

Proposed Urban Governance Improvement Action Plan (UGIAP) for IUGIP

Area of Activity/Activity	Performance Indicator/Criteria			Score
	Phase-I (2 years) (FY 2023-2024, 2024-2025)	Phase-II (2 years) (FY 2025-2026, 2026-2027)	Phase-III (2 years) (2027-2028, 2028-2029)	
CITIZEN AWARENESS AND PARTICIPATION				
i. Formation and Working of Town Level Consultation Committee (TLCC) (Reference: Article 115 of Pourashava Act, 2009)	• TLCC formed as per procedure (Paurashava Act 2009) • At least 2 meetings held/year • Meeting agenda and minutes prepared and disclosed	• At least 1 meeting held in every 3 months at regular intervals • At least 80% men 80% women and 80% poor members are present • Meeting working paper and minutes prepared and disclosed on Pourashava website and decisions followed-up	• 100% meeting with effective participation of members held at regular intervals; • At least 85% men 85% women and 85% poor members are present • Within 15 days of the date from meeting, the minutes prepared and disclosed on Pourashava website	6
ii. Formation and Working of Ward Committee (WC) (Reference: Article 14 of Pourashava Act, 2009)	• WC formed as per procedure (Paurashava Act 2009) • At least 1 meeting held in each ward/3 month • Meeting held and record kept and communicated to the Pourashava	• At least 1 meeting/Ward/Month at regular intervals • Participation of 80% members (women, poor) in discussion ensured • Record kept and communicated to the TLCC and Pourashava	• 100% WC meeting held regular intervals • Participation of 90% members (women, poor) in discussion ensured • Record kept and communicated to the TLCC and Pourashava	3
iii. Preparation and Implementation of Citizen Charter (Reference: Article 53 of Pourashava Act, 2009)	• Citizen Charter prepared and endorsed by TLCC and Pourashava Council • At least 1 Citizen Charter displayed in Pourashava Office and average 1 important places in each ward	• 2 Citizen Charters in each ward established and functional • Establish Reception and Service Center at Pourashava Office • At least 1 more communication channels (cable TV, Local Newspaper, Brochure etc. should be used for dissemination of CCs	• All Citizen Charters established, maintained and functional • Reception and Service Center at Pourashava Office being functional • At least 2 more communication channels (cable TV, Local Newspaper, Brochure etc. should be used for dissemination of CCs	3
iv. Formation and Working of Information and Grievance Redress Cell (IGRC)	• Complaint/grievance box installed in Pourashava Office • GRC formed as per procedure • Meeting held as and when required • GRC activities disclosed to TLCC	• Complaint/grievance box remains available • Meeting held as and when required • Meeting decision communicated to complainants and Pourashava Council Informed • GRC activities disclosed to TLCC and Pourashava website • Complain resister available and record of all complaints received from citizens through Mobile, internet, phone, etc. are recorded and addressed	• Complaint/grievance box are being used • GRC hold meeting to resolve complaints as and when required • Meeting decision communicated to complainants and Pourashava Council Informed • Continue to update website with GRC activities and shared to TLCC meeting • Continue to receive and record complaints through resister and from mobile, internet, phone, etc.	5

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2. URBAN PLANNING				
i. Preparation and Implementation of Pourashava Development Plan (PDP)	• PDP prepared through a participatory process • PDP endorsed by TLCC and approved by Pourashava Council • Development activities taken up conforming to the PDP	• PDP finalised and being followed • PDP endorsed by TLCC and approved by Pourashava Council • Development activities taken up conforming to the PDP	• Continue to follow PDP for all development works • Development activities taken up conforming to the PDP • Progress share in TLCC meeting	2
ii. Master Plan prepared and followed	• Master Plan drafted through a participatory process • Draft Master Plan discussed in TLCC and reviewed by Pourashava Council	• Master Plan finalised in consultation with TLCC and IUGIP; • Master Plan followed for planning and implementation of development works	• Master Plan followed for planning and implementation of development works • Request sent to ministry for Master Plan Gazette notification	2
iii. Control of Development Activities	• Urban planning unit functional • Enforce at least 60% control of building construction/ reconstruction activities/ land development • Effective prevention of encroachment on public land (river, canal, khas land etc.) practiced	• Urban planning unit functional • Enforce at least 70% control of building construction/ reconstruction activities/ land development • 100% approved buildings monitored • 90% prevention of encroachment on public land (river, canal, khas land etc.) practiced	• Urban planning unit functional • Enforce at least 80% control of building construction/ reconstruction activities/ land development • 100% approved buildings monitored • 100% prevention of encroachment on public land (river, canal, khas land etc.) practiced	3
3. EQUITY AND INCLUSIVENESS OF WOMEN AND URBAN POOR				
i. Form & activate Standing Committee (STC) on Poverty Reduction & Slum Improvement and Women & Children (according to prescribed guideline) to prepare & steer customized PRAP and GAP (Reference: Article 55 of Pourashava Act, 2009)	• Standing Committee formed as per prescribed guidelines • Meeting held at regular intervals with agenda and minutes prepared and disclosed • PRAP and GAP endorsed by TLCC • PRAP and GAP implementation taking place with allocated fund from revenue budget (at least 2%) in accordance with the plan	• Meeting held at regular intervals with agenda and minutes prepared and disclosed • At least 1.5% of annual budget spent for GAP implementation • 50% of the expenditure used for livelihood improvement of poor women • GAP implementation report prepared and disclosed	• 100% STC meeting held at regular intervals • At least 2% of annual budget spent for GAP implementation • 50% of the expenditure used for livelihood improvement of poor women • GAP implementation report prepared and disclosed	4

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ii. Form Slum Improvement Committee (SIC) to implement slum improvement activities	- Slum selection done according to priority - SICs formed with at least 75% women as members in selected slums - Regular meetings of SIC held	- Regular meetings held - SIC formed with at least 75% women, prepared and implemented CAP with support of Project - At least 1 partnership/ linkage with other organisation, NGOs, CSOs established in each SIC	100% STC meeting held at regular intervals - SIC formed with at least 75% women, prepared and implemented CAP with support of Project - At least 2 partnership/ linkage with other organisation, NGOs, CSOs established in each SIC	4
4. ENHANCEMENT OF LOCAL RESOURCE MOBILIZATION				
i. Revenue mobilization through Holding Tax	- Regular assessment done at 5 year's interval if due, and Interim Assessment done every year as per rule/procedures - Increased Holding Tax collected including arrear (at least 70% of demand)	- Regular assessment done at 5 year's interval if due, and Interim Assessment done every year as per rule/procedures - Increased Holding Tax collected including arrear (at least 85% of demand) - Actions initiated against major defaulters - Separate bank account for tax maintained	- Assessment done as per schedule following model tax schedule 2014 - Increased Holding Tax collected including arrear (at least 90% of demand) - Actions initiated against major defaulters - Separate bank account for tax maintained	6
ii. Revenue mobilization through collection of Indirect Taxes & Fees from other sources (Other than Holding Tax)	Increased Indirect Taxes, Fees, rentals and lease money charged and collected a minimum of 90% including arrear	- Increased Indirect Taxes, Fees, rentals and lease money charged and collected 100% including arrear by at least official inflation rate - Rent of shops reviewed and fixed up every 3 yearly - New sources of taxes are identified and implemented	- New sources of indirect taxes are identified and followed with and collected 100% taxes including arrear by at least official inflation rate - Rent of shops reviewed and fixed up at least with 30% increase - New sources of taxes are identified and implemented	6
iii. Computerize Tax Record System and Generate Computerized Tax Bill	- Computerized tax record software installed and database prepared - Computerized tax bill generated and served to customers	- Computerized Holding Tax database updated with 100% holdings - Computerized tax bill generated and served to customers	- Continue to update computerized Holding Tax database including re-assessment and interim assessment data - Computerized tax bill generated and served to customers	3

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iv. Fixation and Collection of Water Tariff	- Tariff enhancement plan implemented - Inventory of asset prepared and published - Water bills collection through the bank initiated	- Tariff reviewed and rate fixed up as per practices of other similar successful Paurashava - Tariff collection efficiency of at least 80% achieved - At least 50% connections are with water meter - Action initiated for introducing volumetric water tariff - Water tariff collected through computerized system/bank - No subsidy to water section	- Continue to review tariff and rate fixed up as appropriate - Tariff collection at least 90% achieved - At least 70% connections are with water meter - Action initiated for introducing volumetric water tariff - Water tariff collected through computerized system/bank - Continue to follow no subsidy strategy for water section	3
5. FINANCIAL MANAGEMENT, ACCOUNTABILITY AND SUSTANABILITY				
i. Preparation of Annual Pourashava Budget with involvement of Standing Committee on Establishment & Finance (Reference: Article 55 of Pourashava Act, 2009)	- Estimated budget modified based on comments/ suggestions from Citizens and TLCC - Annual budget approved by Pourashava Council	- Annual budget finalised and followed - Budget tracking in practice	- Implementation of Annual Budget - Continue to tracking budget	2
ii. Carrying out Audit of Accounts with involvement of Standing Committee on Accounts & Audit (Reference: Article 55 of Pourashava Act, 2009)	- Annual statement of income and expenditure prepared - Audit conducted by standing committee on Accounts & Audit once a year and report prepared - Audit Report of the Standing Committee presented to TLCC and Pourashava Council and sent to PMO within 3 months	- Continue to prepare annual statement of accounts and expenditures - Continue to prepare annual audit within three months after the financial year - Continue to send audit report to PMU before share that in TLCC and Pourashava Council .	- statement of accounts and expenditures - Continue to prepare annual audit within three months after the financial year - Continue to send audit report to PMU before share that in TLCC and Pourashava Council.	5
iii. Establishing Computerized Accounting System & generating Computerized Accounting Reports	Computerized Accounting System installed	- Staff dedicated and trained - Computerized Accounting Reports generated	- Dedicated staff working to keep the system functional - Continue to prepare Computerized Accounting Reports regularly	2
iv. Payment of Staff Salary, Electric & Telephone Bills and Loans	100% staff salary, current and arrear electric and telephone Bills and loans paid 70%	Continue to pay 100% staff salary, current and arrear electric and telephone bills and loans paid at least by 80%	Continue to pay 100% staff salary, current and arrear electric and telephone bills and loans paid at least by 90%	7

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v. Carrying out Inventory of Fixed Assets, Opening of Fixed Asset Register, Designing Fixed Asset Database and Creation of Fixed Asset Depreciation Fund Account	- Inventory of Fixed Asset updated - Rental and Lease value of property updated and increased - Fixed Asset Database installed and used	- Inventory of Fixed Asset updated - Rental and Lease value of property regularly updated and increased - Fixed Asset Database continued - Fixed Asset Depreciation Fund Account created 10% depreciation fund kept against fixed asset.	- Inventory of Fixed Asset updated - Rental and Lease value of property regularly updated and increased - f Fixed Asset Database continued - Fixed Asset Depreciation Fund Account created 10% depreciation fund kept against fixed asset.	2
6. OPERATION AND MAINTENANCE (O&M) AND MANAGEMENT				
i. Preparing Gender Responsive Annual O&M Plan including Provision of 25% annual budget	- O&M Plan prepared approved, implemented and posted on Pourashava website - At least 10% revenue budget each year spent for O&M - TLCC satisfaction 80% and above	- O&M Plan prepared, approved, implemented and posted on Pourashava website - At least 15% of revenue budget spent for O&M every year - TLCC satisfaction 90% and above	- O&M Plan prepared, approved, implemented and posted on Pourashava website - At least 20% of revenue budget spent for O&M every year - TLCC satisfaction 95% and above	4
ii. Carrying out Operation & Maintenance (O&M) of Infrastructure & establishment & Operation of Mobile Maintenance Team (MMT)	- Action plan implemented with budget allocation Priority O&M activities implemented - Mobile Maintenance Team functional - TLCC's satisfaction level assessed 80% minimum	- Continue to update and implement O&M plan - O&M activities fully operational - Mobile Maintenance Team functional - TLCC satisfaction 90% and above - Quarterly expenditure ratio maintained	- Continue to update and implement O&M plan - O&M activities fully operational - Mobile Maintenance Team functional - TLCC satisfaction 95% and above - Quarterly expenditure ratio maintained	4
7. CONDITION SURVEY AND PREPARED ROAD AND DRAIN NETWORK AND OTHER ASSETS INVENTORY				
i. Condition of Road and Drain Network Surveyed and documented	Condition of all roads, drain networks and other assets surveyed	- Condition of all roads, drain networks and other assets surveyed and shown in Pourashava base map with ID using GIS - An inventory of roads and drains prepared and updated annually	- Continue to update Pourashava base map; and - Inventory of roads, drain networks and other assets	4
8. ADMINISTRATIVE TRANSPARENCY				
i. Formation and Working of Standing Committees (Reference: Article 55 of Pourashava Act, 2009)	- SC meeting held at prescribed intervals - Meeting agenda and minutes prepared and disclosed to TLCC	- Continue to hold SC meeting with regular intervals - Meeting agenda and minutes prepared and disclosed to TLCC	- Continue to hold SC meeting with regular intervals - Meeting agenda and minutes prepared and disclosed to TLCC	2
ii. Ensure participation and assistance in conducting all	Participation in all training programs ensured	Continue to participate in training program	Continue to participate in training programme	2

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training program	Training program from own Pourashava budget planned and implemented	Training program from own Pourashava budget planned and at least 70% used for implementation training program	Training program from own Pourashava budget planned and at least 80% used for implementation training program	
iii. Using Improved Information Technology (IIT) for Good Governance (Reference: Article 54 of Pourashava Act, 2009)	- Pourashava website activated and maintained - All relevant information uploaded and regularly updated	- Continue to update and maintain website - All relevant information (TLCC, SIC,GAP, PRAP, Annual budget & Audit report etc.) uploaded and regularly updated;.	- Continue to update with relevant information and maintain properly - Continue to upload all relevant information (TLCC, SIC,GAP, PRAP, Annual budget & Audit report etc.)	2
9. KEEPING ESSENTIAL POURASHAVA SERVICES FUNCTIONAL				
i. Collection, Disposal and Management of Solid Waste	- Action plan implemented with budget allocation - Regular collection done in core areas - TLCC's satisfaction level assessed	- Action plan Prepared, implemented with budget allocation - Regular collection done in core area and solid waste disposed of in safe ground (at least progress on track) - At least 70% allocated budget used - O&M plan for Sanitary Landfill prepared (if available) - TLCC satisfaction 75% minimum	- Plan in implementation - Waste collection system established - At least 80% of allocated budget used. - Sanitary Landfill plan in implementation (if available) - TLCC satisfaction 85% minimum	4
ii. Cleaning and Maintenance of Drains	- Action plan implemented with budget allocation - Regular cleaning of primary drains done - TLCC's satisfaction level assessed	- Plan is in implementation - Regular cleaning of primary and secondary drains done - TLCC's satisfaction level assessed - Expenses (75% of allocated budget). - Quarterly expenditure ratio maintained.	- Continue to update and implement plan - Continue to cleaning of primary and secondary drains - TLCC's satisfaction level assessed - Expenses (80% of allocated budget). - Continue to maintain quarterly expenditure ratio	4
iii. Arrangement for making Street Lighting functional	- Action plan implemented with budget allocation - Street Lighting functional along 70% of streets - TLCC's satisfaction level assessed	- Action plan Prepared, implemented with budget allocation - Street Lighting functional along 85% of streets - TLCC's satisfaction level assessed - Expenses (80% of allocated budget). - Quarterly expenditure ratio	- Plan and budget being used - Street Lighting functional along 95% of streets - TLCC's satisfaction level assessed - Expenses (80% of allocated budget). - Quarterly expenditure ratio maintained	3

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		maintained		
v. Managing sanitation	- Action plan implemented with budget allocation - Public toilets made functional and cleaned - TLCC's satisfaction level assessed	- Annual program and budget prepared - Public toilets made functional and cleaned - Fecal sludge management initiated - TLCC's satisfaction level assessed Expenses (75% of allocated budget). - Quarterly expenditure ratio maintained	- Plan and budget followed - Continue to keep the public toilets clean and functional - Fecal sludge management initiated - TLCC's satisfaction level assessed Expenses (80% of allocated budget). - Quarterly expenditure ratio maintained	3
			Total	100

At the end of each financial year, an evaluation will be done by the Progress Review and Monitoring Team (PRMT). The performance of the project Pourashava will be rated as per below table:

Marking Criteria

Marks	Grade	Results/Consequences
90-100 marks	A+ (Outstanding)	Pourashava will be promoted and receive 100% infrastructure funding for next one FY
80-89 marks	A (Very good)	Pourashava will be promoted and receive 80% infrastructure funding for next one FY
70-79 marks	B (Good)	Pourashava will be promoted and receive 70% infrastructure funding for next one FY
60-69 marks	C (Average)	Pourashava will be promoted and receive 60% infrastructure funding for next one FY
Below 60	D (Unsatisfactory)	Pourashava will be dropped from the project