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

6.3 Guidelines for Preparation and Review of Infrastructure Development Plan

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

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and

Urban Management Unit, LGED

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Chapter 1   Introduction of the Guideline

1.1   Background and Demarcation with Master Plan

(1) Background

History of City Corporation is generally very young. And they have not established planning system for public services as inclusive city governments. Infrastructure Development Plan of CC (IDPCC) is a system for CCs to manage or coordinate entire infrastructure development in the territory of the City Corporation.

The objective of this guideline is to facilitate the elaboration and revision of Infrastructure Development Plan of CC (IDPCC).   Actually, ICGP experts and its local counterparts are working together with four city corporations (Narayanganj, Comilla, Rongpur, Gazipur and Chittagong) for preparation of IDPCC. Needs of infrastructure and priority among proposed sub-projects are changing rapidly with quick socioeconomic situation.

Demarcation with Master Plan

Urban Development Master Plan (MP) consists of three components. 1) Strategic and Structure Plan defines the policy of urban planning. And 2) Urban Area Plan describes sector plans for road, drainage and etc., land use plan as well as instructional plan. While 3) detailed Area Plan shows specific and precise land use and infrastructure plan with particular priority sub-projects.

Then why do we need Infrastructure Development Plan (IDPCC)?   The most important output of the IDPCC is a sub-project list with specific priority and methodology of financing them. There are two key words "consensus" and "institution". Consensus is most important thing when CC decides priorities among infrastructure sub-projects. Thus IDPCC show specific procedure of consensus making. On the other hand, CC needs a well defined mechanism for planning and consensus making.   And this mechanism consists of various inner institutes such as;

Comprehensive Planning Unit (CPU),

Ward Level Coordination Committee (WLCC),

City Development Coordination Committee (CDCC) and

Civil Society Coordinating Committee (CSCC),

Objectives, roles, composition and activities of these institutes are explained guidelines of ICGIAP.

Thus Master Plan, IDPCC and ICGIAP, as a trinity, compose a strong system for infrastructure development. Thus IDPCC has a character of infrastructure investment plan.
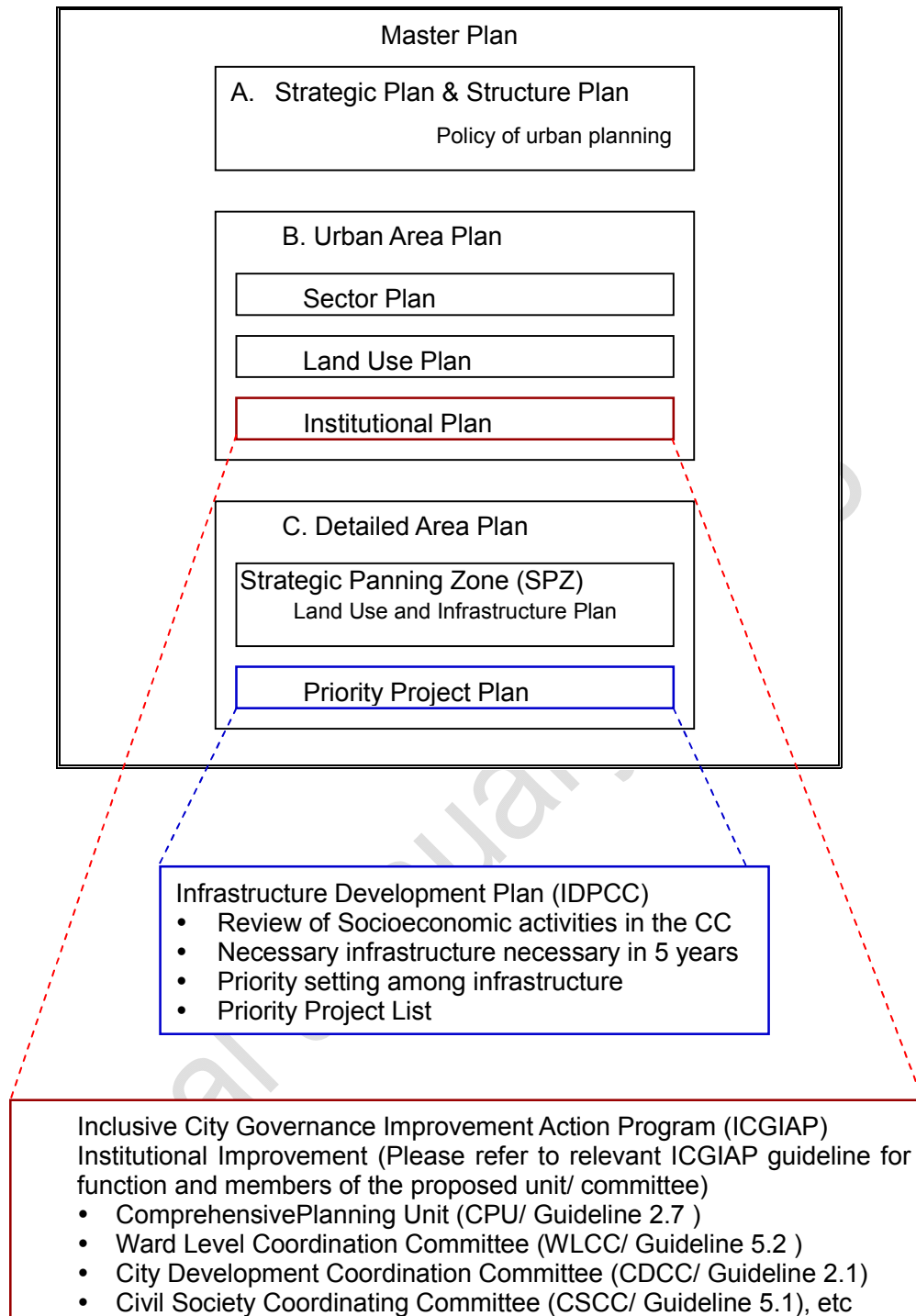
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┌─────────────────────────────────────────────────────────────┐
│                        Master Plan                          │
│  ┌───────────────────────────────────────────────────────┐  │
│  │  A.   Strategic Plan & Structure Plan                  │  │
│  │                      Policy of urban planning          │  │
│  └───────────────────────────────────────────────────────┘  │
│                                                             │
│  ┌───────────────────────────────────────────────────────┐  │
│  │           B. Urban Area Plan                          │  │
│  │    ┌─────────────────────────────────────────────┐    │  │
│  │    │          Sector Plan                        │    │  │
│  │    └─────────────────────────────────────────────┘    │  │
│  │    ┌─────────────────────────────────────────────┐    │  │
│  │    │          Land Use Plan                      │    │  │
│  │    └─────────────────────────────────────────────┘    │  │
│  │    ┌─────────────────────────────────────────────┐    │  │
│  │    │          Institutional Plan                 │    │  │
│  │    └─────────────────────────────────────────────┘    │  │
│  └───────────────────────────────────────────────────────┘  │
│  ┌───────────────────────────────────────────────────────┐  │
│  │           C. Detailed Area Plan                       │  │
│  │    ┌─────────────────────────────────────────────┐    │  │
│  │    │  Strategic Panning Zone (SPZ)               │    │  │
│  │    │     Land Use and Infrastructure Plan        │    │  │
│  │    └─────────────────────────────────────────────┘    │  │
│  │    ┌─────────────────────────────────────────────┐    │  │
│  │    │          Priority Project Plan              │    │  │
│  │    └─────────────────────────────────────────────┘    │  │
│  └───────────────────────────────────────────────────────┘  │
└─────────────────────────────────────────────────────────────┘

┌───────────────────────────────────────────────────────┐
│ Infrastructure Development Plan (IDPCC)               │
│ •  Review of Socioeconomic activities in the CC       │
│ •  Necessary infrastructure necessary in 5 years      │
│ •  Priority setting among infrastructure              │
│ •  Priority Project List                              │
└───────────────────────────────────────────────────────┘

┌───────────────────────────────────────────────────────────┐
│ Inclusive City Governance Improvement Action Program      │
│ (ICGIAP)                                                  │
│ Institutional Improvement (Please refer to relevant       │
│ ICGIAP guideline for function and members of the          │
│ proposed unit/ committee)                                 │
│ •  ComprehensivePlanning Unit (CPU/ Guideline 2.7 )       │
│ •  Ward Level Coordination Committee (WLCC/ Guideline 5.2)│
│ •  City Development Coordination Committee (CDCC/          │
│    Guideline 2.1)                                         │
│ •  Civil Society Coordinating Committee (CSCC/            │
│    Guideline 5.1), etc                                    │
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Figure 1.1   Demarcation among MP, IDPCC and ICGIAP

1.2   Objectives of IDPCC and this Guideline

ICGP project expects the entire target CCs to revise their IPDCC based on this guideline.

Objectives of this guideline are as follows;

(1) Execution of Master Plan and other Relevant Plans

Master plan is a big framework of urban and infrastructure development of each CC. On the

other side, IDPCC is an action plan of infrastructure investment that shows how to execute the items planed in the Master Plan and other development plans. However, priority of infrastructure may change time to time. Therefore, this guideline shows how to improve and revise the previous IDPCC periodically.

(2) **Improvement of Planning Capacity of CC**

This guideline of IDPCC (together with ICGIAP) proposes various organizations and committees to participate in the CC's infrastructure planning process. Through the elaboration and amendmentof IDPCC, citizen, counselors, CC officers, and Mayor would improve their capacity in planning infrastructure.

(3) **Facilitation of Consensus Making for Important Sub-projects**

Important infrastructures are shown in the Master Plan as a part of Detailed Area Plan. And local population appeals many more needs of infrastructure construction. However, for budgeting and execution, consensus among stakeholders is inevitable. Meetings and discussions for the IDPCC preparation facilitate consensus on infrastructure priority among stakeholders.

(4) **Facilitation of Funding from Outside**

CC has very limited development budget and it is not even affordable for maintenance of existing infrastructure. Right or wrong, this is a reality. Consequently, CC has to rely on outer financial resource for the implementation of infrastructure development. IDPCC with its sub-project list is a clear statement of the infrastructure priorityof the CC with peoples' consensus.   IDPCC can be an important basis of outer support. For central government and various donors, results of the need assessment survey have already prepared in the IDPCC.

1.3   Remarkable Aspects of the IDPCC

(1) **Consistency with Master Plan and other Superior Plan**

There can be various superior plans of infrastructure. National Five Years Development Plan, Master Plans prepared by RAJUK, Chittagong Development Authority and CC itself, Sector plan of water supply, drainage and other sub-category of infrastructure development.   These valid and superior plans should be studied before IDPCC preparation so that any conflicts and inconsistency do not happen.

(2) **Inclusive Plan**

In its conventional work style, a City Corporation (Including previous Pourashava) has several project lists of infrastructure by funding resources such as JICA, ADB, WB, Annual Development Plan(LGRD) and CC itself. And other agencies of National Government have their own project plan. These lists have never combined as "inclusive list". This means no agency take care or coordinates inclusive public services in the territory of City Corporation. IDPCC include an inclusive infrastructure list that include the entire necessary infrastructure

regardless the sub-project ownership. This is the first stage for City Corporation to develop inclusive city governance.

(3) **Vision of all the Infrastructure Sub-Categories**

ICGP defined six sub-categories on infrastructure work. CC can add any necessary components of infrastructure.

    a)   Transportation

    b)   Drainage

    c)   Solid Waste Management

    d)   Water Supply System

    e)   Sanitation

    f)   Public Facilities, Street Lights and Beautification

IDPCC shall include Vision of the infrastructure of the CC, specifically, that of each infrastructure sub-category.   Visions shall be defined by indicators.   "Households that have access to piped water increase from 40% to 50%" is an example of indicator.

(4) **Rolling Plan for Infrastructure Development**

The IDPCC shall be a rolling plan, since the requirement and priority of infrastructure are always changing, and completed projects should be removed from the list. Therefore, the development plan shall be renewed every three years and minor changes shall be made every year.

(5) **Most Important Infrastructure are Defined in IDPCC**

Priority sub-projects shall be listed up in the inclusive Infrastructure list of IDPCC.   In the previous IDPCC prepared in 2013, the inclusive list items count more than 1,000 items. As a matter of fact, it is impossible to discuss the priority among the 1,000 items in meeting such as CPU, CSCC, CDCC, Standing committee, and Town Meeting. The new IDPCC will include maximum 30 construction works really necessary to the CC infrastructure development in next five years.

    a)   No more than 10 sub-projects of 1st Priority

    b)   No more than 10 sub-projects of 2nd Priority

    c)   No more than 10 sub-projects of 3rd Priority

In order to enhance the effectiveness of the IDPCC, only the sub-projects listed in the inclusive infrastructure list can get budgeting. This is also important to show the CC's transparency and predictability. Selected sub-projects shall be shown in a map.

(6) **Demarcation with O&M Actions**

There should be a clear demarcation between construction and maintenance of infrastructure. For example, re-paving an existing road is a maintenance work and shall not be categorized

as construction; consequently, maintenance works shall be <u>ex</u>cluded from the inclusive infrastructure list. For the definition of construction work and maintenance work, refer to APPENDIX-1"List of Infrastructure Category handled by IDPCC". If the sub-category of the items changes after the work, it is construction. If the item stays in the same sub-category, it is maintenance work. If a Tertiary road (20 to 60 feet) is expanded to Secondary road (60 to 100 feet width), then it is construction work, and can be included in the inclusive infrastructure list.

(7) **Analysis and Visioning of Urban Activities and Services**

Infrastructure is supporting various urban activities and public services. In other words, infrastructure should contribute to the urban activities. Therefore, in the course of preparing IDPCC, CPU shall conduct analysis and visioning of urban activities and services. Urban activities and services may include;

- Industry (agriculture, Processing, trading, service industry),
- Social service (education, health, social welfare, poverty deduction) and
- Other (environment, disaster management, culture and sports, environment)

1.4   Composition of the IDPCC

The Development plan may include the following items

Table 1-1: Composition of IDPCC

"Part 1 Introduction"
"Part 2 Review of Present Condition"
(1)   General Condition of CC
(2)   Review of Relevant Plans and Activities
(3)   On-going Projects
(4)   Existing Infrastructure and Facilities
"Part 3 Analysis and Vision Setting"
(1)   Diagnosis of Urban Services and Infrastructure by WLCC
(2)   Analysis of Urban Activities and Relevant Facilities
(3)   SWOT Analysis of CC
(4)   Prospective Improvement of Each Urban Activities
(5)   Five Year Target of Infrastructure Development
"Part 4   Sub-Projects and Their Priority Setting"
(1)   Confirmation of Existing and Planned Infrastructure
(2)   Nomination of Necessary Infrastructure in Five Years (Long List)
(3)   Priority Setting among the Proposed Sub-Projects

Chapter 2   Elaboration and Revising Procedure of the IDPCC

2.1   Préparation

(1) Institutional Set Upfor IDPCC Preparation and Management

Elaboration, implementation and revision of IDPCC need appropriate institutional structure inside of the City Corporation. A figure below shows suggested structure to achieve the expected function.
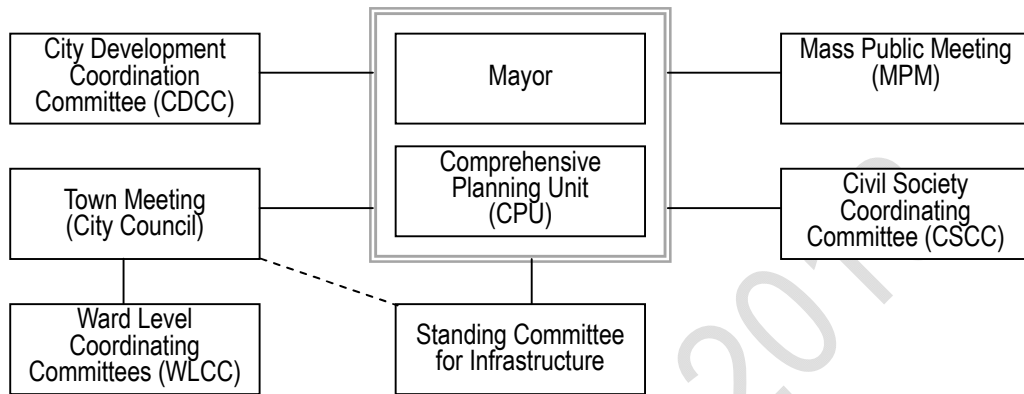
Figure 2-1: Institutional Structure for IDPCC Management

(2) Work flow of IDPCC Preparation

Figure 2-2 below shows the workflow of IDPCC Preparation. The CPU team, as a main task force, leads the CC planning and prepares draft IDPCC, taking all the information available into consideration. The draft IDPCC elaborated by CPU will be examined by CSCC, City meeting and CDCC, as a result finally approved by Mayor.

Figure 2-2: Workflow of IDPCC Preparation

Table 2-1 shows the function of each stakeholder mentioned in Figure 2-2 above.

Table 2-1: Components of the Institutional Structure

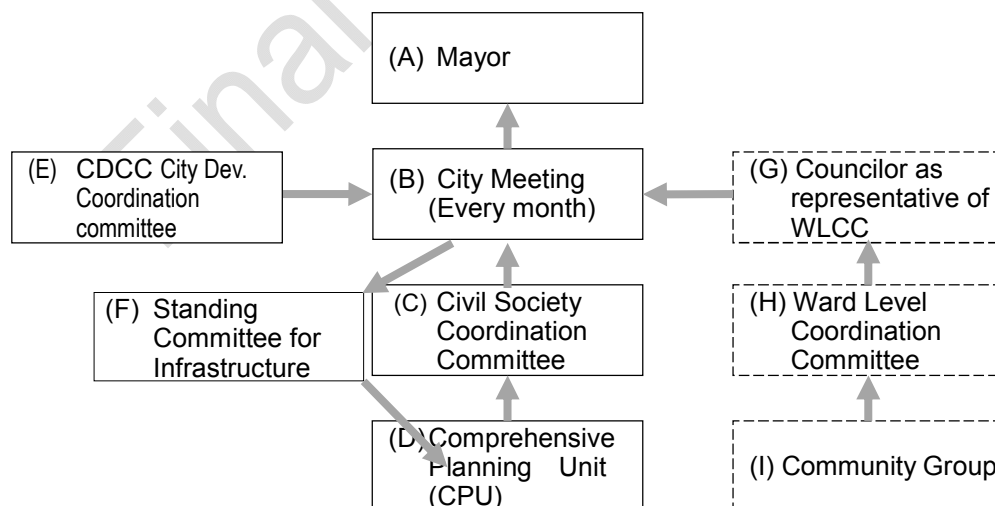|	Institutional Component	Function
A	Mayor	The CC mayor chairs Civil Society Coordination Committee (CSCC) and City Meeting. He/she takes overall responsibility of elaboration, implementation and revision of IDPCC.
B	City Meeting	City Meeting is a regular monthly meeting which consists of a mayor, CC's executive officers, councilors and others. This meeting shall endorse the result of CSCC. City Meeting is held every month.
C	Civil Society Coordination Committee (CSCC)	Stakeholder Committee Meeting of ICGP (Prep) consists of representatives from various community organizations, standing committees, national government agencies and relevant officers of CC. For the IDPCC related purpose, this meeting examines draft ideas of IDPCC elaboration, execution and revision prepared by Comprehensive Planning Unit (CPU). ICGP (Prep) has an idea to rename this and keep it as Civil Society Coordination Committee (CSCC). It would be a permanent committee as a part of GCC's planning system.
D	Comprehensive Planning Unit (CPU)	For the IDPCC related purpose, Comprehensive Planning Unit (CPU) is a taskforce to lead elaboration, implementation and revision of IDPCC. CPU drafts the IDPCC and proposes revision of IDPCC to the CSCC. CPU consists of planner, engineer, health doctor, and relevant CC officers.
E	City Development Coordination Committee (CDCC)	CDCC consists of member of City Meeting and representative of each relevant national government agency. This is a good occasion to exchange information on IDPCC and relevant projects of the national government agencies. GCC has never held this CDCC meeting so far.
F	Standing Committee of City Council	Standing committee shall examine specific issues of infrastructure development and send opinions to CPU. Other than ordinal members (Councilors, Mayor Member Secretary from CC officer) it may include relevant experts and professionals as special guest members .
G	Councilor as representative of WLCC	As a chairperson and representatives of Ward Level Coordination Committee (WLCC), the councilor of each ward shall well comprehend the issues of his/her wards and urge necessary arrangement of the CC administration. In general, capacity of councilors is a very important human resource of GCC, their capacity should be developed more so that they can take care of the wards properly and, at the same time, take necessary actions for the entire CC community. As an ICGP activity, GCC has agreed to build two Community Resource Centers (CRC)" in its territory. CDCs at the ward level may facilitate community activities led by the councilor.
H	Ward Level Coordination Committee (WLCC)	Ward Level Coordination Committee is organized in every ward and meets regularly to discuss important issues of the ward including infrastructure and public services. The councilor chairs the meeting and coordinates collaboration between CC administration and community groups. Important task of WLCC may include diagnosis of public services and infrastructure as well as monitoring of sub-project execution site so that any trouble with construction works can be solved as smooth as possible. Some Master Plans (such as Camilla) set up a Strategic Planning Zones by merging several wards together for Detailed Area Planning. Therefore, WLCC meetings in the same Strategic Planning Zone also can be merged when it is necessary for discussion of the Detailed Area Plan.
I	Community Groups	Bigger ward level community groups such as CBO, CDC, Youth Association, Women's Association, etc. work for the common benefit of the community and dispatch representatives to the Ward Level Coordination Committee. Community groups whose activities cover the entire CC may send representatives to CSCC.

The actual IDPCC elaboration with ICGP (Prep) has been done through the (D)→(C)→(B)→(A) procedure in Figure 2-2, since (I)→(H)→(G) organizational structure has not been fully established. However, the linkage between community groups and City Corporation is very important, therefore, (I)→(H)→(G) organizational structure should be set up as soon as possible. NCC and GCC has a successful example of Community Development Committee in UPPR program, and this experience may be applied to establishing general linkage between various community groups and City Corporation.

Potential of Zone (previous Pourashava-PS) Level Committee also should be examined by the GCC. Since GCC has been established merging two PSs (Now they are called "zone") and other UP, citizens of each zone had a sense of belonging to their previous PS.

(3) Indicative Time Table of IDPCC Preparation

Revision of IDPCC shall be carried out with the schedule suggested in the following figure.

		1st Month	2nd Month	3rd Month	4th Month	5th Month	6th Month
1							
2							
3							
4							
5							

Figure 2-3 Indicative Time Table of IDPCC Preparation (to be completed)

Table 2-2 Work Demarcation in IDPCC Preparation

	Tasks	Prepared by	Approved by
Chp.1	Planning Structure and Relevant Organizations		
3.1	Whole Planning Structure	LGED	City Meeting
3.2	CPU	Mayor	Mayor
3.3	Standing Committee for Urban Planning and Development	Mayor	City Meeting
3.4	CSCC	Mayor	City Meeting
3.5	WLCC	Councilor /Women councilor/	Mayor
Chp.2	Elaboration and Revising Procedure of IDPCC		
4.1	Key Steps of IDPCC Preparation or Revise		
4.2	Indicative Time Table of IDPCC Preparation	CPU	Mayor
4.3	Inception Workshop	CEO	
4.4	Review of Existing Plans of the CC	CPU	
4.5	Plan of Infrastructure Development Agencies of the Central Government	CPU	
4.6	Gathering General Information on the CC	CPU	
4.7	SWOT Analysis of the CC	CPU	

4.8　Visioning the City Corporation (of all the sectors?) in 25 years	CPU	
4.9　Prospective Achievement of Infrastructure in 5 years	CPU	
-List of Existing and Proposed Infrastructure	CPU	
-Inclusive List of Sub-Projects	CPU	
4.10　Priority Setting among Sub-projects		
-Procedure	CPU	
-Criteria	CPU	
4.11　Financial Analysis of CC and Budget Allocation to Infrastructure	CPU	
-Potential Funding Resource in Five Years	CPU	
-Sub-Sector wise Fund Allocation in Five Years	CPU	

(4) **Inception Workshop**

Inception workshop shall be held soon after all the members of the institutional structure mentioned in the Table 2-1 have been assigned.

1) Objective of the inception workshop

- For stakeholders to understand the IDPCC and roles and task scheduleof stakeholders to elaborate it.
- For stakeholders to get motivation to work on IDPCC
- For citizens to understand the IDPCC is prepared in a participatory way
- To appeal that infrastructure planning is executed in a transparent way

2) Participants

- Mayor and panel mayors
- CPU members (CEO, secretary, planner, relevant director of CC)
- Councilors (as representatives of Standing Committee and WLCC)
- Representatives of CSCC
- Representatives of CDCC

Chapter 3   Procédure of IDPCC Elaboration

Contents of this Chapter 3 correspond to IDPCC Table of Contents; each section below describes how the each part of IDPCC should be prepared.

3.1   "Part 1 Introduction"

This part shall be drafted by CPU at the end of elaboration procedure; draft text should be approved by Mayor.

3.2   "Part 2 Review of Present Condition"

(1) General Condition of CC

Information on CC geographical location, climate, history, demography, wards, topography, disaster, etc shall be collected and shown by CPU.

(2) Review of Relevant Plans and Activities

Plans that are valid or under preparation shall be reviewed. Plans include Master Plan, Sector Plan, and development plans of government agencies, etc.   Especially, nominated priority sub-projects in the Detailed Area Plan is very important information. CPU gets cooperation of CDCC to get information from government agencies and drafts this part.

(3) On-going Projects

On-going projects, regardless of their owners, shall be reviewed. These include projects of government agencies such as DRH, etc.

(4) Existing Infrastructure and Facilities

CPU prepares inventory of existing infrastructure and public service facilities.   It is preferable that all the infrastructure and facilities are plot in maps. Infrastructure and facilities of government agencies should be included in the inventory, while private facilities such as private clinics and schools shall be excluded.

3.3   "Part 3 Analysis and Vision Setting"

(1) Diagnosis of Urban Services and Infrastructure by WLCC

WLCC shall diagnose the existing urban services and infrastructure. If there are some problems identified, some remedy shall be proposed and conveyed to CPU by the ward councilors. CPU compiles the WLCC diagnosis results and analyzes it from entire CC point of view. This analysis shall be implemented in the way mentioned in (2) below.

(2) Analysis of Urban Activities and Relevant Facilities
1)   Analysis of Urban Activities

Urban activities and issues include the items mentioned in the table 2.4 below. Each activity is analyzed using this table. Location of the issued shall be plot on maps.

Table 2.3 Urban Activities and Their Issue Analysis

		Issues (example)	Location (example)
A	Habitation	Some area has no power supply and water supply Solid waste are not collected regularly	Ward 14, 15, 16
B	Agriculture,	Farming area has few road to collect products	Ward 17,18,19
C	Processing Industry	Factories use too much underground water Street lights are not enough for commuting at night	Ward 5& 6 Along XX road
D	Trading Industry	Heavy tracks disturb city traffic Public markets are not big enough	Ward 1, 3, 6
E	Service Industry	City center has big traffic congestion	Ward 1, 3, 6
F	Medical Care	No public transportation to the national hospital	Ward 12
G	Education	Primary schools are not enough at urban fringe area	Ward 13-21
H	Culture and Sports	Athletic fields are not enough	Entire CC
I	Poverty Reduction	Slums are suffered from poor sanitary and hygiene	UPPR Area
J	Disaster Prevention	Cyclone shelters are not enough	Ward 7-12, 14
K	Community activities	NGOs has problem with office and meeting places	Ward 1-9
L	Emission	Dumping site causes waster pollution Waste water from factories are not processed properly	Ward 6, 21 Along XX road

2) Matrix of Urban Activities and Facilities& Infrastructure

In order to analyze the relation between urban activities and facilities, CPU checks a matrix and identifies critical issues. This matrix may show which facility and infrastructure is more commonly important to urban function.

Table 2.4 Correlation between Urban Activities and Infrastructure

		1 Trans-portation	2 Drainage	3 Solid waste collection	4 Water Supply	5 Power Supply	6 Waste water Disposal	7 Municipal Facilities	8 CentralGov. facilities	9
A	Habitation	✓	✓	✓	✓	✓	✓	✓	✓	
B	Agriculture,	✓	✓		✓	✓	✓			
C	Processing Industry	✓	✓	✓	✓	✓	✓	✓		
D	Trading Industry	✓	✓	✓	✓	✓	✓	✓		
E	Service Industry	✓	✓	✓	✓	✓		✓		
F	Medical Care	✓	✓	✓	✓	✓		✓	✓	
G	Education	✓	✓	✓	✓	✓			✓	
H	Culture and Sports	✓	✓	✓	✓	✓		✓	✓	
I	Poverty Reduction	✓	✓					✓		
J	Disaster Prevention	✓	✓					✓	✓	
K	Community activities							✓		
L	Emission	✓	✓	✓			✓			

(3) **SWOT Analysis of CC**

SWOT is a methodology to analysis present situation with four perspectives, namely, Strength,

Weakness, Opportunity and Threat. Objects or analyzing items are Governance, Finance and Infrastructure. A sample analysis of NCC is attached as APPENDIX 3.

As a part of this analysis, Strength, Weakness, Opportunity and Threat of CC infrastructure are identified. The result shall be applied in the following way;

    1) Make maximum use of strengths,

    2) Minimize the weakness,

    3) Take advantage of the opportunity, which is preferable external situation and

    4) Be careful and aware of risk with threat, which is external disadvantage our situation.

Situation of Governance and Finance are very critical conditions for infrastructure development. Therefore, use the analyzed data of Governance and Finance for a better infrastructure development.

(4) **Prospective Improvement of Each Urban Activities**

Since IDPCC is an infrastructure investment plan for short target years, the overall CC development vision is not discussed here. Long term CC vision shall be defined in Master plan in the part of Strategic and structure plan, these target 20 years of CC development. Instead, IDPCC set goal or prospective situation of each category of infrastructure facility in five years.

Table 2.5 Prospective Situation of Urban Activities in Five Years

		Prospective situation and relevant infrastructure	Priority
A	Habitation	• More and more houses are connected to <u>water and power supply</u> • Water supply and power supply	＊＊
B	Agriculture,	• More and more farm land become accessible by light truck (<u>Transportation</u>)	＊
C	Processing Industry	• Water table is protected by using <u>water supply</u> from surface water • Night commuting become safe by <u>street lighting</u>	＊＊
D	Trading Industry	• Heavy trucks of wholesale goods have <u>terminal</u> • Better <u>kitchen markets</u> become available	＊＊
E	Service Industry	• City center become less congested making bypass, car parking, effective traffic control (<u>transportation</u>)	＊＊
F	Medical Care	• Public bus service becomes available to big hospitals	＊＊
G	Education	• More primary schools become available within walking distance (<u>transportation</u>)	＊＊
H	Culture and Sports	• Two <u>cricket field</u>s, one <u>athletic field</u> and one <u>performance theatre</u>are developed	＊
I	Poverty Reduction	• More and more toilet facilities are equipped(<u>sanitation</u>)	＊＊
J	Disaster Prevention	• Inundation mitigation is improved (<u>drainage</u>)	＊＊
K	Community activities	• Large NGOs have offices in CC <u>ward office</u> as activity base at cheaper cost	＊
L	Emission	• <u>Garbage collection</u> is operated more regularly • Pollution of garbage dumping site is improved. • Industrial liquid waste is treated appropriately	＊＊＊

(5) **Five Year Target of Infrastructure Development**

Based on the above analysis, CPU defines five year target of infrastructure development. An example is attached below;   A CC may need the situations mentioned in the following table in five years;

Table 2.6 Five Year Goal of Infrastructure Development (to be improved)

No.	Topics	Output	Numerical Indicator	Remarks
1	Water Supply	• Ensured water supply. • Revenue Generated.	• 100% Water Supply	• Water supply for Shiddhirganj zone.
2	Solid waste	• Waste Collection for CO_2 emission reduction. • City will be neat and clean. • Water bodies will free from wastes. • 3R (Reuse, Reduce, Recycle). • Revenue Collection.	• 100% waste collection. • Three Compost plan. (Bio gas, Fertilizer and Electricity) • Decrease 50% water borne diseases. • 100% Separation at source.	• Financial cost to be calculated. • 17% tax is collected from every household. 3 % is for lighting, 7% is for cleaning and 7% is holding tax.
3	Drainage	• No water logging.	• 80% Settlements will be free from water logging.	• As Siddhirganj is a low land area it is a high priority zone for drainage.
4	Street lighting	• Street light will remove darkness and walking will be made safe for pedestrians.	• 80% area will be covered.	• Kadamrasul and Siddhirganj are both priority zones as there is no light post in there.
5	Sanitation	• Improvement of public health. • Stopped open defecation. • Reduced waterborne diseases.	• 100% area will be covered	• Every Household will use sanitary latrine by 2014 as it is Government declaration.
6	Traffic and Transportation	• Less traffic Congestion is observed • Developed City master plan.	• 0% waiting railway crossing.	• Transports have to halt twice for 5–7 minutes every hour due to rail crossing.

3.4 "Part 4 Sub-Projects and Their Priority Setting"

This section explains how to nominate priority sub-projects and how to set priority order among them.

(1) **Confirmation of Existing and Planned Infrastructure**

As preparation activity, the following three items should be reviewed and confirmed. These are reviewed in 3.1 "Review of Present Condition" in page XX of this guideline.

1) Nominated priority sub-projects in the Detailed Area Plan of MP

Basically, sub-projects of IDPCC shall be selected from MP so that MP and IDPCC keep consistency. However, there can be some other sub-project comes out through the procedure mentioned in this guideline. These "new projects" need careful consensus among stakeholders of CC.

2) On-going Projects

IDPCC does not repeatedly nominate sub-projects that are under construction

3) Existing Infrastructure and Facilities

Existing infrastructure and facilities are also not nominated in IDPCC. Improvement, renovation and rehabilitation of existing ones are excluded also. Sub-projects of IDPCC inclusive list should be strategic new construction.

(2) **Nomination of Necessary Infrastructure in Five Years (Long List)**

CPU nominates maximum 30 priority projects that are necessary in five years term. List Formats are shown in APPENDIX 4.

(3) **Priority Setting among the Proposed Sub-Projects**

CPU nominate 10 sub-projects as 1st Priority, another 10 as 2nd priority and last 10 as 3rd priority. Since these are strategic and new construction, the cost of each sub-project cannot be less than 10 crore. CPU should mention reason of each priority setting. Nomination procedures help to explain priority to stakeholders.

Chapter 4   Investment Plan

Implementation of a plan is more important than the plan itself. Here in this chapter, realistic investment methodology is discussed. Generally speaking, available fund is always lass than the cost of necessary infrastructure development. Nevertheless, CC should establish a system to fund projects based on their priorities.

4.1   Development Funding Achievement in Last Three Years

There is variety of funding resources for infrastructure development. CC shall examine the fund resource and make effort to increase them. In this section, only the development budget is discussed.

Prepare the following tables by putting figures of real revenue from each fund in the last three years.   Add any fund resource that has allocated development budget to your CC. This is to grasp realistic funding amount for the infrastructure development of your CC. JICA CGP project budget should be excluded for this integration.

(1) **CC's Own Fund** (crore)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

(2) **Annual Development Project (ADP)**

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

(3) **Development Project Proposal (DPP)**

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility

2011/2012					
2012/2013					
2013/2014					

(4) **Donors**

1) Bangladesh Municipal Development Fund (BMDF)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

2) City Region Development Project (CRDP/ WB)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

3) Urban Partnership for Poverty Reduction (UPPR)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

4) Inclusive City Governance Project (ICGP/JICA)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

5) Important Urban Infrastructure Development Project (IUIDP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

6) Urban Primary Health Care Services Delivery Project (UPHCSDP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

7) Urban Governance Infrastructure Project (UGIP/ADP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

8) Municipal Governance Strengthen Project (MGSP/WB)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

9) Water Supply and Drainage Master Plan (WSDM/KOICA)

	a	b	c	d	e	f
	Transport	Drain	Solid	Water	Sanitation	Municipal

			Waste	Supply		Facility
2011/2012						
2012/2013						
2013/2014						

10) Water Supply Project for 37 Districts (GOB/UNICEF/UNDP)

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

11) ADD any fund from other donors/Program

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						

(5) **Total Development Budget in Last Three Years**

	a	b	c	d	e	f
	Transport	Drain	Solid Waste	Water Supply	Sanitation	Municipal Facility
2011/2012						
2012/2013						
2013/2014						
Total 3 years						
Average						

Finally, the figures compiled in the table above show realistic budget available as development fund of your CC.

4.2   Budget Allocation Simulation to Priority Sub-Projects

Once realistic budget is clarified by the compiling work above, its allocation to the priority sub-projects should be planed accordingly.   Even though average funding available was calculate out, it can fluctuate year to year. It can reduce because of the fiscal situation of the GOB or can increase because of the huge funding from donors, for example.

The table in the following page is inclusive project list and shows correlation of priority sub-projects and budget. Inclusive project list does not include any-subprojects which budget has been approved. Therefore any sub-project in the list needs to find funding resource.

Table 4-1 Format of Inclusive Infrastructure List

No.	Sub-Sector	Scheme Name	Work Category	Level of Work	Location Area Name	Location No. on map	Unit	Qty	Cost* single	Cost* accumulated	Description
1	2	3	4	5	6	7	8	9	10	11	12
1									2		
									2		
									4	8	
2									6		
									1	15	
3									3	18	
4									3		
									2		
									1		
									6	30	
5									6		
									8		
									1	45	
6									6		
									6	57	
7											
8											

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Suppose if the expectation of infrastructure budget is 45 core in three years (refer to table (5) Total Development Budget in Last Three Years). In the list the total cost of 1,2,3,4,5 sub-projects are 45 crore. Thus, CC can expect to fund the first five sub-projects. However, total number of the sub-project is much more than five. Thus CC should make effort to increase funding resources to cover the cost of the 6th project and onward.

IT is important not to change the priority order without appropriate procedure. The inclusive project list is approved by the mayor and consensus is made by stakeholders. Therefore, changing priority without consensus must not allow. Thus, for example, un-official political interferenceshall be refused.

However, some donor funded projects are often infrastructure development of specific category.Suppose a donor offers CC a drainage improvement project which priority is not high in the priority list. CC does not have to decline the good chance.

4.3   Fund Raising Promotion

(1) Fund Raising Effort
Some CC is receiving more funding from outside and some is receiving less. This can be partly controlled by CC's effort. The following is to do list of CC's fund rising.

1) ADP
- Visit LGD officer and explain IDPCC
- Propose specific projects to be funded by LGD
-

2) DPP
- Visit LGD officer and explain IDPCC
- Propose specific projects to be funded by LGD
-

3) Donors
- Contact LGED and collect information on active and potential donors in Bangladesh
- Contact officer in charge of on-going donor program that involves the CC, consequently, negotiate program officer who are preparing the up-coming program
-

(2) Funding Activity Records
CC prepares the following records and keeps log of its funding activity. Activities include;

1) LGD
Negotiation for subsidy as ANP and DPP

2) LGED
LGED has good channels to donors which support CC's infrastructure development. Consulting to LGED

3) Public Service Agencies such as WASA, RHD, DPHE, etc.
Negotiation for direct investment by the agencies for the benefit of CC citizen

4) Donors
Many CCs have experience working with foreign donors. CC should make maximum use of this connection and inquire the possibility to funding CC's priority sub-projects. Donors are always looking for a good project to support. Well grounded sub-projects with broad consensus among stakeholders may appeal to the program officers in the donors.

Fund Raising Activity Record

No.	Sub-Sector	Scheme Name	Cost*	Potential Fund	Activity Record
1			8	JICA	
				ADB	
2			7	DPP	
				ANP	
3			3	WASA	
4			12	GIZ	
				KOICA	
				BMDF	
				Saudi Fund	
5			6	ADB	
			8	KFW	
			1	JICA	
6			6	RHD	
7					
8					

Chapter 5　Preparation of Plan Implementation Other than Funding

5.1　Consensus making among Stakeholders

CPU should explain the Inclusive Project List of the priority sub-projects defined in the IDPCC explained to CSCC and CDCC for discussion and comments. After a general concusses of the standing committee and CC council, IDPCC is authorized by the Mayor.　Once it is authorized, the IDPCC is an official agreement of CC Stakeholders

CPU shall check the progress of the consensus process with the following list.

	Action	CDCC	CSCC	Council
1	Draft prepared			
2	Meeting announced			
3	Meeting held for general consensus			
4	Comments replied			
5	Draft amended			
6	Mayor confirmed			

Note: Put the date of the action in the blank cells

5.2　Preparation of Sub-Project Implémentation

(1) **Feasibility Study of Priority Sub-Projects**

1) Rough Estimation
2) Basic Design
3) IEE and EIA
4) Explanation to the affected population

5.3　Amendment of IDPCC as a Rolling Plan

1) Concept of Rolling Plan

There are many development plans made by the public sector. These plans usually have target years such as 5, 10, or 20 years. Within that time frame, subprojects listed in the plan should be implemented. Therefore, the older the plan, the fewer the remaining subprojects for implementation. On the other hand, a rolling plan has no specific target year and the subproject list is always revised and renewed. This is a series of repeating seamless activities of "Plan", "Do", "See", and "Re-plan"

2) Institution and Authority of Revise

Overall responsibility belongs to the Mayor of CC. However, necessary arrangement and action will be taken based on the "1.2 Institutional Structure for IDPCC Management" which is Figure 1-1 of Chapter 1 of this Volume 2. Other than this, activating Infrastructure Standing Committee is one of the ideas. This committee can be established in CC and the members shall be city councilors and the Mayor. They shall handle infrastructure issues in the CC and lead the relevant discussion in City Meeting and input appropriate information for fruitful discussion of Civil Society Coordination Committee Meeting.

3) Revising Subproject List of IDPCC

The idea of subprojects are coming from various sources and stakeholders such as master plan, CC engineers, CC councilors, National Government Agencies, etc. These subproject ideas are examined by PIUCC, CSCC, and CC executives and listed in the IDPCC.

Then some projects are funded by various agencies and implemented. Once funding is secured, the subproject is not a "plan" any more, it is now a reality. Therefore such subproject shall be removed from the list and a new project will be considered.
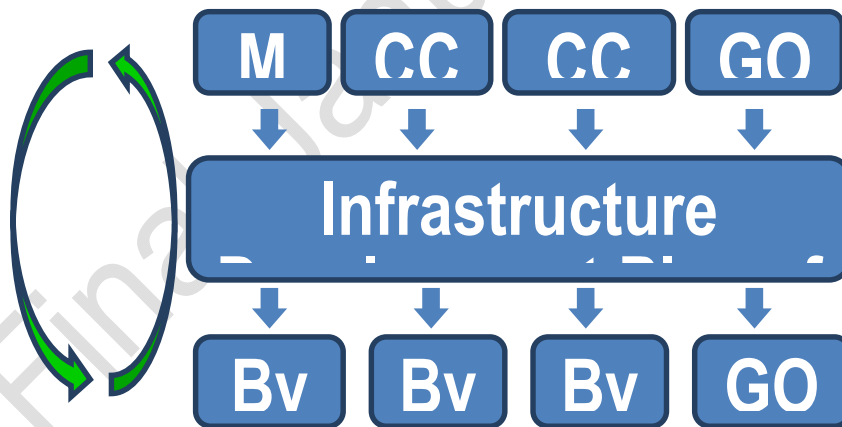
Figure 5-1: Subproject Ideas and Funding

Figure 5-2 shows the changing subprojects in NCC's IPDPCC. Supposing there are four subprojects in the IDPCC, and three of them (A, B, and C) have been funded by ADB, DPP (National Government Fund) and JICA. Subprojects A, B and C will be replaced by D, E and F, while Subproject D remains because it could not get funding from any source. Small replacement or re-planning shall be conducted every year. Thus, the IDPCC is changing every year and is always renewed. This is why this plan is called a "Rolling Plan".

Figure 5-2:Replacement of Subprojects in Inclusive List

4) Renewal of IDPCC in Three Years

<u>Reason and Concept of Renewal</u>

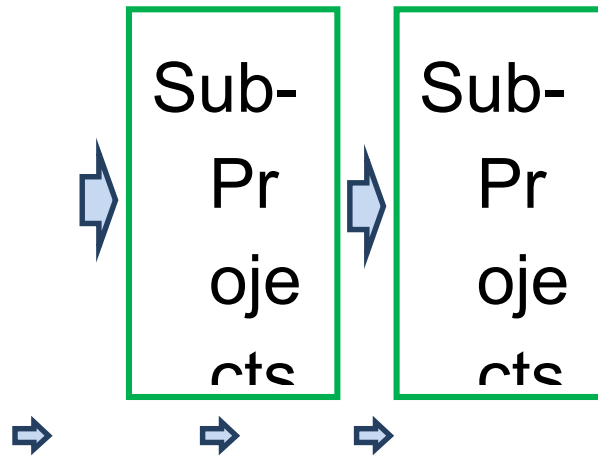Major change or amendment of the entire IDPCC shall be carried out every three years because all the major items mentioned in the IDPCC would have been changed and outdated in three years. These items may include the current situation, vision, strategies, and short and medium term goals of infrastructure development.

IDPCC, even after the renewal, should keep the following logic and characteristic;

- Vision is consistent with other CC policies and reflect peoples' wish
- Short and medium term goals of infrastructure development is consistent with the vision
- If subprojects are achieved, the short term goal is automatically fulfilled without additional interventions.
- IDPCC should include all the project plan regardless of the availability of fund resources,
- IDPCC should be always renewed with recent information and list of subproject of any fund recourse
- IDPCC should be very simple and easy to understand so that every citizen, especially CSCC members, can grasp the whole picture and make fruitful disputation.

<u>Institutional Procedure of IDPCC Renewal</u>

After three years, PIUCC should review the entire IDPCC and draft an amended version. This draft shall be discussed in the Civil Society Coordination Committee meeting and finally endorsed at the City Meeting. Institutional structure of renewal is the same as the first elaboration of IDPCC.

APPENDIX 1

Classification of Infrastructure Sub-Category

Sub-Sector	Component	Work Category
Transport	Road improvement	Primary road (100 ft to 150 ft)
		Second road (60 ft to 100ft)
		Tertiary road (20 ft to 60 ft)
		Goli Road (12 ft to 20 ft)
		Pedestrian (6 ft to 8 ft)
	Bridge / culvert	Bridge
		Foot over Bridge
		Fly over
		Under pass
		Culvert
	Traffic Management	Traffic signal / Signs
		Divider / island
		Road Marking
	River Boat Landing	River Boat Landing
Drain improvement	Drain improvement	Khal /Canal/Outfall drain
		Primary drainage
		Second Level drainage
		Third Level Drainage
		Cleaning Blockage
		Re sectioning outfall (earth)
Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station
		Dumping ground/ Land fill site
		Compost plant
		Road side movable dustbin
		Solid waste recycle plant (3R)
		Facility for clean development mechanism activities
		Medical waste disposal
		Electronic waste
		Bio – gas plant
Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)
		Surface Water Treatment Plant
		Overhead Tank (OHT)
		Distribution network
		Hand tube well
		Public Stand pipe (Street hydrant)
		Metering(domestic and bulk meter
		Iron and arsenic removal plants for water quality
		Rain water harvesting
Sanitation	Sanitation	Slaughter house
		Twin pit latrine
		Single pit latrine
		Public toilets
		Wash station
		Transfer station for sludge disposal
		Common septic tank
Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage
	Truck terminal	Terminal Building, platform, Internal drainage
	Vehicle parking	For motor vehicle, CNG, rickshaw
	Market	Kitchen market, Super market,
	City corporation office building	CC main office, Community center, Ward office

Sub-Sector	Component	Work Category
	Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center
	Open Space	Park, Ground
	Street light (light and pole)	Light, pole, solar panel
	Landscaping and beautification,	Planting, Water body improvement, monument,
	Grave yard	Gate and wall, lighting, drainage,
	Sports Facility	Gym, stadium
	Upgrading informal settlement	Re-arrangement of informal shops

APPENDIX-2

Format of Infrastructure List (Inventory)

This format is filled with sample information. Please understand the format and replace with information of your CC

Table A2-1: Summary of Existing and Proposed Infrastructure (Transportation)

No	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
1	Transport	1) Road improvement	Primary road (100 ft to 150 ft)	km	3.50	14.00	7.35	801.43
			Second road (60 ft to 100ft)	km	4.50	2.80	3.50	23.06
			Tertiary road (20 ft to 60 ft)	km	41.25	17.42	35.80	158.30
			Goli Road (12 ft to 20 ft)	km	195.37	65.87	111.96	399.82
			Pedestrian (6 ft to 8 ft)	km	162.03	55.82	30.00	111.74
			Total road length	km	406.65	155.9	188.61	
		2) Bridge / culvert	Bridge	Nos	9	10	4	751.21
			Foot over Bridge	Nos	5	5	5	232.50
			Fly over	Nos	Nil	Nil	Nil	0.00
			Under pass	Nos	Nil	Nil	Nil	0.00
			Culvert	Nos	50	50	0	10.00
		3) Traffic Management	Traffic signal / Signs	Nos	0/10	0/100	0/0	0.02
			Divider / island	km	2.80	25.00	2.80	8.00
			Road Marking	km	0.00	25.00	0.00	0.98
		4) River Boat Landing	River Boat Landing	Nos	Nil	10	0	2.00
			Sector wise total cost =					2499.06

Table A2-2: Summary of Existing and Proposed Infrastructure (Drain)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
2	Drain improvement	Drain improvement	Khal /Canal/Outfall drain	km	46.30	0.00	29.39	133.30
			Primary drainage	km	62.45	67.73	16.63	204.51
			Second Level drainage	km	76.40	66.35	14.26	205.12
			Third Level Drainage	km	59.00	28.70	3.31	237.31
			Cleaning Blockage	km	165.00	0.00	165.00	0.25
			Re sectioning outfall (earth)	km	0.00	0.00	0.00	0.00
			Total drain length & Cost	km	244.15	162.78	63.59	780.49

Table A2-3: Summary of Existing and Proposed Infrastructure (Solid Waste)

No	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			Proposed Tentative Cost (Crore)
					Present Quantity	Proposed (Additional) Quantity		
						New	Improvement / Rehabilitation	
3	Solid Waste Management (SWM)	Solid Waste Management (SWM)	Transfer Station	Nos	Nil	3	0	3.00
			Dumping ground/ Land fill site	Nos	Nil	3	0	60.00
			Compost plant	Nos	1	3	0	9.00
			Road side movable dustbin	Nos	30 - fixed	350	0	8.75
			Solid waste recycle plant (3R)	Nos	Nil	3	0	2.00
			Facility for clean development mechanism activities	Nos	7 truck	truck-10 exca-2	0	30.00
			Medical waste disposal	Ton	1.5	3 incin	0	4.50
			Electronic waste	Ton	1.5		0	2.00
			Bio – gas plant	Nos	Nil	3	0	0.90
			Total cost of the sector					120.15

Table A2-0: Summary of Existing and Proposed Infrastructure (Water Supply)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			Proposed Tentative Cost (Crore)
					Present Quantity	Proposed (Additional) Quantity		
						New	Improvement / Rehabili.	
4	Water Supply System (WSS)	Water Supply System (WSS)	Production wells (PTW)	Nos	26-WASA	50	0	100.00
			Surface Water Treatment Plant	Nos	2	1	0	31.20
			Overhead Tank (OHT)	Nos	9.0	6.0	0.0	42.20
			Distribution network	km	184	50	0	10.00
			Hand tube well	Nos	887	600	0	5.00
			Public Stand pipe (Street hydrant)	Nos	444	400	0	0.80
			Metering(domestic and bulk meter)	Nos	Nil	20000	0	4.00
			Iron and arsenic removal plants for water quality	Nos	0	6	0	120.00
			Rain water harvesting	Nos	Nil	10	0	0.05
			Total cost of the sector					313.25

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TableA2-5: Summary of Existing and Proposed Infrastructure (Sanitation)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
5	Sanitation	Sanitation	Slaughter house	Nos	1	10	1	13.50
			Twin pit latrine	Nos	1484	2000	1000	60.00
			Single pit latrine	Nos	98	1000	98	30.00
			Public toilets	Nos	9	20	4	4.80
			Wash station	Nos	Nil	10	0	0.50
			Transfer station for sludge disposal	Nos	Nil	0	0	6.00
			Common septic tank	Nos	Nil	0	0	0.00
			Waste water treatment plant (drain)	Nos	Nil	550	0	550.00
			Total cost of the sector					664.80

TableA2-6: Summary of Existing and Proposed Infrastructure (Facilities)

No.	Sector	Name of Component	Work Category	Unit	Narayanganj City Corporation			
					Present Quantity	Proposed (Additional) Quantity		Proposed Tentative Cost (Crore)
						New	Improvement / Rehabilitation	
6	Municipal Facilities	Bus terminal	Terminal building, platform, Internal drainage	Nos	3	1	0	5.00
		Truck terminal	Terminal Building, platform, Internal drainage	Nos	1	0	0	2.00
		Vehicle parking	For motor vehicle, CNG, rickshaw	Nos	0	1	0	10.00
		Market	Kitchen market, Super market	Nos	29 (small,big)	5 super mkt.	0	100.00
		City corporation office building	CC main office, Community center, Ward office	Nos	Nil / Nil / Nil	1, 4 & 27	0	120.00
		Auditorium, Public hall, Cultural center	Auditorium, Public hall, Cultural center	Nos	1	1	0	3.60
		Open Space	Park, Ground	Nos	2	4	0	40.00
		Street light (light and pole)	Light, pole, solar panel	Nos	Lt-2544 pole-9657	po-1600 Lt-1600	0.00	30.00
		Landscaping and beautification,	Planting, Water body improvement, monument,	Nos	Nil	0	0	100.00
		Grave yard	Gate and wall, lighting, drainage,	Nos	17	0	17	8.50
		Sports Facility	Gym, stadium	Nos	13	2	13	66.50
		Upgrading informal settlement	Re-arrangement of informal shops	Nos	0	0	0	5.00
			Total cost of the sector					490.60
			CC wise grand total cost=					4868.35

APPENDIX-3

Table A.8   Indicative SWOT Analysis of NCC Regarding IDP

Strength			
1	Governance	Finance	Infrastructure
1	NCC is enhancing its work force	As the most part of holdings are already registered, revenue from holding tax can be increase if tax collection is properly implemented.	NCC has capable and motivated planners and engineers.
2	CC has experience in operating TLCC and WLCC as planning system.	Cash flow in the NCC's budget will generate abundant surplus,	
3	NCC conducts regular City Development Coordination Committee	Prospective surplus can be used for repair/rehabilitation costs (for roads/bridges, drain and others)	
Weakness			
	Governance	Finance	Infrastructure
1	CCs has no experience to make bylaw or regulations to materialize CC Act	Capability of tax collection is still weak, accordingly tax collection efficiency is low (55% in 2011-12)	Water Supply is under WASA and has not been well maintained
2	TLCC and some of WLCC and CBOs are activated, but not well-integrated into planning process.	CC councilors advocate their supporter and try to deduce the tax amount	Operation & Maintenance of infrastructure is not appropriately carried out due to budget and human resource shortage
3	Planning authority belongs to RAJUK and not to NCC	CC has no experience to handle big among of money from CIGP Team,	
Opportunity			
	Governance	Finance	Infrastructure
1	There is a policy of GOB to enhance CC and its infrastructure	There are still opportunities to expand CC operating businesses through effective use of vacant land owned by NCC.	280 crore TK of JICA loan is available to implement some of the priority sub-projects
2	Domestic and international assistance from GoB, JICA, WB, ADB, etc is available for Study and infrastructure development	Number of property and its trading is increasing, which facilitate revenue increase	LGED is going to support Master Plan elaboration for NCC
3	People's participation is advocated by CC act and relevant agencies.		NCC can get technical assistance from NOBIDEP and other projects.
Threat			
	Governance	Finance	Infrastructure
1	GOB ministry might not agree to transfer their jurisdictions to CC	Recurrent expenditure, especially for O&M cost for waste/sewerage, would increase, if proper waste management is introduced. The deficit would be serious and it undermines sustainability of finance in NCC.	Rapid motorization trend cancel the activities for traffic jam mitigation
2	Elected CC officers insufficient capacity and awareness on participatory planning.	Cost of O&M is increasing with infrastructure developed	

APPENDIX-4

Format of Inclusive Project List (same as previous IDP