs do not have enough capacity to provide those services to their dwellers. The reasons of CC's weak urban governance are:

- (i) shortage of manpower;
- (ii) financially vulnerability;
- (iii) incompetence of officers;
- (iv) the limited power for recruitment; and the absence of participatory planning process and system.

(c) Lack of coordination among stakeholders

The involvement of a number of institutions in the management of affairs of city areas has resulted in gross overlapping of functions and lack of coordination. Such plurality generated by the municipality within institutions in planning, implementation and development approaches results in uncoordinated manner, which in fact create more problems.

(d) Lack of Inclusive Urban Planning

CCs were originally created for planning and management of urban areas. Later on separate planning and development organizations were created such as Rajdhani Unnayan Kartripakkha (RAJUK) and Chittagong Development Authority (CDA). The development authorities in these cities are authorized to undertake local urban planning as well as infrastructure and site development activities for housing, commercial and industrial use. The authorities are also empowered to exert development control functions. The effectiveness of these authorities, however, is generally limited by such factors as inadequate management and financial system, multiplicity of institutions with urban development function within their jurisdictions, uncoordinated development, and lack of integration with other agencies.

1.5.2 Continuity of JICA's Assistance

To find out the appropriate functional and institutional structure for the CC, GOB requested the Government of Japan to implement a technical cooperation project to cover all aspects for establishing "Inclusive City Government" with a view to meeting the future demand and efficient management of urban development. Under the Record of Discussion between Japan International Cooperation Agency (JICA) and GOB, JICA dispatched the Expert Team for Technical Cooperation Project (the JICA TCP Team) and, together with Local Government Division (LGD) and Local Government Engineering Department (LGED), launched "The Project for Developing Inclusive City Government for City Corporation" (the JICA TCP) in November 2012. The JICA TCP has developed

- (i) governance improvement programs and
- (ii) infrastructure development plan based on CC's future vision through the discussion with CCs, LGD and LGED.

Based on the above mentioned outputs from the JICA TCP, LGED and JICA formed the Loan Project to establish "Inclusive City Governance".

2. Scope of Works

2.1 Project Components

The CGP comprises of four components are:

- Component 1: Governance improvement and capacity development,
- Component 2: Urban infrastructure development,
- Component 3: Implementation support for equipment procurement, and
- Component 4: Consulting service.

The project will address urban infrastructure development in parallel with governance improvement of each target CC during the project period. City Corporations focused on will be:

- Narayanganj City Corporation
- Comilla City Corporation
- Rangpur City Corporation
- Gazipur City Corporation
- Chittagong City Corporation

This Monthly Progress Report summarizes the Consulting Services for Governance and Infrastructure Improvement (GII) through the current cycle of activities, problems and/or issues, and its resolutions with three sub-teams such as (1) Governance Improvement and Capacity Development (GICD), (2) Design, Supervision and Monitoring (DSM), and (3) Feasibility Study and Master Plan Review (FSMP).

2.2 Scope of GII CGP Consultants

(a) Management Unit (GII)

This unit consists of the Team Leader and Financial Management Specialist with supporting staff to control over three sub-teams such as GICD, DSM and FSMP.

(b) Governance Improvement and Capacity Development (GICD)

GICD sub-team undertakes enhancement of CC Governance through ICGIAP implementation and makes collaboration with prospective JICA Technical Cooperation Project on Governance. Two sub-components include:

Table 2.1: Summary of Governance Activities by GICD (Original)

GICD Component	Contents	Description
Sub component 1-1	Implementation of Inclusive City Governance Improvement Action Program (ICGIAP)	<p>(1) To support each CC on the governance with:</p> <ul style="list-style-type: none"> (i) Accountability; (ii) Participation; (iii) Legal Framework; and (iv) Transparency. <p>(2) To support to implement the administrative reform action plan (ARP) to achieve city incisiveness.</p> <p>(3) To be supported by JICA's Governance Technical Cooperation Project through:</p> <ul style="list-style-type: none"> (i) Improvement of Legal Framework of each CC; (ii) Restructure of organization of each CC (iii) Capacity Development of each CC; and (iv) Exchange of know-how among cities in Bangladesh and Japan.
Sub component 1-2	Capacity Development	<p>(1) To support capacity development of:</p> <ul style="list-style-type: none"> (i) City Officials of each CC; (ii) Mayor and Councilors of each CC; (iii) GOB officials; and (iv) Contractors through: <ul style="list-style-type: none"> - Sill-up Training; - ICT enhancement; - Establishment of CRC; - Exchange visit and Best Practice Dissemination

- Program;
 - Waste Management Activities; and
 - Poverty Reduction Program
 (2) To be supported by JICA's Governance TCP with their pilot activities.

(c) Design, Supervision and Monitoring (DSM)

DSM sub-team works for the preparation and implementation of the infrastructure projects categorized as Batch 2, while it will support each CC for implementation of Batch 1 sub-projects when necessary. Table 1-1 summarizes sub-component of DSM:

Table 2.2: Summary of Infrastructure Subprojects by DSM (Original)

DSM Component	Contents	Description
Sub component 2-1	Urban roads (include bridges, flyovers and culverts)	Upgrading of at least 58 urban roads (Total 419.99 km) in 5 CCs to provide efficient road access between economically and socially important locations, such as Export Processing Zone (EPZ), markets, hospital, and schools.
Sub component 2-2	Drainage facilities	Improvement of drainage facilities (Total 196.47 km) in 5 CCs to reduce inundation and water logging of rainwater, sewage, and wastewater.
Sub component 2-3	Water supply system	Installation of 6 water supply systems to improve citizen's access to safe water by: (1) rehabilitation and expansion of piped water supply system, (2) construction of production tube wells with pump house.
Sub component 2-4	Bus & truck terminal	Improvement of 2 bus and truck terminals to improve efficiency of passenger and freight transport, enhance economic potential, and mitigate traffic congestion by reducing the number of stopping and parking of buses and trucks at roadside.
Sub component 2-5	Street lights	Installation of streetlights to enhance road safety and public security which includes; (1) installation of streetlights and poles, and (2) switching to energy saving light bulbs.
Sub component 2-6	School cum cyclone shelter	Construction of 8 school cum cyclone shelters in coastal area of Chittagong CC.

(d) Feasibility Study and Mater Plan Review (FSMP)

FSMP sub-team will review the existing master plan and/or relevant urban development plans of CCs, and conduct feasibility studies in the target 5 CCs. The FS covers transport, water supply, drainage, sanitation, solid waste management, land reclamation and municipal facilities etc. The output of FS (probable subprojects) will be link with other investment project in planned way such as for future infrastructure development projects.

Table 2.3: Summary of FSMP Activities Currently Underway by FSMP

FSMP Component	City Corporation	Description
Sub component 3-1: Feasibility Study	Narayanganj	(1) Fourth Shitalokha River Bridge Construction (2) Water supply, solid waste management projects
	Comilla	(3) Gomti River Embankment Road Construction (4) Surface Water Treatment Plant, Drainage, and Sewerage projects
	Rangpur	(5) Upgrading of Urban Roads

	(6)	Water Supply, Solid Waste Management Projects
Gazipur	(7)	Turag River Bridge Construction
	(8)	Rail Flyover Construction
Chittagong	(9)	Drainage System Improvement
Sub component 3-1:		
Master Plan Review	Narayanganj	<ul style="list-style-type: none"> - RAJUK preparing a new MP for 2015-2035 - LGED supporting the preparation of Action Area Plan - FS for the fourth bridge over Shitalakhya river - Review of Strategic Transport Plan (RSTP) for Greater Dhaka funded by JICA
	Comilla	A new MP has been prepared by LGED
	Rangpur	A new MP has been prepared by LGED
	Gazipur	<ul style="list-style-type: none"> - RAJUK is preparing a new MP for 2015-2035 - LGED is going to support NCC to elaborate Action Area Plan - Review of Strategic Transport Plan (RSTP) for Greater Dhaka funded by JICA
	Chittagong	<ul style="list-style-type: none"> - MP for 1995-2015 - WB has a plan to elaborate Strategic Transport Plan - ADB is planning to start MP

3. Progress of Consultancy Services During January, 2017

3.1 Progress of Governance Improvement and Capacity Development (GICD)

Summary

The GICD sub-team has supported the 5 CCs as per the ICGIAP work plan for FY 2016/17. A noteworthy achievement during the month was preparation for income generating activities (IGA) in slum communities and supporting pre-primary school children for the enrollment in primary schools, both under PRAP. One-fourth of the primary group members have been identified in each CC, who will be initial beneficiaries of micro-credit and support for identified IGA. In parallel intensive communications and coordination with government schools in each CC have resulted in a good number of PRAP-supported pre-primary school children to be enrolled in Class-I of government primary schools (A total of 837 students enrolled in class 1 out of 1500 students in 5 CCs). A total of 300 children have been attending PRAP pre-primary schools in each CC: many of them have developed aptitude and gained confidence to do well in the mainstream education systems.

In addition, the following were the highlights of the GICD actions during the month:

- Supported the CCs to upload information on physical and financial progress of all ongoing Batch-1 and Batch-2 sub-projects on the CC websites in coordination with the DSM sub-team.
- Supported the CCs to prepare asset inventory for the headquarters and zonal office.
- Organized workshop for preparation of Gender Action Plan (GAP) in CoCC in January 2017. The same workshop will be organized in NCC and RpCC in February 2017.
- Supported the preparation of Community Action Plans (CAPs), group savings, primary health care and pre-primary school education program in the PRAP target slum/poor communities.
- The questionnaire and guidance note for citizen survey (Citizen Report Card/CRC) have been completed in English and Bangla. The survey procedures are being conducted in each CC in under the supervision of Administrative Reform Committee (ARC).

Preparations are underway for trainings and workshops to be held during February 2017. They are: (i) training on 'financial management, (ii) a workshop on developing methods & process of identifying illegal land use and (iii) orientation for Law and Discipline Standing Committee members on law enforcement issues.

Table 3.1.1: GICD Actions during the Month of January, 2017

GICD Specialists & Facilitators	Responsible ICGIAP Area & Activities	Key Actions by GICD Specialists & Facilitators
IT	Area 1 (IT, openness and communications)	<ul style="list-style-type: none"> ▪ Supported the CCs to (i) improve e-mail communications among officials/staff, (ii) operationalize CISC with equipment installation and on-the-job computer training, (iii) disseminate SMS to 7500 registered citizens, (v) utilize the MSU tax, accounts and trade license software modules and (vi) update the CC website.
Governance	Areas 2 (administrative/organizational improvement)	<ul style="list-style-type: none"> ▪ Supported the CCs to (i) conduct 2nd CDCC meeting in each CC, (ii) continue implementing departmental KAIZEN as per their work plan, (iii) conduct function/work process/capacity analysis in each department in ChCC.
Finance	Areas 3 & 4 (tax and financial management)	<ul style="list-style-type: none"> ▪ Supported the 4 CCs to fully install and utilize the MSU software in collaboration with the IT Specialists. (Note: ChCC uses its own software.) ▪ Facilitated to (i) prepare asset inventory in each CC; (ii) conduct meeting for finance and establishment standing committee, and (iii) prepare group savings database for PRAP.
Participation	Area 5 (citizen participation and poverty reduction)	<ul style="list-style-type: none"> ▪ Assisted the CCs to facilitate PRAP activities (in 30 communities in each CC). Organized workshop for preparation of Gender Action Plan (GAP) in GCC. ▪ Supported the CC to (i) conduct 2nd CSCC meeting in each CC,

GICD Specialists & Facilitators	Responsible ICGIAP Area & Activities	Key Actions by GICD Specialists & Facilitators
		(ii) run the savings program among Primary Group (PG) members, (iii) open Bank Account in the name of each PG and ensure deposit in time, (iv) run pre-primary school program for community children (10 schools in each CC), (v) run primary health care program, (vi) prepare schemes for infrastructure development (i.e. footpaths, drains, latrines, tube-wells and street lights), (vii) identify IGA needs and potential trainees for IGA training.
Urban Planning	Area 6 (urban planning) + Area 2.1 (CDCC) + Area 2.7 (CPU) + Area 5.5 (PRAP: CAP)	<ul style="list-style-type: none"> ▪ Prepared documents for a workshop on 'Understanding of the Building Permit Procedure' & 'Basics of GIS Mapping' for CC Planners and Engineers. ▪ Provided hands-on support to the CC personnel involved in preparing PRAP Community Action Plan (CAP). CAP has been prepared for one CDC in each CC as a pilot. Rest of the CAPs (29 CAPs) in each CC are being prepared. Through the process community stakeholders raised their infrastructure demands and prioritized the needs. Verified justification of the proposed infrastructure under PRAP. ▪ Assessed the GIS infrastructure database of CoCC and RpCC to plan for the preparation of full infrastructure/asset inventories. ▪ Assisted to CCs to prepare for CPU meeting.

Table 3.1.2: Summary of CC's Progress on Key Milestone Tasks

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
1.1 Initiate e-governance activities	The number of E-GP tendering increased. Information on on-going projects made available on the CC website.	(a) E-GP refreshing training conducted for CC officers and staff.	Training report	P	P	P	P	P
		(b) At least 5 tendering are held through E-GP during the year.	Official letter and Tender Notice	P	P	Y	P	P
		(c) The E-GP tender notices are published on the CC website.	A screenshot of website tender notice	P	P	Y	Y	Y
		(d) Physical and financial progress of all ongoing Batch 1 and Batch 2 projects are available on the CC website.	A screenshot of website tender notice	Y	Y	Y	Y	Y
Noteworthy CC-level actions during the month: E-GP refresher training documents are being collected & organized by the GICD Senior IT Specialists.								
1.2 Establish & operationalize Mass Communication Cell (MCC)	At least 7,500 citizens (5,000 plus additional 2,500) registered for the SMS dissemination system	(a) MCC identifies additional 2,500 citizens to be registered in the SMS dissemination system.	Database of the 2,500 registered citizens	Y	Y	Y	Y	Y
		(b) MCC identifies several topics and messages to disseminated through the SMS system.	Resolution of MCC meeting	Y	P	Y	Y	P
		(c) SMS disseminated to 7,500 citizens at least twice a year.	Print screen of SMS delivery report with list of mobile numbers	Y	P	Y	Y	P
Noteworthy CC-level actions during the month: All 5 CCs have prepared database of 7500 citizens in SMS dissemination system.								
1.3 Establish City	CISC has started to	(a) All tender documents and forms	Official letter	Y	Y	P	Y	P

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
Information Service Center (CISC)	provide services at least in 5 areas.	are available in CISC.						
		(b) At least 5 more service areas are identified.	MCC resolution	Y	Y	P	Y	P
		(c) CISC officers are trained to provide the services.	Training report	Y	P	P	P	Y
Noteworthy CC-level actions during the month:								
1.4 Organize mass public meetings	Mass public meeting held at least once a year with a report describing the meeting made available on the CC website.	(a) MCC selects issues to be discussed in mass public meetings.	Resolution of MCC meeting	Y	P	P	P	P
		(b) Topics and dates of the mass public meetings defined/decided on with consent of the Mayor.	Official Letter	Y	P	P	P	P
		(c) At least one mass public meeting held.	Report on the meeting	Y	P	P	P	P
		(d) The meeting report is made available on the CC Website	Screen shot of CC website	Y	P	P	P	P
Noteworthy CC-level actions during the month:								
2.1 Establish & operationalize City Development Coordination Committee (CDCC)	1 st draft of revised CDCC composition and TOR discussed.	(a) 1 st meeting to discuss projects or specific issues (with selected members as appropriate).	Meeting minutes	Y	Y	Y	Y	Y
		(b) 2 nd meeting to review the IDP implementation (and project-specific issues as appropriate).	Meeting minutes	P	Y	Y	Y	P
		(c) 3 rd meeting to review draft updated IDP list of priority projects (and project-specific issues as appropriate.)	Meeting minutes	P	P	P	P	P
		(d) 4 th meeting to review the original TOR & composition and discuss a revision.	Meeting minutes					

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
<u>Noteworthy CC-level actions during the month:</u> CCs are being supported to conduct The 4 CCs have held 2 nd CDCC meeting. (The meeting in NCC was postponed due to the mayoral election.)								
2.2 Establish Administrative Reform Committee (ARC)	Function Analysis Sheet reviewed and items for an administrative reform plan proposed.	(a) Each department reviews relevant part of Function Analysis Sheet (TCP/GICD team prepare the sheet for review).	Revised Function Analysis Sheet	Y	Y	Y	Y	P
		(b) ARC holds review workshop to identify items for administrative reform.	Agenda & workshop report					
		(c) ARC proposes items for administrative reform.	Report					
<u>Noteworthy CC-level actions during the month:</u> Function Analysis Sheet has been updated and CC functions, work processes and capacities are being reviewed by the TCP team in RpCC, CoCC, NCC and GCC. The GICD team will do the same for ChCC.								
2.3 Clarify vision and mission of each department	Vision & missions are reviewed.	(a) Vision & missions proposed by each department reviewed by ARC for revision and finalization.	Vision & mission final version	Y	P	Y		P
		(b) Revised visions & missions are disseminated through different types of media such as CC website, local newspapers, radio, etc.	Record of dissemination					
<u>Noteworthy CC-level actions during the month:</u>								
2.4 Establish Capacity Development Unit (CDU), which will	Capacity development report produced by CDU for FY 2016/17.	(a) CDU facilitates and monitors Kaizen implementation activities by each department and keep records.	Report on Kaizen implementation	Y	Y	Y	Y	Y

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
then formulate training program		(b) CDU facilitates organizing trainings of relevant officials/staff in line with training priorities identified for FY2016/17 and keeps records.	Training report	P	P	P	P	P
Noteworthy CC-level actions during the month:								
2.5 Revise job descriptions	Job descriptions reviewed on key posts based on Function Analysis Sheet.	(a) ARC coordinates departmental review of Function Analysis Sheet and job descriptions of key officials/staff to identify any gaps in the job descriptions.	Meeting minutes	P	P	P	P	P
		(b) Each department compiles gaps between functions and job descriptions of key posts and submits to ARC for compilation.	Consolidated ARC report					
Noteworthy CC-level actions during the month:								
2.6 Initiate kaizen activities	Report on Kaizen activity submitted by each department	(a) Each department implements one Kaizen as per work plan prepared in the March – April 2016 Kaizen refresher workshop.	Implementation report	Y	Y	Y	Y	Y
		(b) Each department presents output of Kaizen activity in a workshop held by CDU for review and planning for next FY.	Plan for FY 2017/18					
Noteworthy CC-level actions during the month:								
Each department is implementing Kaizen as per their work plan for FY 2016/17.								

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
2.7 Establish & operationalize Comprehensive Planning Unit (CPU)	CPU initiates and drives annual IDP updating.	(a) CPU coordinates updating IDP list of priority projects and O&M activities.	CPU Report	P	P	P	P	P
		b) CPU presents draft updated IDP list of priority projects and O&M activities to the concerned standing committee(s).	Meeting minutes			P	P	
Noteworthy CC-level actions during the month: CCs have selected topics of discussion for next CPU meeting.								
2.8 Activate Standing Committees	All standing committees hold meetings	Standing committees hold meetings at least twice a year.	Meeting minutes	Y	Y	Y	Y	Y
		At least one standing committee meeting is broadcasted in electronic media during the year.	Meeting Record					
Noteworthy CC-level actions during the month:								
2.9 Prepare and publish Annual Administrative Report	Annual Administrative Report prepared and approved by City Council (As per CC Act)	(a) Officer in charge prepares AAR contents and request department heads to prepare departmental reports.	Request Letter	Y	Y	Y	Y	Y
		(b) Officer in charge consolidates departmental inputs and prepares a draft AAR.	Draft AAR	Y	Y	Y	Y	Y
		(c) Officer in charge submits the draft AAR to a CC meeting for discussion & approval.	Meeting minutes	Y	Y	Y	Y	Y
Noteworthy CC-level actions during the month:								
3.1 Improve capacity/efficiency of tax assessment	System linking holding tax ID and construction	(a) Construction register to be open with ID number after construction permit issuance (RpCC and CoCC).	Photocopy of register		Y	Y		

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
	registration initiated.	(b) All new construction permits recorded in the construction register (RpCC and CoCC).	Photocopy of register and sample check		Y	Y		
		(c) NCC, GCC and ChCC continue raising the issue (on the information sharing by RAJUK & CDA) to the national government.	Letters / meeting minutes				P	
<u>Noteworthy CC-level actions during the month:</u> RpCC and CoCC are maintaining construction registration with the necessary information. All new construction permits are recorded in the construction register in CoCC & RpCC.								
3.2 Carry out interim tax assessment and increase collection	Interim tax assessment carried out regularly.	(a) 1 st progress report on interim tax assessment prepared.	Progress report	Y	Y	Y	Y	N
		(b) 2 nd progress report on interim tax assessment prepared.	Progress report	Y	Y	Y	Y	N
		(c) 3 rd progress report on interim tax assessment prepared.	Progress report					
		(d) 4 th progress report on interim tax assessment prepared.	Progress report					
<u>Noteworthy CC-level actions during the month:</u> Interim tax assessment is regular task of GCC and RpCC for new holding and extension building. ChCC & CoCC are conducting re-tax assessment which has been condunted in each after five years. The NCC interim tax assessment not done during the month due to CC election.								
3.3 Identify other sources of CC taxes	Finance and Establishment Standing Committee held at least 4 times annually. → <i>Combined with 4.2</i>	(a) Tax collection situation assessment report (incl. issues and challenges) prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report & Standing Committee meeting minutes	Y	Y	Y	Y	Y
<u>Noteworthy CC-level actions during the month:</u> CCs are collecting taxes and fees as per Model Tax Schedule 2015. NCC didn't conduct finance and establsihemnt standing committee meeting due to CC election. ChCC & CoCC prepare situation assessment report and submitted to the standing committee meeting. RpCC collects tax from battery-run auto bikes								
4.1 Introduce	O&M expenditures to	(a) Bank account to be maintained	Bank Statement	Y	Y	Y	Y	Y

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
independent account system in water supply and waste management (CoCC, RpCC)	be recorded accurately and water & waste management tariff to be examined.	properly.	copy					
		(b) O&M expenditure for water supply prepared separately with breakdown. (GCC, CoCC and RpCC)	MSU generated quarterly account statements	P	Y	Y	Y	P
		(c) O&M expenditure for waste management prepared separately with breakdown. (all CCs)	Quarterly account statements	Y	Y	Y	Y	Y
		(d) Water tariff to be examined	Tariff simulation report			P	P	
		(e) Waste management fee/rate to be examined.	Fee/rate simulation report			P	P	
Noteworthy CC-level actions during the month: CCs have started to use the MSU accounting software. Tariff simulation report is under preparation.								
4.2 Diversify earnings from CC services (e.g. markets, bus/truck terminals)	Finance and Establishment Standing Committee held at least 4 times annually.	(a) Situation assessment report on fees/rates prepared and presented to the Finance and Establishment Standing Committee.	Situation assessment report	Y	Y	Y	Y	Y
		(b) 1 st Finance and Establishment Standing Committee for the FY held	Meeting minutes	Y	Y	Y	Y	Y
		(c) 2 nd Finance and Establishment Standing Committee meeting for the FY held.	Meeting minutes	P	Y	Y	Y	Y
		(d) 3 rd Finance and Establishment Standing Committee meeting for the FY held.	Meeting minutes					
		(e) 4 th Finance and Establishment Standing Committee meeting for the FY held.	Meeting minutes					
Noteworthy CC-level actions during the month:								

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
CCs collect taxes and fees from markets, transport (buses, trucks, auto-rickshaws and rickshaws) and other sources regularly.								
4.3 Establish integrated computer-based financial management system (IFMS)	Fixed asset register system initiated.	(a) System of preparing and updated fixed asset register established.	Photo copy of register.	Y	P	P	P	Y
		(b) Fixed asset register prepared at least partially.	Photo copy of register.	Y	Y	Y	Y	Y
<u>Noteworthy CC-level actions during the month:</u> CCs are preparing fixed assets register.								
4.4 Prepare financial statements and conduct internal audit	Internal audit conducted for FY 2015/16	(a) Internal Audit Department established.	Official letter with the name/ designation of the assigned staff	Y	Y	Y	Y	Y
		(b) Internal audit conducted for FY 2016/17.	Internal audit report					
<u>Noteworthy CC-level actions during the month:</u> CCs have formed Internal Audit Committee, which will be oriented on internal audit by the GICD team.								
4.5 Increase non-tax revenues at least by the inflation rate in each year	Non-tax own source revenue increased at least by annual inflation rate.	(a) Collection target for each of non-tax revenue sources for FY 2016/17 established.	FY 2016/17 collection targets	Y	Y	Y	Y	Y
		(b) Progress of collecting non-tax revenues reviewed in a CC meeting at least once by the end of the 3 rd Quarter.	Progress report & meeting minutes	Y	Y	Y	Y	Y
<u>Noteworthy CC-level actions during the month:</u> Non-tax revenues have been increasing every year. Collection targets for FY 2016/17 are under consideration.								
4.6 All debts due to GOB and other entities paid as per the schedule	As per the Activity (and inform the PCO on the debt repayment on a quarterly basis.	(a) Debt payment status report to be submit to the PCO with proper supporting documents every quarter.	Quarterly debt payment report	Y	N/A	P	Y	Y

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
<u>Noteworthy CC-level actions during the month:</u> GCC pays all their debts (BMDf loans) regularly.								
4.7 Outstanding bills (incl. electricity and telephone) older than 3 months paid	Settle electricity and telephone arrears and ensure regular payments.	(a) Electricity and telephone bill arrears and settlement measures discussed in a CC meeting at least once every quarter	Payment documents and meeting minutes	Y	Y	P	Y	P
<u>Noteworthy CC-level actions during the month:</u> All CCs are paying their electricity and telephone bills regularly except for ChCC, which has outstanding electricity bills from the period of the previous Mayor but now pays the bills regularly.								
4.8 Budget compared with the actual expenditure →the role of Finance and Establishment Committee strengthened → the information displayed at the CC office	As per the Activity	(a) The FY 2016/17 budget made available to the public and on the website.	Photo	Y	Y	Y	Y	Y
		(b) A draft budget for FY 2017/18 prepared, reflecting ICGIAP-related costs.	Draft budget					
		(c) The draft budget for FY 2017/18 discussed in a CSCC meeting.	Meeting minutes					
<u>Noteworthy CC-level actions during the month:</u>								
5.1 Establish & operationalize Civil Society Coordination Committee (CSCC)	4 CSCC meeting to be held once every quarter and minutes prepared	a) 1st CSCC meeting	Meeting minutes	Y	Y	Y	Y	Y
		b) 2nd CSCC meeting	Meeting minutes	P	Y	Y	Y	Y
		c) 3rd CSCC meeting	Meeting minutes					
		d) 4th CSCC meeting	Meeting minutes					
<u>Noteworthy CC-level actions during the month:</u> NCC didn't conduct 2 nd CSCC meeting due to CC election.								
5.2 Establish & operationalize Ward	WLCC meetings to be held once very	a) 1st WLCC meeting	Meeting minutes	Y	Y	Y	Y	Y
		b) 2nd WLCC meeting	Meeting minutes	Y	Y	Y	Y	P

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
Level Coordination Committee (WLCC)	quarter and minutes prepared.	c) 3rd WLCC meeting	Meeting minutes					
		d) 4th WLCC meeting	Meeting minutes					
Noteworthy CC-level actions during the month:								
5.3 Community integration and formation of Community Group (CG)	CG has initiated waste collection.	(a) Target wards selected for piloting community waste collection.	Report	P	P	P	P	P
		(b) CGs formed in the target wards.	Report					
		(c) CG members trained in waste collection (and other community service activities).	Report					
		(d) CGs have initiated waste collection.	Report with photo					
Noteworthy CC-level actions during the month:								
5.4 Prepare Gender Action Plan (GAP) – funded by the CC	GAP prepared and implementation started.	a) Workshop on Gender Action Plan and orientation	Orientation Report	P	Y	P	Y	P
		(b) GAP prepared with budget proposal.	Report					
		(c) GAP implementation started.	Report					
Noteworthy CC-level actions during the month: GCC conducted GAP workshop and other CCs will be conducted in January–February 2017.								
5.5 Prepare Poverty Reduction Action Plan (PRAP) – funded by CGP	PRAP implemented and annual report produced.	a) PRAP implementation	Report	P	P	P	P	P
		b) Skills build-up training	Report	P	P	P	P	P
Noteworthy CC-level actions during the month:								
5.6 Revise Citizen Charter	The revised Citizen Charter displayed in public.	(a) Revised draft Citizen Charter discussed in a CCCC meeting.	Report	P	P	P	P	P
		(b) The revised Citizen Charter	Meeting					

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
		displayed in public and on the website.	Resolution					
Noteworthy CC-level actions during the month: The Citizen Charter has been updated in each CC with guidance from the Prime Minister’s Office.								
5.7 Implement Citizen Report Card system (Note: IT Facilitator is to support the data entry after the survey.)	CRC format prepared and survey initiated.	(a) A format prepared and enumerators identified.	Report	Y	Y	Y	Y	Y
		(b) CRC survey conducted with at least 100 citizens and organizations.	Report	P	P	P	P	P
		(c) CRC survey results consolidated and a report prepared.	Report					
		d) CRC report discussed in a CSCC meeting	Meeting minutes					
Noteworthy CC-level actions during the month: The CRC survey procedures are going on each CC.								
5.8 Establish & operationalize Grievance Redress Cell (GRC) with revised terms of reference	GRC established with procedures and formats.	(a) GR procedures and format discussed and adopted by GRC	Meeting minutes and Report					
		(b) A workshop on GR procedures for orientation of CC Officials/Staff	Workshop Report					
		(c) Launching the GR system	Report					
Noteworthy CC-level actions during the month:								
6.1 Initiate/update Master Plan – in coordination with relevant authorities & agencies	Increasing accessibility of the plan through different mechanisms	(a) Information on planned & ongoing projects is available at CISC. The information may include the lists of: i) CGP Batch-1 projects ii) CGP Batch-2 projects lists iii) Sub-project lists of MGSP	Lists of projects	P	P	Y	Y	Y
		(b) The above information is uploaded on the CC website and the key information communicated through	Website screenshot/ meeting					

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
		mass public meetings or SMS.	minutes/SMS screenshot					
<u>Noteworthy CC-level actions during the month:</u> CCs are being supported to prepare project lists to made available at CISC.								
6.2 Implement development control	Information collection on major Illegal land use areas & improve mapping skills of the relevant CC staffs	(a) A report on illegal land use area prepared.	Report	P	P	P	P	P
		(b) Gain understanding the ‘Building Construction Rules 1996’ and ‘Dhaka Mohanagar Imarat Nirman Bidhimala 2008’ (A workshop will be organized.)	Workshop Report	P	P	P	P	P
		(c) Relevant staff are trained on basics of GIS mapping. (A workshop will be organized.)	Workshop Report	P	P	P	P	P
<u>Noteworthy CC-level actions during the month:</u> GCC is going to form a committee which will work on identifying the illegal land use.								
6.3 Infrastructure Development Plan (IDP) reviewed & revised through inter-governmental coordination and citizen participation	Ensuring CC budget provision for CC own sourced IDP projects	(a) CPU reviews consistency between the updated IDP and allocation in the CC budget for FY 2016/17 (incl. ADP allocations)	Meeting minutes	P	P	P	P	Y
		(b) IDP priority projects for the next cycle are discussed in CSCC and CDCC meetings (before presentation to the relevant Standing Committees)	Meeting minutes					P
		(c) Priority projects for FY 2017/18 are discussed in connection with the budget in a CC meeting.	Meeting minutes					
<u>Noteworthy CC-level actions during the month:</u> After the CPU meeting in October 2016, GCC has collected all the tender notice from each of the five zone. Junior Urban Planning Facilitator in association with Senior Urban Planning Specialist has started to analyze whether GCC’S infrastructure improvement works are consistent with the CCIDP.								
6.4 Prepare O&M Action Plan	Inventory Database preparation of all CC	(a) Field survey team formed and mobilized.	Infrastructure inventory					

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
	infrastructures	(b)Conduct field survey. (c) Prepare inventory database at least partially.	database (at least partially completed)	P	P	P	P	P
<u>Noteworthy CC-level actions during the month:</u> Survey teams have been formed in each CC for conducting inventory survey, awaiting equipment provision and guidance from CGP (PCO & GICD).								
6.5 Implement environmental laws & regulations ← assisted by DSM/CGP	Identification of illegal actions and measures to be taken against those actions	(a) CC identify environmentally illegal situations.	Report		P	P	P	P
		(b) CC identify measures as per the prevailing laws related to environmental issues.	Report					
<u>Noteworthy CC-level actions during the month:</u> Like activity 6.2, GCC is going to form a committee which will work on identifying environmentally illegal areas.								
6.6 Improve sanitary situations – public toilets & drainage	No. of public toilets and community latrines and waste water drainage connections are increasing.	(a) CPU reviews whether no. of public toilets, community latrines and drainage connections have increased under different interventions.	Progress report	P	P	P	P	
<u>Noteworthy CC-level actions during the month:</u> Under PRAP, GCC & RpCC are going to provide a sufficient number of sanitary latrines to the poor settlements, supplementing PRAP-funded latrines. The Slum Development Officer of each of those CCs is keeping records of the number of sanitary latrines to be constructed under PRAP and with CC's own funding.								
6.7 Solid waste management – awareness raising & improving practices ← jointly with Activity 5.3 (Community Groups)	Solid waste collection coverage and frequency improved.	(a) CC assesses the current coverage and frequency of the collection of solid waste.	Report	P	P	P	P	Y
		(b) Training of the Community Groups (CGs) (in support of Activity 5.3)	Training report					
		(c) Community awareness campaign organized including awareness raising in school (targeting children).	Report					
<u>Noteworthy CC-level actions during the month:</u> During CPU meeting of October 2016 in GCC, it has been decided to conduct an awareness campaign on Solid Waste Management in the GCC auditorium. The Urban Planning team of GICD will provide technical assistance to conduct the campaign.								

Area/Activity	Target for FY 2016/17 (June '17)	Key Milestone Tasks FY 2016/17	Verification Means	Cumulative progress (Y =completed, P= in progress, Blank= Not started/done) Add brief description on actions/progress in each CC				
				NCC	CoCC	RpCC	GCC	ChCC
7.1 Awareness raising campaigns on specific law enforcement issues	At least one campaign to raise citizen awareness for law observation implemented.	(a) Law Officer (or officer in charge) prepares an awareness campaign plan based on issues raised by departments.	Campaign plan	Y	Y	Y	Y	Y
		(b)The awareness campaign plan endorsed by Mayor	Official Letter	Y	Y	Y	Y	Y
		©Awareness raising campaign implemented.	Report	P	P	P	P	P
Noteworthy CC-level actions during the month:								
7.2 Establish and operationalize Law Enforcement Unit (LEU)	A workshop for the Law & Discipline Standing Committee conducted.	(a) A workshop to train Law and Discipline Standing Committee members and relevant CC officials.	Agenda & report	P	P	P	P	P
Noteworthy CC-level actions during the month:								
7.3 Capacity development of Law Enforcement & Discipline Standing Committee	Proposed legal actions implemented and produce report	(a) SC ensures a plan for law enforcement.	SC meeting minutes	P	P	P	P	P
		(b) SC ensure the implementation of the law enforcement plan by relevant departments & officials.	SC meeting minutes					
Noteworthy CC-level actions during the month:								

Table 3.1.2: Problems/Issues and Resolutions to be Undertaken or Already Undertaken/Achieved

Problems/Issue	Resolutions to be undertaken	Undertaken/Achieved
Establishment of City Information Service Center (CISC) in GCC and ChCC: In June 2016, PCO supplied one Computer, one Printer and one Photocopier for establishing the CISC in each CC. But GCC and ChCC didn't place them in the CISC. Moreover, the space that has been allocated for CISC is not sufficient for providing the service. No specific staff has been assigned for the CISC. In NCC, RpCC and CoCC, internet connection remains an issue. For full functioning of the CISC, necessary equipment and internet connections are essential.	The GICD IT Junior Facilitators and IT Senior Specialist several times requested the CC officials and have tried to solve this issue but they failed. DTL has raised the issue to the Chief Engineer, CEO and Mayor of ChCC and DPD-1 along with DTL have met with GCC personnel concerned to solve the problem. But the two CCs are yet to take action. It is recommended that PD directly raise the issue to the leadership of the two CCs.	The GICD team and DPD-1 have continuously raised the issues and made a request to GCC and ChCC as mentioned in the left column.
Infrastructure Inventory The preparation of infrastructure inventory will rely on CC engineering support staff but in GCC and RpCC it has been found that the staff have been fully engaged with the Batch-1 project implementation and will be fully occupied with the Batch 2 implementation from now on. Since infrastructure development is the CCs' top most priority, the Mayor may not permit the engineering support staff to be assigned for infrastructure inventory.	The GICD sub-team has prepared an estimate of equipment & personnel requirements and associated costs, awaiting PCO's decision and actions.	GICD sub-team is in close communication with PCO on the proposed plan.
Outstanding Electricity Bills of ChCC: ChCC has not paid outstanding electricity bills from the period of the previous Mayor and the current Mayor is not interested. (ICGIAIP Activity - 4.7)	The PD may be requested to raise the issue directly with the CC leadership or discuss with the concerned authority.	N.A.
Equipment for Senior Specialists and JFs The following are required for facilitating the GICD team's desk & field work: At CC Level 1. High resolution of 5 DHL Camera (1 for each CC) 2. Five number of scientific calculators (one for each CC), as there are only 3 computers for 5 JFs and the Finance JF in each CC is in need of having constant access to a calculator 3. Five number of internet modems including usage cost (one	The requirements have been already sent to the management.	Yet to be supplied.

Problems/Issue	Resolutions to be undertaken	Undertaken/Achieved
<p>for each CC). The JFs have to visit zonal offices in each CC and internet connectivity while they're in the field will help improving intra-GICD team communications. Also, Finance and IT JFs provide hands-on support to the zonal offices on the MSU software and document generation. Their having a modem will help the zonal offices sending documents online and the zone staff learning the skills and internet connectivity potential. (The CCs are expected to introduce networks in the zonal offices in the future, but the GICD providing support in this area is very much needed as an interim measure.)</p> <p>At Dhaka Office</p> <ol style="list-style-type: none"> 1. Two DHL Camera for Specialists 2. Six internet modem including minimum cost (5 for 5 area of Specialists and one for DTL). The modems are needed for maintaining on-line communications during field visits. 		
<p>Observation on PRAP</p> <p>The cost estimate was done without getting views, ideas, and preferences from consultation with the local community. Besides, the cost estimates do not comply with the Community Action Plan (CAP). Though CAP of all CDCs are yet to be prepared due to negligence of GII Consultants (JV) for payments of travelling allowances incurred for visiting the CDCs. The CAP was needed to be prepared beforehand of the cost estimate. The cost estimator would also coordinate with the concerned Junior Urban Planning Facilitator and Senior Urban Planning Specialist as well.</p>	<ol style="list-style-type: none"> a) Some anomaly has been identified especially in some packages of CoCC, ChCC and NCC. Recommendations on remedial measures were also given to the concerned persons of CGP. b) Misallocations of schemes were identified at the field visit. This visit made it possible to avoid such kind of schemes. c) The most feasible and possible location of DTW and community Toilet were identified from this visit. 	<p>It is recommended that the CC engineer should mention location of the proposed infrastructure in the estimate documents of each scheme and package so that the CDC will be less likely to be influenced by influential community people. Another important point is that monitoring is crucial for both construction and implementation stages.</p> <p>In order to ensure prioritized development in the poor communities, CAP is the most effective tool. So necessary arrangements for preparation of CAP should be made before procurement. The same method will also be utilized in the later stage for further procurement in all CDCs.</p>

3.2 Progress of Design, Supervision, and Monitoring

3.2.1 Site Visits

The DSM Sub-team has conducted the following site visits in the month of January, 2017 in order for supervising the Batch 1 subprojects as well as the preparation of Batch 2 subprojects.

Table 3.2.1: Site Visits by DSM Sub-team during the Month of January, 2017				
Month	Date	Destination	Activity	Attendance
January, 2017	12 & 18	NCC & GCC	Supervision of Batch 1 and Preparation of Batch-2 Subprojects	DTL
	10, 17, 18, 19, 22, 23 & 27	GCC, RpCC & ChCC	Supervision of Batch 1 and Preparation of Batch-2 Subprojects	Q. C. Specialist
	4, 5, 6 & 23	RpCC & GCC	Preparation of Batch-2 Subprojects	Procurement & CMS
	4, 5, 6 & 23	RpCC & GCC	Preparation of Batch-2 Subprojects	Road Engineer
	31	NCC	Preparation of Batch-2 Subprojects	Drain Engineer
	2, 3 & 4	RpCC	Preparation of Batch-2 Subprojects	Water Supply Engineer
	23-26& 30-31	GCC	Preparation of Batch-2 Subprojects	Cost Estimation Specialist
	9-11& 16-17	ChCC & NCC	Preparation of Batch-2 Subprojects	Resettlement Specialist

3.2.2 Progress Summary of Batch 1 Subprojects

The financial progress of Batch 1 subprojects as of the end of January, 2017 is summarized below. The total amount 5 CCs paid to their contractors was 209.12 Crore BDT which is 15.37 Crore BDT increase from the last month.

NCC shows good progress both physically and financially. CoCC shows good physical progress, and financial progress go up in this months. RpCC shows moderate progress. GCC show less progress. The progress of this CC is closely monitored. ChCC was much behind the schedule but the work has commenced for 16 subprojects. From coming months, good progress can be expected.

Table 3.2.2: Financial Achievement by Subproject Implementation

Description	Amount (Crore BDT)	Remark
JICA's upto total disbursement to LGED	337.63	31-Decem-16
Achievement as on the end of January 2017	209.12	61.94%

Table 3.2.3: Financial Progress by CCs

Name of City Corporation	Subproject No		Contract Awarded		Disbursement	
	Original	Revised	No of Packages	Amount (Tk)	Amount (Tk)	%
NCC	3	3	3	275,169,092.65	236,861,784.33	86.08
CoCC	9	8	8	689,246,579.29	551,952,116.00	80.08
RpCC	18	18	18	869,977,772.85	560,974,184.00	64.48
GCC	9	9	9	899,687,793.12	320,913,855.58	35.67
ChCC	18	17	17	1,222,751,075.28	420,511,346.74	34.39
Total	57	55	55	3,956,832,313.29	2,091,213,286.65	52.85

Note: The number of contract completion is counted when NOA is issued, while the amount of contract completion is counted only after the contract has been signed.

3.2.3 Progress Summary of Batch 2 Subproject

DSM Sub-team is in the process of assessing the adequacy of proposed changes/replacements of Batch 2 subprojects as per the designated evaluation procedure in the Minutes of Discussion (M/D) between the governments of Bangladesh and JICA. The summary of such changes/replacements are shown below.

Table 3.2.4: List of Batch2 Subprojects

As of January, 2017					
CC	Original		Revised		Remarks
	No of Subprojects	Project Cost (Crore	No of Subproject	Project Cost (Crore	
					-

		BDT)		BDT)	
NCC	12	302.44	12	266.20	-
GCC	14	231.04	14	224.36	-
CoCC	7	234.23	9	249.53	2 Subproject added
RpCC	29	223.29	25	217.23	4 Subproject deleted
ChCC	15	433.10	17	444.08	2 Subproject added
Total	77	1424.10	77	1401.40	-

DSM team have completed Subprojects draft preparation (DD) as under:

- NCC2-3, NCC2-4, NCC2-5, NCC2-6 & NCC2-11= Total 5 out of 12.
- GCC2-1, GCC2-3, GCC2-4, GCC2-6, GCC2-7, GCC2-9, GCC2-10, GCC2-11, GCC2-12 & GCC2-13= Total 10 out of 14.
- CoCC2-2, CoCC2-3, CoCC2-4, CoCC2-6 & CoCC2-7= Total 5 out of 9.
- RpCC2-3, RpCC2-5, RpCC2-6, RpCC2-7, RpCC2-8, RpCC2-9, RpCC2-14, RpCC2-15, RpCC2-16, RpCC2-17, RpCC2-18, RpCC2-19, RpCC2-20, RpCC2-21 & RpCC2-23 =Total 15 out of 25.
- ChCC2-4, ChCC2-7, ChCC2-10, ChCC2-11, ChCC2-12, ChCC2-13, ChCC2-14, ChCC2-15, ChCC2-16 & ChCC2-17= Total 10 out of 17.

Summarily 45 nos. Projects draft have already been completed as of January 2017. Which are being processed for e-tendering by the PCO.

DSM sub-team has finalized the specification of survey works in coordination with the design unit of LGED. The three quotations for each item have been collected for the Client's approval, and DSM sub-team officially submitted them. Based on the approval from the Client, the survey works have started. As of now field survey documents of 57 subprojects submitted to client for approval has yet to be cleared. Remaining 20 more are being ready to be submitted. However some related queries in this connection are required to be answered.

3.2.4 Environmental Clearance

The kick-off Meeting for environmental considerations was held on 8th Nov, 2015. The Environmental and Social Officer (ESO) of related five (5) City Corporations were invited to the meeting. Although the ESO of Comilla was absent, all meeting information sent to ESO later. In the meeting the international environment expert explained the expected tasks of ESO of CC including below organization chart for environmental considerations for DSM.

Out of total subprojects of batch-2, it was recommended by the DoE to conduct IEE for 71 subprojects and EIA for the remaining 6 subprojects. DSM sub-team proceeded with preparation of IEE report including data collection and field survey accordingly. Submission of final IEE report was scheduled to be in two steps and the first cluster of 10 subprojects was ready and submitted at the end of June 2016. The site clearance for the 10 sub projects in the cluster 1 was obtained on 8 September 2016. The IEE for cluster 2 for 61 sub projects was submitted to DoE for clearance on 5 September 2016. The PowerPoint presentation for IEE cluster 2 in Department of Environment has been done successfully and the site clearance for this 61 subprojects was issued on 3 November 2016. TOR for EIA for 3 overpasses and 3 water supply systems subprojects has been approved by DoE and the sub-consultant for conducting EIA has been engaged. The EIA sub-consultants completed data collection in all 5 city corporations and preparation of EIA reports have been completed. The EIA reports have been submitted to DoE on 11 December, 2016 for obtaining environmental clearance. The Power Point presentation for 6 EIA reports in DoE has been done successfully on 9 January, 2017 and DoE authority gave some comments for inclusion. The EIA reports have been revised accordingly and submitted to DoE again on 30 January, 2017 for obtaining clearance.

Table 3.2.5: Progress of Batch 2 Survey Work

As of 31 January, 2017

CC	Topographic Survey																	
	Road cum Road+Drain (km)			Drain (km)			Overpass (no)			Bridge (no)			Khal (km)			School cum Cyclone Shelter/Center		
	Plan	Actual	Remaining	Plan	Actual	Remaining	Plan	Actual	Remaining	Plan	Actual	Remaining	Plan	Actual	Remaining	Plan	Actual	Remaining
Chittagong	10.2	10.2	0				3	3	0	1	1	0				8	8	0
Comilla	75.3	75.3	0	40.5	40.5	0				9	9	0	33.8	33.8	0			
Narayangonj	23.44	23.44	0	36.27	36.27	0				16	16	0	34.94	20	14.94			
Gazipur	54.8	54.8	0	35.3	35.3	0				1	1	0						
Rangpur	76.3	76.3	0	54.1	54.4	0				1	1	0						
Grand Total	240.0 4	240.0 4	0	166.17	166.17	0	3	3	0	28	28	0	68.74	53.8	14.94	8	8	0
% Progress		100.0 0			100.0 0			100.0 0			100.0 0			78.26			100.0 0	
% Remaining			0.00			0.00			0.00			0.00			21.74			0.00

Financial Status of Batch 1 by CCs

As of 31 January 2017

Name of City Corporation	Subproject No		Contract Awarded		Disbursement	
	Original	Revised	No of Packages	Amount (BDT)	Amount (BDT)	%
NOC	3	3	3	275,169,092.65	236,861,784.33	86.08
CoCC	9	8	8	689,246,579.29	551,952,116.00	80.08
RpCC	18	18	18	869,977,772.85	560,974,184.00	64.48
GOC	9	9	9	899,687,793.12	320,913,855.58	35.67
ChCC	18	17	17	1,222,751,075.28	420,511,346.74	34.39
Total	57	55	55	3,956,832,313.19	2,091,213,286.65	52.85

Progress Summary of Batch 1 Subproject by CCs

As of 31 January 2017

Physical Progress (%)								Financial Progress					
Package No	Tender Status	Contract Amount (BDT)	Signing date	Completion Date	Up to previous month	Reporting month	Cumulative	Payment Bill Amount (BDT)			% Progress		
								Up to previous month	Reporting month	Cumulative	Up to previous	Reporting month	Cumulative
Chittagong City Corporation (ChCC)													
ChOC1-1	Complete	41,983,136.23	07.12.2015	06.12.2016	90.00	0.00	90.00	19,483,211.95	0.00	19,483,211.95	46.41	0.00	46.41
ChOC1-2	Complete	143,124,162.10	07.12.2015	06.12.2016	90.00	5.00	95.00	85,363,556.00	0.00	85,363,556.00	59.64	0.00	59.64
ChOC1-3	Complete	183,575,992.70	07.12.2015	06.12.2016	50.00	20.00	70.00	69,041,890.20	12,008,719.22	81,050,609.42	37.61	6.54	44.15
ChOC1-4	Complete	101,688,179.90	08.11.2015	07.11.2016	90.00	5.00	95.00	64,334,868.32	0.00	64,334,868.32	63.27	0.00	63.27
ChOC1-5	Developed by CC & Dropped												
ChOC1-6	Complete	69,995,195.36	14.12.2015	13.12.2016	35.00	0.00	35.00	18,469,555.00	0.00	18,469,555.00	26.39	0.00	26.39
ChOC1-7	Complete	17,504,858.16	14.10.2015	13.10.2016	5.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00
ChOC1-8	Complete	18,497,076.31	14.10.2015	13.10.2016	10.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00
ChOC1-9	Complete	56,179,460.95	14.12.2015	13.12.2016	30.00	5.00	35.00	0.00	15,865,568.88	15,865,568.88	0.00	28.24	28.24
ChOC1-10	Complete	40,863,270.94	14.12.2015	13.12.2016	65.00	0.00	65.00	25,204,990.00	0.00	25,204,990.00	61.68	0.00	61.68
ChOC1-11	Complete	18,089,499.64	14.10.2015	13.10.2016	90.00	0.00	90.00	11,684,972.10	2,611,025.77	14,295,997.87	64.60	14.43	79.03
ChOC1-12	Complete	16,343,013.63	14.10.2015	13.10.2016	90.00	5.00	95.00	11,210,091.00	2,699,531.52	13,909,622.52	68.59	16.52	85.11
ChOC1-13	Complete	15,944,085.56	14.10.2015	13.10.2016	90.00	5.00	95.00	11,572,909.80	1,875,658.60	13,448,568.40	72.58	11.76	84.35
ChOC1-14	Contract not yet completed												
ChOC1-15	Complete	117,899,871.68	26.04.2016	25.04.2017	20.00	15.00	35.00		16,503,483.88	16503483.88	0.00	14.00	14.00
ChOC1-16	Complete	262,000,342.90	07.12.2015	06.12.2016	15.00	0.00	15.00	13,962,912.13	0.00	13,962,912.13	5.33	0.00	5.33
ChOC1-17	Complete	49,227,694.09	05.01.2016	04.01.2017	45.00	10.00	55.00	11,869,660.00	7,410,733.24	19,280,393.24	24.11	15.05	39.17
ChOC1-18	Complete	69,835,235.13	11.01.2016	10.01.2017	20.00	15.00	35.00	4,567,863.00	14,770,146.13	19,338,009.13	6.54	21.15	27.69
Total		1,222,751,075.28						346,766,479.50	73,744,867.24	420,511,346.74	28.36	6.03	34.39

As of 31 January 2017

Physical Progress (%)								Financial Progress					
Package No	Tender Status	Contract Amount (BDT)	Signing date	Completion Date	Up to previous month	Reporting month	Cumulative	Payment Bill Amount (BDT)			% Progress		
								Up to previous month	Reporting month	Cumulative	Up to previous	Reporting month	Cumulative
Gazipur City Corporation (GCC)													
GCC1-1	Complete	151,050,264.70	01.02.2016	31.01.2017	37.00	1.00	38.00	37,615,666.82	8,161,909.00	45,777,575.82	24.90	5.40	30.31
GCC1-2	Complete	49,071,701.17	08.09.2015	07.09.2016	74.00	0.00	74.00	24,793,135.57	0.00	24,793,135.57	50.52	0.00	50.52
GCC1-3	Complete	100,324,529.19	10.03.2016	09.03.2017	25.00	2.00	27.00	10,000,000.00	9,561,134.00	19,561,134.00	9.97	9.53	19.50
GCC1-4	Complete	107,266,391.89	24.03.2016	23.03.2017	53.00	0.00	53.00	23,930,334.36	0.00	23,930,334.36	22.31	0.00	22.31
GCC1-5	Complete	221,095,762.68	25.02.2016	24.02.2017	35.00	2.00	37.00	37,420,284.00	0.00	37,420,284.00	16.92	0.00	16.92
GCC1-6	Complete	60,793,888.83	01.02.2016	31.01.2017	88.00	2.00	90.00	37,715,861.43	11,147,081.97	48,862,943.40	62.04	18.34	80.37
GCC1-7	Complete	108,779,188.60	16.08.2015	15.08.2016	68.00	2.00	70.00	53,759,867.00	0.00	53,759,867.00	49.42	0.00	49.42
GCC1-8	Complete	44,300,448.28	02.11.2015	01.11.2016	52.00	0.00	52.00	18,936,100.01	0.00	18,936,100.01	42.74	0.00	42.74
GCC1-9	Complete	57,005,617.78	18.08.2015	17.08.2016	90.00	0.00	90.00	47,872,481.42	0.00	47,872,481.42	83.98	0.00	83.98
Total		899,687,793.12						292,043,730.61	28,870,124.97	320,913,855.58	32.46	3.21	35.67

As of 31 January 2017

Physical Progress (%)								Financial Progress					
Package No	Tender Status	Contract Amount (BDT)	Signing date	Completion Date	Up to previous month	Reporting month	Cumulative	Payment Bill Amount (BDT)			% Progress		
								Up to previous month	Reporting month	Cumulative	Up to previous	Reporting month	Cumulative
Rangpur City Corporation (RpCC)													
RpCC-1-1	Complete	23,764,035.82	05.05.2015	04.05.2016	100.00	0.00	100.00	21,317,129.00	0.00	21,317,129.00	89.70	0.00	89.70
RpCC-1-2	Complete	41,814,679.62	17.05.2015	16.05.2016	58.00	5.00	63.00	21,250,435.00	0.00	21,250,435.00	50.82	0.00	50.82
RpCC-1-3	Complete	47,976,090.49	08.10.2015	07.10.2016	100.00	0.00	100.00	37,684,763.00	0.00	37,684,763.00	78.55	0.00	78.55
RpCC-1-4	Complete	61,374,086.53	03.03.2016	02.03.2017	40.00	5.00	45.00	14,594,431.00	0.00	14,594,431.00	23.78	0.00	23.78
RpCC-1-5	Complete	26,082,771.25	07.10.2015	06.10.2016	100.00	0.00	100.00	21,374,362.00	0.00	21,374,362.00	81.95	0.00	81.95
RpCC-1-6	Complete	41,454,632.90	03.10.2015	02.10.2016	65.00	0.00	65.00	15,999,434.00	9,949,000.00	25,948,434.00	38.60	24.00	62.59
RpCC-1-7	Complete	14,249,501.25	17.09.2015	16.09.2016	95.00	0.00	95.00	12,380,035.00	0.00	12,380,035.00	86.88	0.00	86.88
RpCC-1-8	Complete	46,752,202.25	21.12.2015	20.12.2016	93.00	2.00	95.00	33,687,076.00	0.00	33,687,076.00	72.05	0.00	72.05
RpCC-1-9	Complete	62,011,220.87	21.12.2015	20.12.2016	98.00	0.00	98.00	48,313,207.00	0.00	48,313,207.00	77.91	0.00	77.91
RpCC-1-10	Complete	60,029,994.37	06.01.2016	05.01.2017	80.00	5.00	85.00	27,454,232.00	17,404,394.00	44,858,626.00	45.73	28.99	74.73
RpCC-1-11	Complete	52,481,296.81	29.12.2015	28.12.2016	75.00	0.00	75.00	28,520,632.00	0.00	28,520,632.00	54.34	0.00	54.34
RpCC-1-12	Complete	90,859,286.17	29.12.2015	28.12.2016	75.00	5.00	80.00	45,461,037.00	9,753,447.00	55,214,484.00	50.03	10.73	60.77
RpCC-1-13	Complete	45,189,751.71	06.01.2016	05.01.2017	83.00	13.00	96.00	30,613,617.00	0.00	30,613,617.00	67.74	0.00	67.74
RpCC-1-14	Complete	24,735,373.46	09.11.2015	08.11.2016	75.00	5.00	80.00	13,555,540.00	0.00	13,555,540.00	54.80	0.00	54.80
RpCC-1-15	Complete	70,794,880.19	09.11.2015	08.11.2016	75.00	1.00	76.00	37,865,313.00	9,342,744.00	47,208,057.00	53.49	13.20	66.68
RpCC-1-16	Complete	48,542,302.79	10.12.2015	09.12.2016	75.00	2.00	77.00	27,020,005.00	0.00	27,020,005.00	55.66	0.00	55.66
RpCC-1-17	Complete	39,267,304.88	09.11.2015	08.11.2016	95.00	5.00	100.00	33,201,249.00	0.00	33,201,249.00	84.55	0.00	84.55
RpCC-1-18	Complete	72,598,361.49	30.09.2015	29.09.2016	80.00	5.00	85.00	44,232,102.00	0.00	44,232,102.00	60.93	0.00	60.93
Total		869,977,772.85						514,524,599.00	46,449,585.00	560,974,184.00	59.14	5.34	64.48

As of 31 January 2017

Physical Progress (%)								Financial Progress					
Package No	Tender Status	Contract Amount (BDT)	Signing date	Completion Date	Up to previous month	Reporting month	Cumulative	Payment Bill Amount (BDT)			% Progress		
								Up to previous month	Reporting month	Cumulative	Up to previous	Reporting month	Cumulative
Comilla City Corporation (CoCC)													
CoCC1-1	Complete	118,259,892.06	16.09.2015	15.09.2016	99.00	1.00	100.00	94,387,571.00	0.00	94,387,571.00	79.81	0.00	79.81
CoCC1-2	Complete	71,967,046.99	30.08.2015	29.08.2016	99.00	1.00	100.00	56,083,052.00	0.00	56,083,052.00	77.93	0.00	77.93
CoCC1-3	Complete	100,935,057.19	25.06.2015	24.06.2016	99.57	0.00	99.57	82,368,854.00	0.00	82,368,854.00	81.61	0.00	81.61
CoCC1-4	Complete	57,202,696.54	30.04.2015	29.04.2016	100.00	0.00	100.00	43,241,657.00	0.00	43,241,657.00	75.59	0.00	75.59
CoCC1-5	Complete	81,498,169.10	13.09.2015	12.09.2016	89.70	8.30	98.00	64,058,168.00	0.00	64,058,168.00	78.60	0.00	78.60
CoCC1-6	Complete	142,743,680.71	01.09.2015	31.08.2016	91.00	6.00	97.00	109,574,528.00	0.00	109,574,528.00	76.76	0.00	76.76
CoCC1-7	Complete	90,804,316.26	31.03.2015	30.03.2016	98.00	2.00	100.00	76,402,566.00	0.00	76,402,566.00	84.14	0.00	84.14
CoCC1-8	Developed by LGED, Comilla & Dropped												
CoCC1-9	Complete	25,835,720.44	19.04.2015	18.04.2016	100.00	0.00	100.00	25,835,720.00	0.00	25,835,720.00	100.00	0.00	100.00
Total		689,246,579.29						551,952,116.00	0.00	551,952,116.00	80.08	0.00	80.08

As of 31 January 2017

Physical Progress (%)								Financial Progress					
Package No	Tender Status	Contract Amount (BDT)	Signing date	Completion Date	Up to previous month	Reporting month	Cumulative	Payment Bill Amount (BDT)			% Progress		
								Up to previous month	Reporting month	Cumulative	Up to previous	Reporting month	Cumulative
Narayanganj City Corporation (NCC)													
NCC 1-1	Complete	97,528,637.24	08.10.2015	07.10.2016	85.70	1.30	87.00	75,911,893.00	4,624,112.00	80,536,005.00	77.84	4.74	82.58
NCC 1-2	Complete	88,782,224.13	19.04.2015	18.04.2016	100.00	0.00	100.00	77,990,845.93	0.00	77,990,845.93	87.85	0.00	87.85
NCC 1-3	Complete	88,858,231.28	19.04.2015	18.04.2016	100.00	0.00	100.00	78,334,933.40	0.00	78,334,933.40	88.16	0.00	88.16
Total		275,169,092.65						232,237,672.33	4,624,112.00	236,861,784.33	84.40	1.68	86.08

3.2 Progress of Feasibility Study and Master Plan Review

The FSMP team undertook mainly the following tasks in January 2017 as summarized as follows:

Preparation of list of priority projects by sector (i.e., transport, water supply, drainage, sewerage and solid waste management, and municipal facilities).

Urban planners and transport planners as well as sector specialists almost completed their sector reviews, and continued with site visits to the study cities, discussions with CC officials, analyses on the information collected, and updated the long list and priority project list. Project Profile have been being prepared and partially circulated among the team members. Initial shortlist will be circulated as one of the FSMP Working Papers among the study team and PCO members.

Feasibility Studies

The FSMP sector specialists visited project sites for proposed feasibility studies, and made further observations. As of end of January 2017 11 sub-projects are being investigated for feasibility studies. Below list describes the current status of sub-projects for FS in each City Corporation.

Table 3.3.1: Summary of Status for Feasibility Studies

As of January 2017

City	Project	Status
Narayanganj	Construction of Bridge over the Shitalokha River	<ul style="list-style-type: none"> • Topographical and river surveys completed. • The Final Geotechnical Investigation Report received. • Preliminary pile size and bearing capacity determination is underway. • All Field work for Geotechnical Investigations completed. • The Final Geotechnical Investigation Report received. • Pile capacities to be verified. • Traffic surveys completed. • Alignment finalised and preliminary design is completed. • Preliminary Bridge GA drawings are completed. Note that the approach structures have been changed from beam and slab to box girder construction to accommodate the curvature of the horizontal alignment. • Ship protection measures will be added for the Shitalokhya River bridge. • Roundabout junction added to eastern side and vertical alignment of main bridge raised to provide increased deck depth. • Draft environmental screening was done: Category-A (JICA Guidelines), Category-Red (Bangladesh regulations) • Draft IEE (Initial Environmental Examination) report is being prepared. • For subcontracting EIA level survey, ToR, proposals from three firms and request to approve the lowest quoted price were submitted to LGED. • GIS analysis of affected structures and properties is ongoing. • New field trip to site visit completed and need for a full RAP confirmed with NCC. • Social Survey ToR revised and contractor selection process (requiring LGED-PD approval) completed. • ToR, contractor proposals and recommendation for a contractor submitted to LGED for signing and final contract preparation.

		<ul style="list-style-type: none"> Indicative survey start date set as Dec. 11 and draft RAP/ARAP completion by Jan 12-16th, 2017 Social Census and Inventory of Losses completed and RAP document preparation under way Cost estimation made progress up to about 30%.
Comilla	Gomti River Embankment Road	<ul style="list-style-type: none"> Alignment has been broadly agreed with CoCC Engineers. Topographical survey has been completed. Field sampling and Lab testing of Geo-technical Investigation works of Embankment Road have been completed. Report preparation is underway. Details of MGSP and its implication to the FSMP projects have been investigated, and it was found that the MGSP project comprises a relatively minor improvement. The FSMP proposal involves a widened highway to higher standards. Preliminary design completed. Parking and leisure facilities being investigated/developed. Initial detailed construction estimate prepared. Traffic surveys are planned to be implemented in August 2016. Draft IEE (Initial Environmental Examination) report is being prepared. ToR for EIA level survey are being prepared. GIS analysis of affected structures and properties was completed. ToR for social survey are being prepared. New field trip to site visit completed and result suggest that full RAP may be needed due to the level of encroachment into the RoW by squatters, and the extend of relocation needed along the 700m long end-point access road Jagannathpur Union on Bibir Bazar road. CoCC is removing squatters along the embankment road prior to this project and also widening the carriageway width to 5-6 m . Social Survey ToR revised and contractor selection process (requiring LGED-PD approval) completed. ToR, contractor proposals and recommendation for a contractor submitted to LGED for signing and final contract preparation. Indicative survey start date set as Dec. 11 and draft RAP/ARAP completion by Jan 12-16th, 2017 2nd draft of RAP under review Cost estimates has been done. First draft is completed. Construction planning made progress up to about 30%.
	Surface Water Supply Project in Comilla	<ul style="list-style-type: none"> DPD and WS engineers had a meeting with local MP regarding the BWDB approval for Gomuti rubber dam. Comilla WTP Topo survey is completed. Comilla WTP GT survey is yet to be done after receiving funds. Conceptual drawings for Comilla WS project are in progress. Cost estimates for Comilla WS project has been done by the costing expert. The water distribution method and project stages were agreed with CC.

		<ul style="list-style-type: none"> • Preparation of FS report of WS sector is in progress. • Cost estimates for Comilla WS project has been done by the costing expert. First draft is completed. • Construction planning has been done. First draft is completed. • Preliminary review of environmental impact is done. • Draft environmental screening was done: Category A (JICA Guidelines), Category Red (Bangladesh regulations) • ToR for EIA level survey are being prepared. • Bids for RAP now being reviewed
	Rehabilitation of Racecourse khal, Agriculture Institute khal & Chayabitan Residential Drain	<ul style="list-style-type: none"> • Draft design section for Racecourse khal, Agriculture Institute khal, Chayabitan Drain, Gongajuri khal complete • Draft cost estimation complete • Preliminary review of environmental impact is done. • Draft environmental screening was done: Category B (JICA Guidelines), Category Orange-A (Bangladesh regulations) • Construction planning has been done. First draft is completed. • Bids for RAP now being reviewed
Rangpur	Inner Ring Road	<ul style="list-style-type: none"> • Background and rationale are being reviewed • Site visit is made to investigate alignment options • Topo surveys have been completed. • Horizontal and vertical highway alignments have been started. • Environmental and social surveys are being reconsidered Preliminary review of environmental impact is done. • Draft environmental screening was done: Category A (JICA Guidelines), Category Orange-B (Bangladesh regulations) • ToR for EIA level survey are being prepared. • Social sector field survey to planned for February
	Rehabilitation of Shymasundari khal & Kuksha-Ghagot river	<ul style="list-style-type: none"> • Draft design for Shymasundari canal, Khoksha-Ghagot river & New Drain complete • Draft cost estimation complete • Preliminary review of environmental impact is done. • Draft environmental screening was done: Category B (JICA Guidelines), Category Orange-A (Bangladesh regulations) • Draft cost estimation is completed. • Construction planning has been done. First draft is completed. • Social sector field survey to planned for February
	Bridge over the Turag River	<ul style="list-style-type: none"> • Topographical survey and river survey completed. • Bridge and approach road alignment revised due to updated information on flood levels. • Final Geo-technical Investigation Report received • Preliminary Pile size and bearing capacity determination is underway. Laboratory GI test results have been received. • Preliminary pile sizing determined from calculated pile loads and pile capacities. • Preliminary calculations suggest that precast piles proposed for the Flood Plain Bridge would need to be

		<p>excessively long. This has led to a re-think on the bridge form at this location.</p> <ul style="list-style-type: none"> • The River Protection and Training Works have been completed for the Turag River. • Preliminary GA's for Turag River and Flood Plain Bridges revised to accommodate new flood levels and river protection and training works. • Preliminary quantities measured from GA drawings and included in Bridge Design Feasibility Reports. • Draft cost estimates currently being prepared for both bridges. • Preliminary Bridge Design Report for Turag River Bridge updated and is currently under review. • Preliminary Bridge Design Report for Turag Flood Plain Bridge is currently being updated. Considerations of a change in bridge form to match that of the adjacent River Bridge are ongoing. • Design water levels revised. • Traffic surveys are being implemented. • Draft environmental screening was done: Category A (JICA Guidelines), Category Red (Bangladesh regulations) • Draft IEE (Initial Environmental Examination) report is being prepared. • For subcontracting EIA level survey, ToR, proposals from three firms and request to approve the lowest quoted price were submitted to LGED. • GIS analysis of affected structures and properties is completed. • ToR for environmental and social surveys are prepared. • Stakeholders meeting on 2 Nov. is in preparation. • New site visit completed and team confirmed that an ARAP would be needed for this alignment, including the two bridges. • Social Survey ToR revised and contractor selection process (requiring LGED-PD approval) completed. • ToR, contractor proposals and recommendation for a contractor submitted to LGED for signing and final contract preparation. • Indicative survey start date set as Dec. 11 and draft RAP/ARAP completion by Jan 12-16th, 2017 • 1st Stakeholders meetings in the affected wards were on 2 Nov. • RAP draft submitted and second draft to be reviewed • Cost estimation made progress up to 90%.
Gazipur	Construction of railway flyover in Gazipur City Centre	<ul style="list-style-type: none"> • Topographical survey and river survey completed. • GI fieldwork completed • Final Geo-technical Investigation Report received • Preliminary pile size and bearing capacity determination is underway. • Alignment finalised and preliminary design is ongoing. • Preliminary Bridge GA drawings are currently being developed. Note that the approach structures have been changed from beam and slab to box girder construction to accommodate the curvature of the horizontal alignment.

	<ul style="list-style-type: none"> • Rail crossing point has been agreed. A review of the rail requirements will be carried out prior to finalizing Bridge GA's. • Preliminary Bridge Design Report for Gazipur Flyover will be updated upon the rail requirements review. • Gazipur Flyover alignment being finalised prior to development of GA drawings. Roundabout junction added on east side. Roundabout added to west side to enable a U-turn facility. • Traffic surveys have been completed. • Space availability and layout of BRT terminal reviewed. • Draft environmental screening was completed: Category A (JICA Guidelines), Category Red (Bangladesh regulations) • RAP draft has been submitted and review and revision process started • Draft IEE (Initial Environmental Examination) report is being prepared. • For subcontracting EIA level survey, ToR, proposals from three firms and request to approve the lowest quoted price were submitted to LGED. • GIS analysis of affected structures and properties is ongoing. • ToR for environmental and social surveys are prepared. • New field trip to site visit completed and Number of PAPS cannot be confirmed with CoCC. • Social Survey ToR revised and contractor selection process (requiring LGED-PD approval) completed. • ToR, contractor proposals and recommendation for a contractor submitted to LGED for signing and final contract preparation. • Indicative survey start date set as Dec. 11 and draft RAP/ARAP completion by Jan 12-16th, 2017 • Cost estimation made progress up to 70%.
Surface Water Supply Project in Tongi and Gazipur	<ul style="list-style-type: none"> • Site locations for WTP, intake are tentatively agreed with Client and CC officials. • Route for the raw water pumping main is tentatively agreed with client and CC officials. • Gazipur CC is going to handle the land acquisition after project approval • Topo survey contract for Gazipur intake, WTP sites and part of the raw water pumping main has being approved • Pipeline routes for Raw Water pumping main and Tongi & Joydebpur transmission mains were identified. • Site for Dhirasram pumping station is yet to be agreed with CC officials. • Sites for Koonabari & Salna pumping stations and Vogra water tower are yet to be confirmed by CC. • Distribution coverage area and project staging were agreed with CC officials. • Preparation of final FS report of WS sector is in progress • Preliminary review of environmental impact is done. • Draft environmental screening was done: Category A (JICA Guidelines), Category Red (Bangladesh regulations)

		<ul style="list-style-type: none"> Bids for RAP being evaluated
Chittagong	Construction of Biogasification/Compost Plant	<ul style="list-style-type: none"> Topographic Survey and Geotechnical Survey works completed, Start study on plant process alternatives and plant alternatives, Start design calculation of biogasification & composting plant processes, Preparation of design flow diagram, Writing feasibility study report ToR for Social Surveys drafted and at internal review stage Field survey completed and no RAP needed. Only screening statement recording-no RAP decision Preliminary review of environmental impact is done. Draft environmental screening was done: Category A (JICA Guidelines), Category Red (Bangladesh regulations) ToR for EIA level survey are being prepared.
Five Cities	Rehabilitation and Construction of Public Toilets	<ul style="list-style-type: none"> Preparation of standard details for new and existing public toilets for study cities Development of upgrading plans for all existing public toilets Survey of all septic tanks and soak well arrangements of 43 public toilets in Chittagong, Preparation of Draft FS Report No specific social sector reports needed; only short summary statement explaining conclusions-To be completed during first quarter of 2017 Preliminary review of environmental impact is done. Draft environmental screening was done: Category B (JICA Guidelines), Category Orange-B (Bangladesh regulations) No resettlement plan needed

3.3.1 Summary of Activities by Sector in January 2017

The Table 3.3.2 summarizes sector activities during this period:

Table 3.3.2: Sector Activities by FSMP Team - January 2017

Sector	Monthly Activity Summary
Urban Planning / Municipal Infrastructure	<ul style="list-style-type: none"> Five Cities: Ongoing work on the Feasibility study for rebuilding and expanding existing Public Toilets Undertook Indicator survey for 40 public toilets in ChCC Design for rebuilding of existing (40) Public toilets in ChCC and field verification of the designs Strategic Planning List for Municipal Services Projects Profiling of Priority projects Field visit of Planning Team to ChCC to appraise/update the following listed projects; Onsite rehabilitation of sweepers /Cleaners on 4 existing sites of ChCC Masterplan preparation on 50 acres of waste fill area of ChCC Area Development and Beautification of Chagtai and MoheshKhali Khals along major roads Verification of pedestrianization and Bikeway proposals in selected areas of ChCC Integrated Area upgrading in the down town area of ChCC.

Industrial Development	<ul style="list-style-type: none"> Feasibility Study reports for other IT parks are reviewed Meeting with BHTPA staff Feasibility Study report for Rangpur is receipt. (Unofficially)
Transport Planning	<ul style="list-style-type: none"> Updated multi-criteria evaluation of transport sub-projects in each CC. Incorporation of comments from other sectors including urban planning, solid waste, water supply and drainage. Prioritization of 20 subprojects per CC and updates to WP23. Collection of data for priority projects and updated plans (including ChCC Transport Master Plan) Drafting of priority project profiles in each CC
Road and Bridge Engineering	<ul style="list-style-type: none"> Geotechnical Investigation Field work has now been completed for all FSMP bridges ; Turag River and Turag Flood Plain Bridges, Gazipur Flyover and Shitalakhya River Bridge. 'Final' GI Reports have now been received for all FSMP bridges. All GI laboratory tests have now been completed for all FSMP bridges. The preliminary pile sizing has been determined from calculated pile loads and pile capacities for Turag River and Turag Flood Plain Bridges. Preliminary pile capacities have been calculated for the Gazipur Flyover and Shitalokha River Bridge. The pile sizing will be determined once the bridge GA's have been finalized and preliminary pile loads have been calculated. Preliminary GA drawings have been completed for Turag River, Turag Flood Plain Bridges and Shitalakhya River bridge. The River Protection and Training Works have been completed for the Turag River. Ship protection measures will be added for the Shitalokhya River bridge. The "Preliminary Bridge Design for Turag River Bridge" Report (WP23a) has been updated. The "Preliminary Bridge Design for Turag River Flood Plain Bridge" Report (WP23b) is currently being updated. The flood plain bridge type has been changed to be similar to the Turag River Bridge. The final vertical and horizontal alignment have been finalised for Gazipur Flyover and Preliminary GA drawings have been further progressed. Preliminary quantities have been calculated for Turag River Bridge and Turag Flood Plain Bridge. The quantities will be used in the preliminary cost estimate and the Principal Quantities have been included in WP23a and WP23b. Gazipur Flyover alignment finalised prior to development of GA drawings. Roundabout junctions added to west and east sides. Proposed BRT Terminal layout reviewed. Laboratory results for GI for Comilla Embankment Road expected mid-January 2017. Comilla Embankment Road preliminary design complete. Parking and leisure facilities being investigated. Parking facilities added to drawings. Rangpur inner circular route. Site visit took place early December 2016. Basic route alignment investigated and agreed. Topo survey for route corridor completed. Horizontal and vertical highway alignment has started.
Traffic Management	(No assignment during this period)
River Engineering	<ul style="list-style-type: none"> Study for anticipated scour depth, water level elevation and bank protection work for Turag bridge are completed. Study for design riverbed height, design discharge, required waterway opening, anticipated scour depth, water level elevation and bank protection work for Shitalokha bridge are completed. Working paper of River Engineering sector is prepared.
Geotechnical	<ul style="list-style-type: none"> Sub-Contractor's Final GI Report of Shitalakhya Bridge received.

Engineering	<ul style="list-style-type: none"> • Sub-Contractor's Final GI Reports of Turag Bridge and Gazipur Flyover received. • Preliminary pile carrying capacities for Turag, flood plain and Shitalakhya bridge are determined. • Sub-contractor's Final GI Report preparation of Comilla Embankment Road underway. • Co-ordination with Sr. Bridge Engineer for preliminary pile design is underway.
Water Supply	<ul style="list-style-type: none"> • DPD and WS engineers had a meeting with local MP regarding the BWDB approval for Gomuti rubber dam. • GCC WTP design was in progress. • Comilla WTP design was in progress. • Preparation of conceptual drawings for Comilla and Gazipur WS scheme is in progress. • Topo survey contract for Gazipur intake, WTP and part of raw water pumping main has been approved. • Locations of pumping stations at Dhirassram junction, Koonabari and Salna are yet to be agreed with CC officials. • A site for Vogra water tower is yet to be find • FS report of WS sector is being prepared
Drainage System	<ul style="list-style-type: none"> • Design for new drain for RpCC complete • Draft design for Racecourse khal, Gungajuri khal, Agriculture Institute khal & Chayabitan drain in CoCC complete • Environmental study for CoCC & RpCC ongoing • Social Impact study for CoCC & RpCC ongoing • Cost benefit study for CoCC & RpCC ongoing • Draft FS report writing for CoCC & RpCC ongoing
Sewerage System	<ul style="list-style-type: none"> • Visits to Rangpur CC and explanation of higher priority of faecal sludge management plan than conventional sewerage system development • Data collection regarding existing toilet facilities of Rangpur CC • Preparation for Comilla CC Faecal Sludge Treatment Plant planning work
Solid Waste Management	<ul style="list-style-type: none"> • Calculation of required no. of waste collection vehicles for 5 CCs, • Writing Basic SWM Plan of 5 CCs • Works for feasibility study on biogasification & compost plant in Chittagong
Demand Forecasting / Economic Analysis	(No assignment during this period)
Costing and Implementation Planning	<ul style="list-style-type: none"> • First draft of Estimation of Comilla River Embankment is finished. • Construction planning of Comilla Embankment has been made progress up to about 30%. • Turag river bridge estimation is improved. About 90 % finished except abutment revetment. • Estimation of Gazipur Flyover is made progress up to 70%. • First draft of Estimation of Comilla Surface Water Supply Project is finished and is under checking. • First draft of construction planning of Comilla W.S is finished. • First draft of estimation of Comilla Drainage System is finished. • First draft of construction planning of Comilla Drainage System is finished. Construction Planning Report will be more than 200 pages gathering all SF projects. • First draft of estimation of Rangpur Drainage System is finished. • First draft of construction planning of Rangpur Drainage System is finished.
Environment Sector	<ul style="list-style-type: none"> • For subcontracting EIA level surveys of 3 preceding subprojects (Turag Bridges, Shitalokha bridge and Gazipur Railway Flyover), ToRs, proposals from three firms for each subproject and request to approve the lowest

	<ul style="list-style-type: none"> quoted prices were submitted to LGED Field visit to Rangpur (23-24 Jan.) for preliminary review of environmental impact of the Inner Ring Road subproject and Shyamasundari-Khoksha-Ghagot Canal System subproject. Field visit to Chittagong (29-31 Jan.) for preliminary review of environmental impact of the Biogasification/Composting Plant subproject. Preparation of ToRs for subcontracting EIA level survey of the 4 subprojects (Comilla Water Treatment Plant, Comilla Embankment Road, Rangpur Inner Ring Road and Chittagong Biogasification/Composting Plant). Official request was submitted to DoE to review screening results of the 11 subprojects.
Social Sector	<ul style="list-style-type: none"> Replacement social sector expert started work Nov. 1, 2016 Draft social survey ToR for Subprojects 1,2,7 and 8 reviewed, revised and internally approved Three contractor submissions for four subproject surveys assessed and preferred contractor selected. (pending LGED approval) Documentation for sub-projects 1,2,7 and 8 submitted to LGED for signature in order to prepare survey contracts Field visits and meeting with CC to subprojects 1,2, 3, 7 and 8 completed New ToR for Subprojects 3, 4, 6, and 9 have been drafted and are now being reviewed internally. Resettlement plans for subprojects 1,2,7 and 8 are nearing completion and review of draft documents to begin January 21st, 2017-01-15 ToR for RAPs for subprojects 3,4,6 and 9 are finalized and ready for contractors. Contracts for completion of RAPs for subprojects 3,4,6 and 9 to be assigned during last week of January with work starting 1st week of February. RAPs submitted for SP 2,7 and 8 and for 1 is being completed. RAPs to be completed by mid February 2017. ToR and proposal call for for SP 3,4 and 9 under way.

3.3.2 Field Visits

Table 3.3.3: Site Visit by FSMP Team - January 2017

Date	CC	Agenda	Mission Member
2-4	Rangpur CC	- Gathered information on sludge management.	International Expert: 1. Satoshi Omoto-Sewerage Engineer National Expert: 2. Dipak Chandra Saha-Urban Development Planner
18	Narayanganj CC	- Cost Estimation for Development Work of the Forts	National Expert: 01. Urban Development Planner- Moniza Biswas 02. Sanitation Engineer- Zohir Uddin Patwary
19	Narayanganj CC	- Showed latest proposals of preliminary bridge design/layout to NCC. - Views of NCC on proposals for bridge	International Experts: 1. Peter Hoffman-Bridge Engineer 2. Trevor Godwin-Road Engineer National Experts: 3. Md.Emdadul Hoque-Road Engineer 4. Shahriar Kabir-Bridge Engineer"
23-24	Rangpur CC	- Discussed the existing situation of the proposed	International Experts 1. Jiro Iguchi-Environment Expert

		<ul style="list-style-type: none"> – projects sites, availability of the facilities & infrastructures and identifying major obstacles if any and finally to evaluate the environmental considerations – Discussed Magnitude of Environmental impacts for the Inner Ring Road and Drainage Subproject. 	2. Hidemasa Nobutani- Construction Planning/ Cost Estimate Expert National Expert 3. A.S.M. Shamsur Rahman- Environmental Specialist
20 Jan- 7 Feb	Chittagong	<ul style="list-style-type: none"> – Prepared Planning and design works of Bio gas plant 	International Expert 1. Hisato Takeda
29-1	Chittagong CC	<ul style="list-style-type: none"> – Collected data to be used on feasibility study of biogasification /compost plant in chittagong. 	National Expert: 1.Mir Rezaul Karim-Solid waste Management Specialist"
29-1	Chittagong CC	<ul style="list-style-type: none"> – Checked PT design and drawings for upgrading and reconstruction (40 nos) – Indicator survey for 40 existing toilets – Pedestrian circulation improvement at 7 intersections of ChCC – Bicycle lane development in selected areas of ChCC – Low cost housing at Arefin Nagar – Development of canal areas (open space & recreation)" 	National Experts: 01. Urban Development Planner-Salma A. Shafi 02.Architect-Arifur Rahman 03. Urban Development Planner- Moniza Biswas 04. Urban Development Planner-Dipak Chandra Shaha 05. Sanitation Engineer- Zohir Uddin Patwary
29-1	Narayanganj CC	<ul style="list-style-type: none"> – To know the existing situation of the proposed projects sites, availability of the facilities & infrastructures and identifying major obstacles if any and finally to evaluate the environmental considerations – 2. Magnitude of Environmental impacts for the Biogasification Subproject. 	International Experts: 1. Jiro Iguchi- Environment Expert 2. Geza Teleki- Social Consideration Expert National Experts: 3.Dr. Nahid Amin- Environmental Specialist 4. A.S.M. Shamsur Rahman- Environmental Specialist 5. Ayesha Akhter Jahan- Social Consideration Specialist

3.3.3 FSMP Working Papers

Sector activities and findings are summarized in FSMP Working Paper(s) for internal use. These papers are to help coordinating activities being undertaken by various experts, and to inform progress made in each sector to PCO, and JICA.

By the end of January 2017, the following working paper(s) have been circulated:

Table 3.3.4: List of Working Papers Completed up to January, 2017

WP01	Environmental Considerations for Infrastructure Projects in the FSMP Study Cities, Jiro Iguchi	October 2015
------	------------------------------------------------------------------------------------------------	--------------

WP02	Initial Observation of Potential Road and Bridge Projects for Feasibility Studies, Michael Jan King and Trevor Godwin	November 2015
WP02 (Revised)	Update of Potential Road and Bridge Projects for Feasibility Studies, Trevor Godwin and Michael Jan King	February 2016
WP02 (Revision 2)	Update of Potential Road and Bridge Projects for Feasibility Studies, Trevor Godwin, Michael Jan King and Gholam Ahmed	March 2016
WP03	Solid Waste Management: Existing Conditions, Issues, and Strategies for Improvement, Sampei Nakanishi	December 2015
WP03 (Revised)	Solid Waste Management: Existing Conditions, and Options for Improvement, Sampei NakanishiH	March 2016
WP03 (Revised)	Attachment: Solid Waste Management in Asian Cities, Sampei Nakanishi	March 2016
WP04	Status Updates of Ongoing and Proposed Plans, Hideo Sakamoto	December 2015
WP05	Sewerage Systems in the FSMP Study Cities: Initial Observations, Rocco M. Palazzolo	December 2015
WP06	Water Supply Systems in FSMP Study Cities: Existing Conditions, Issues, and Strategies for Improvement, Keerthi Athukorala	December 2015
WP07	Initial Observations of Drainage Systems in the FSMP Cities, Richard Valenta, Mohammad Salahuddin Khan and Liton Barua	April 2016
WP08	Urban Planning Review in FSMP Cities, Stephen Crawhurst, Joe Wood, and Golam Mortoja	February 2016
WP09	Master Plan and Initial Project Review: Transport Planning, Michael Chadney, Md Rafiqul Islam, Ashrafal Alam Sarkar, and Ahsanul Kabir	February 2016
WP10	Demand Forecast/ Economic Analysis: Initial Findings and Recommendations, Richard di Bona	March 2016
WP11	Traffic Management Consideration to FSMP Cities and Projects, Alan Cannel	March 2016
WP12	Industrial Development in the FSMP Study Cities: Initial Observations, Isao Takatori	March 2016
WP13	Municipal Facilities: Existing Conditions, Issues, and Strategies for Improvement, Salma Awwal Shafi, Moniza Biswas, and Golam Mortoja	April 2016
WP14	River Engineering and Hydrological Study: Initial Findings and Recommendations, Yoshiyuki Akagawa	March 2016
WP14 (Revised)	River Engineering and Hydrological Study: Findings and Recommendations, Yoshiyuki Akagawa	May 2016
WP14 (Revision 3)	River Engineering and Hydrological Study: Findings and Recommendations, Yoshiyuki Akagawa	January 2016
WP15	Environmental Analysis: Methodology and Additional Observation of FSMP Projects, Jiro Iguchi and Shamsur Rahman	March 2016
WP15 (Revised)	Environmental Analysis: Methodology and Additional Observation of FSMP Projects, Jiro Iguchi and Shamsur Rahman	June 2016
WP16	Traffic Analysis for Port Rd Junctions with N1, and Dhaka Trunk Rd in Chittagong, Alan Cannell	November 2016
WP17	Sewerage and Septage Management in the FSMP Study Cities: Findings and Preliminary Recommendations, Rocco M. Palazzolo	August 2016
WP18	Chittagong “Sea Beach Reclamation” Project, Norifumi Yamamoto, Isao Takatori and Stephen Crawhurst	November 2016
WP19	Proposed Rangpur IT Park, Isao Takatori (edited by Stephen Crawhurst)	November 2016
WP21	Drainage Systems Improvement in Rampur, Comilla and Chittagong	August 2016
WP22	Water Supply Project in Comilla utilizing Surface Water: Preliminary Design and Findings	September 2016
WP24a	Preliminary Highway Design for Turag River Crossings, Trevor Godwin	December 2017
WP24c	Preliminary Highway Design for the Fourth Shitalokhya River Bridge, Trevor Godwin	December 2017
WP26	Sewerage and Faecal Sludge Management in the FSMP Cities	January 2017

Additional working papers shown below are being prepared and planned to be circulated in January 2017 onwards:

WP20	Improvement of Public Toilets in the FMSP Study Cities, Salma A. Shafi, Moniza Biswas, Dipak Saha and Mitun Talapatra	February 2017
WP23	Selection of Priority Projects, Michael Chadney and Steven Crawhurst	February 2017
WP24b	Preliminary Highway Design for Comilla Embankment Road, Trevor Godwin	February 2017
WP24d	Preliminary Highway Design for Gazipur Rail Flyover, Trevor Godwin	February 2017
WP25a	Preliminary Bridge Design Report for Turag River Crossing, Michael King and Peter Hoffman	February 2017
WP25b	Preliminary Bridge Design Report for Gazipur Rail Flyover, Michael King and Peter Hoffman	February 2017
WP25c	Preliminary Bridge Design Report for the Fourth Shitalakya River Bridge, Michael King and Peter Hoffman	February 2017
WP27a	Construction Plan for FSxx: Drainage System in Comilla	February 2017
WP27b	Construction Plan for FSxx: Water Supply System in Comilla	February 2017
WP28	Methodology for Social Impact Analysis, Geza Teleki	February 2017
WP29	Priority Projects and Investment Plans, TBD	May 2017