



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

# **Guidelines for Activity of e-Governance Initiated**

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

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**Assisted by  
Japan International Cooperation Agency-JICA  
and  
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## 1. Introduction

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

This guideline has been prepared on E-governance is to improve transparency of administrative procedure. By digitizing data, the process to produce documents such certificates and licenses will be systematic.

## 2. Justifications

Electronic Government (e-Governance) services have significant potential for improving public administration and democratic governance. They help improve the quality of public services, enhance the process of decision-making at all levels of government, and promote greater citizen participation. The widespread provision of e-Governance services is a fundamental step forward in the transition towards an inclusive Information and Knowledge Society, and serves as a promoter of digital literacy and for the universalization of access to Information and Communication technologies (ICTs).

Through e-Governance, government services are made available to the citizens in a convenient, efficient and transparent manner. Three notable aspects to e-governance are (a) automation of government routine functions (b) Web-enabling government functions for access of the citizen (c) achievement of openness, accountability, effectiveness and efficiency through improvement of government processes. E-governance promotes efficiency, reduces work time, enforces accountability and brings transparency in the working of the governmental system. Bangladesh have much to gain from e-Governance services for delivering social and economic services to their citizens in cost-effective manner. But in order to make sustainable advances in e-government there is a need for strategic planning to ensure efficacy, transparency, responsiveness, citizen's participation in the delivery of public services.

In Bangladesh, the government has put emphasis on e-governance. The term "Digital Bangladesh" has become familiar recently. The "Vision 2021" declared that the country will be transformed into "Digital Bangladesh" by 2021, aiming to establish a resourceful and modern country through the maximum and effective use of ICT. The concept of "Digital Bangladesh"

emphasizes four 4 elements; namely, 1) human resource development; 2) people involvement; 3) civil services; and 4) use of information technology in business.

In the context of municipality, the Municipal Support Unit (MSU) or Urban Management Support Unit (UMSU) was established in the LGED to extend supports for municipalities. The MSU/UMSU has provided supports to municipal government to introduce the Municipal Office Automation Programs (programs to improve municipal service-delivery capacity, financial management capacity, physical planning and mapping of physical infrastructure, people's participation in Municipal development, and overall municipal institutional development capacity). The MSU/UMSU is now working throughout the country through LGED's decentralized regional support units (RMSUs).

### **3. Relevant Issues as described in ICGIAP**

#### **3.1 Task**

E-governance is to improve transparency of administrative procedure. By digitizing data, the process to produce documents such certificates and licenses will be systematic. There is no chance to manipulate the process or contents of documents, and it makes the work efficient.

Task 1: Responsibility of e-governance initiative is given to MCC

Task 2: Build awareness about e-governance among the CC officer and staffs through orientation

Task 3: Arrange IT base training program for the potential officer/staff to be engaged in e-governance activities

Task 4: Visit some of the other city corporations that have introduced e-governance in some of their service delivery mechanism as a part of training

Task 5: To develop city corporation web base MIS software with dynamic website and establish any kind of e-services with SMS system

Task 6: Set up long term plan to gradually extend the area of e-governance in the CCs for the benefit of its citizens and communities

Task 7: To identify potential area such as electronic birth & death registration system, citizen charter, trade license and renewal system, different kind of application through web portal

Task 8: Continue practice of e-governance in trial and error process with efforts for continuous implementation / updating

#### **3.2 Action by**

Mayor,  
Secretary,  
Public Relation Officer

#### **3.3 Time Schedule**

Task 1-3: by end of 1<sup>st</sup> year

Task 4: by 2<sup>nd</sup> year

Task 5: by 3<sup>rd</sup> year

Task 6-8: by 4<sup>th</sup> year

### **3.4 Indicator**

#### **(1) 1<sup>st</sup> Performance Review**

e-governance system introduced in at least one area

#### **(2) 2<sup>nd</sup> Performance Review**

Long time plan to expand e-governance set, and activities implemented accordingly

## **4. Objectives**

Following are the objectives/aims of E-Governance:

### **4.1 To Build an Informed Society**

An informed society is an empowered society. Only informed people can make a Government responsible. So providing access to all to every piece of information of the Government and of public importance is one of the basic objective of E-Governance.

### **4.2 To Increase Government and Citizen Interaction**

In the physical world, the Government and Citizens hardly interact. The amount of feedback from and to the citizens is very negligible. E-Governance aims at build a feedback framework, to get feedback from the people and to make the Government aware of people's problems.

### **4.3 To Encourage Citizen Participation**

True democracy requires participation of each individual citizen. Increased population has led to representative democracy, which is not democracy in the true sense. E-governance aims to restore democracy to its true meaning by improving citizen participation in the Governing process, by improving the feedback, access to information and overall participation of the citizens in the decision making.

### **4.4 To Bring Transparency in the Governing Process**

E-governance carries an objective to make the Governing process transparent by making all the Government data and information available to the people for access. It is to make people know the decisions, and policies of the Government.

### **4.5 To Make the Government Accountable**

Government is responsible and answerable for every act decision taken by it. E-Governance aims and will help make the Government more accountable than now by bringing transparency's and making the citizens more informed.

### **4.6 To Reduce the Cost of Governance**

E-Governance also aims to reduce cost of governance by cutting down on expenditure on physical delivery of information and services. It aims to do this by cutting down on stationary, which amounts to the most of the government's expenditure. It also does away with the physical communication thereby reducing the time required for communication while reducing cost.

#### **4.7 To Reduce the Reaction Time of the Government**

Normally due to important work and other reasons, the Government takes long to reply to people's queries and problems. E-Governance aims to reduce the reaction time of the Government to the people's queries and problems, because problems are basically Government's problems as Government is for the people.

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

#### **5.1 Mass Communication Cell**

Mass Communication Cell is responsible all kind of e-governance activities. It makes necessary decision, formulate plan for e-governance system, train other officials for operation and produce report on e-governance activities to PIU.

#### **5.2 Local Government Engineering Department (LGED) Role**

LGED provides technical and management support to Urban Local Government Institutions (City Corporations, City Councils) to implement urban infrastructure development programs.

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

#### **6.1 Assign officer/Staff in Charge of e-Governance**

The mayor will appoint an officer or staff who will be in charge of e-governance. Basically, an official who assigned in MCC will be appointed for e-governance activity, but the mayor can select the other officer or staff who have sufficient capacity for the use of ICT. Secretary will supervise the activities of such officer or staff.

The indicative terms of reference of the officer/staff in charge of e-governance are presented below. It should be noted that some more tasks may need to be performed by the officer/staff depending on the individual needs of the City Corporation.

- Take initiatives in awareness raising among City Corporation officers/staff members in terms of e-governance, including preparation of awareness raising materials, and holding of orientation meetings.
- Establish and maintain the City Corporation Web Portal.
- Collect data and information to be uploaded to the Web Portal
- Upload all information, including news, events, notices, and tender information to the website on a regular basis.
- Produce monthly progress reports, summarizing the activities and results in a month, status of online services,
- Submit the monthly progress reports to the Secretary and Mayor.
- Support all City Corporation officers and staff members in terms of e-governance.
- Take initiatives in computerization of key administrative and financial activities.
- Study requirements stipulated in the Local Government (City Corporation) Act 2009, including function and objective of City Corporation.
- Communicate with government departments to seek for necessary supports in relation to e-governance.
- Conduct research on e-governance and ICT-related materials.

The Mayor shall ensure that the officer/staff in charge of e-governance can perform his/her TOR appropriately. For instance, the mayor shall provide a room/working space for the officer/staff, and provide all supports for the officer/staff. The mayor will also ensure that the officer/staff can participate in necessary trainings.

## **6.2 Awareness Raising Among City Corporation Officer and Staff.**

Awareness raising among City Corporation officers and staff members is essential because e-governance-related activities will require good understanding and cooperation from all divisions, departments and sections in the City Corporation. To raise the awareness of the officers and staff members, the following activities shall be conducted at least.

### **(1) Orientation meeting**

To effectively raise the awareness of the City Corporation officers and staff members, the mayor, with support from the officer/staff in charge of e-governance, will convene an orientation meeting on e-governance. Importance and basic concept of the e-governance activities will be explained in the meeting. Various e-governance-related activities and ICT will also be introduced to the City Corporation officers and staff members.

### **(2) Basic training**

Basic training on e-governance is given to officer in charge. Training program is formulated by PCO according to the capacity of officer in CCs.

Trained officer in charge of e-governance provides basic training of ICT skills to all related officers and staff members of the City Corporation. He/she demonstrates how to use a computer and software, and explain basic knowledge and skills of ICT.

### **(3) Awareness Raising of Councilors/ Standing Committee**

The Information and Culture Standing Committee will be in charge of the promotion of e-governance in the City Corporation. The Committee shall monitor the progress of e-governance activities in the City Corporation. The mayor, with support from the officer/staff in charge of e-governance, is required to report the progress to the Standing Committee.

In this regard, the members of the Information and Culture Standing Committee shall be well informed the importance and concept of e-governance, and ongoing e-governance activities.

## **6.3 Awareness Raising among Citizen**

Awareness rising among citizens is also essential to effectively promote e-governance activities. By using ICT, citizens can have better access to necessary information and public services, and effectively participate in the development process. Citizens are effectively informed of the progress of City Corporation e-governance activities so that they can utilize online services or other services. In this regard, public campaigning for citizens on e-governance should be considered to implement.

Another effective activity is the establishment of City Information and Service Centre (see Guideline 1.3 CISC) where all citizens can visit and obtain necessary information or receive necessary public services.

## 6.4 Basic Computer Training

CPO provides basic computer training for CC officials those who involve in operation of e-governance system. This training will be formulated for capacity development on e-governance, thus basic use of computer and software such as MS Word, Excel, etc. is out of subject, but focus on basic concept of e-governance, basic idea of e-governance components and functions of applications.

Each department select at least one official who will be in charge of operation of e-governance as trainee.

## 6.5 Component wise Training

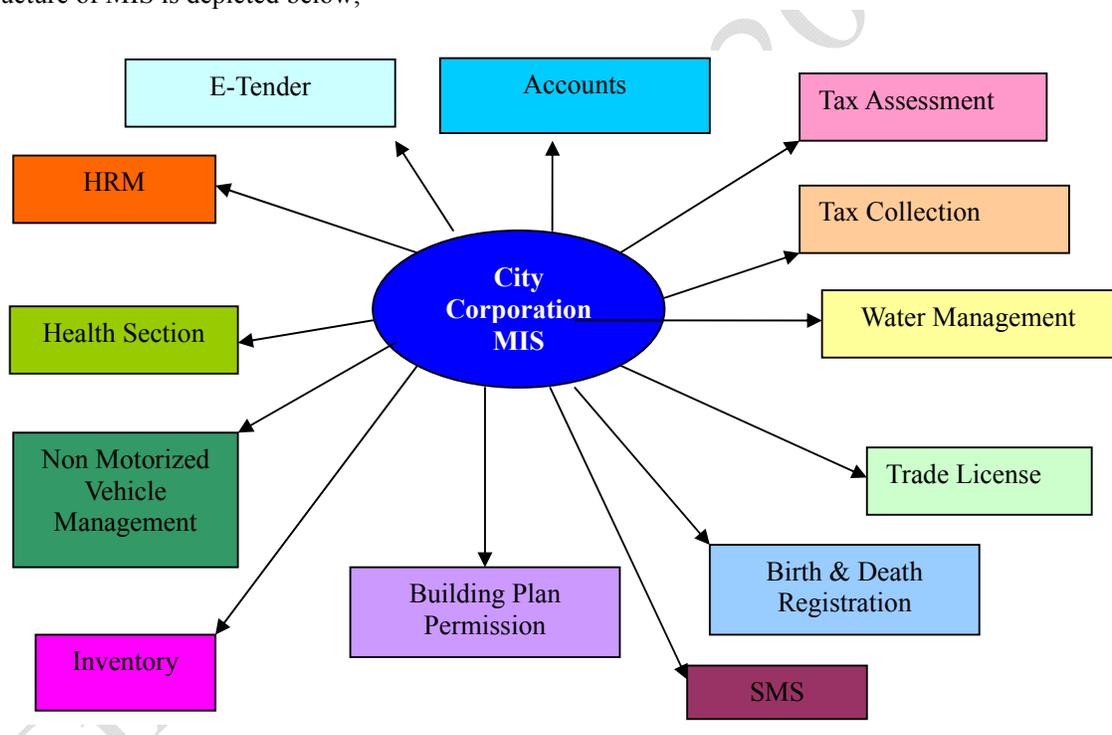
There are component wise training for operation. These trainings are given when CC install the system. Relevant officer should participate in the training program.

SL	Component	Period	Participate	Remarks
01	Basic Computer Training	10 Days	20 Participant each Batch <ul style="list-style-type: none"> <li>• Tax Assessment Section</li> <li>• Tax Collection Section</li> <li>• Trade License Section</li> <li>• Water Billing Section</li> <li>• Engineering Section</li> <li>• Birth &amp; Death Registration</li> <li>• Market Section</li> <li>• Town Information Services Center</li> <li>• Accounts Section</li> </ul>	
02	Tax Assessment Software	05 days	Tax Assessment Section	
03	Tax Collection Section	05 Days	Tax Collection Section	
04	Water Billing Software	05 Days	Water Supply Section	
05	Trade License Software	05 Days	Trade License Section	
06	Market Management Software	05 Days	Bazar Section	
07	Birth & Death Registration	03 Days	Certificate Section	
08	Orientation	01 days	Mayor, Councilor, Chef Executive Officer, Secretary, Chef revenue officer, Superintending Engineer, Executive Engineer, Assistant Engineer, Urban Planner, IT Officer,	
09	None Motorized Vehicle Management Software	03 Days	Transport Section	
10	Town Information Service Center	05 Days	General Section	

## 6.6 Build and Published Web Based MIS Software.

Management Information System (MIS) provides information that organizations require to manage themselves efficiently and effectively. MIS is a typical computer system used for managing and analyzing data or information and producing documents in programmed format. It consists of five primary components, namely; (1) hardware, (2) software, (3) Data (information for decision making), (4) procedures (design, development and documentation), and People (individuals, groups, or organizations). All type of information handled by CC should be managed by MIS in future. The system is installed with financial and technical support of PCOs. MCC manage the system, and officer in charge in each department operate it.

Structure of MIS is depicted below;



With the financial and technical support of PCP, CC install MIS. CC need to digitize and integrate data into MIS. CC make their effort to install at least one section every year.

## 6.7 Established Dynamic Web Portal.

To established e-Governance at the City Corporation level, the City Corporation must have its own website. The web portal may cover the following contents;

(1) **General information**

- Socio-economic information
- Geography
- Citizen Charters

(2) **Administration**

- Basic information of Mayor and Councilors
- Basic information of officers and staff
- Organogram of CC

(3) **Service**

- Infrastructure
- Public service

PCO provides necessary support to establish or upgrade web-portal, and necessary training for maintenance and up-date so that CC will be able to maintain the website. The officer/staff in charge in MCC updates the information of the website on a regular basis.

**6.8 Established e-Services with SMS System.**

The use of Short Messaging Service (SMS) technology to enhance the access to and delivery of government services to benefit citizens, business partners, and government institutions is defined as *SMS-based e-government*. SMS-based e-government systems have enabled governments to communicate with and to provide a range of services for citizens, businesses and other government organizations through the SMS channel.

PCO assists CC to establish SMS system. Technical team provides training on operation for officer in charge. CC operate SMS system according to the operation manual.

**7. Implementation Schedule**

- Orientation for e-governance held by MCC: Immediately after MCC formation
- IT base training program: by end of 1<sup>st</sup> year
- To develop web base MIS software with dynamic website and e-service: by end of 1<sup>st</sup> year
- To set up potential area for e-governance: by end of 1<sup>st</sup> year
- Set up long term plan for e-governance: by end of 2<sup>nd</sup> year
- Exchange visit on e-governance between CCs: by end of 2<sup>nd</sup> year

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

Necessary equipment, software and trainings are provided by PCO.

**Indicative cost breakup of the activities at each CC for one year is given below...**

SL	Component	Period	Participate	Training Cost for each CC	Remarks
1	Basic Computer Training	10 Days	20 Participant each Batch <ul style="list-style-type: none"> <li>Tax Assessment Section</li> <li>Tax Collection Section</li> <li>Trade License Section</li> <li>Water Billing Section</li> <li>Engineering Section</li> <li>Birth &amp; Death Registration</li> <li>Market Section</li> <li>Town Information Services Center</li> <li>Accounts Section</li> </ul>	224,500.00	Detail Cost break down is in the below
2	Tax Assessment Software	05 days	Tax Assessment Section		These training will provided by the solution provider. Cost is included with the respective solution Development Project
3	Tax Collection Section	05 Days	Tax Collection Section		
4	Water Billing Software	05 Days	Water Supply Section		
5	Trade License Software	05 Days	Trade License Section		
6	Market Management Software	05 Days	Bazar Section		
7	Birth & Death Registration	03 Days	Certificate Section		
8	Orientation	01 days	Mayor, Councilor, Chef Executive Officer, Secretary, Chef revenue officer, Superintending Engineer, Executive Engineer, Assistant Engineer, Urban Planner, IT Officer,	107,060.00	
9	None Motorized Vehicle Management Software	03 Days	Transport Section		These training will provided by the solution provider.
10	Town Information Service Center	05 Days	General Section		
<b>Total Cost</b>				<b>331,560.00</b>	

Note: Each **Push SMS** (information to send to city dwellers) cost will be **0.80 Taka (Eighty Paiza)** including VAT and each **Pull SMS** (Reply to sender for specific quarry) will **1.20 Taka (One Taka Twenty Paiza)**

## 8.1 Basic Computer Training Cost for Officer & Staff of City Corporation

Number of Participants : 20 Nos

Category of Participants : SAE and staff of Tax collection and assessment Accounts , Trade License and General Section

Duration : 5 (Five) days

Venue: City Corporation Date:

Sl. No.	Description	No. of Units	No. of hours/days/KM	Unit rate	Total Cost	Remarks
				(in Taka)	(in Taka)	
<b>1</b>	<b>Daily Allowances: (Participants)</b>					
a)	Officer	3	5	750.00	11,250.00	
b)	Staff	17	5	550.00	46,750.00	
	<b>Sub Total=</b>				<b>58,000.00</b>	
<b>2</b>	<b>Traveling Allowance: Resource Person &amp; Participants</b>					
a)	Participants	20			-	
b)	Resource Person Out Sourcing	2	100	10.00	2,000.00	
c)	PD & DPD	2	100	10.00	2,000.00	km
	<b>Sub Total=</b>				<b>4,000.00</b>	
<b>3</b>	<b>3. Resource persons/ Trainers (Honorarium) :</b>					
a)	Trainer	2	30	850.00	5,500.00	
b)	Mayor	1	1	850.00	850.00	
c)	CEO	1	1	850.00	850.00	
d)	PD & DPD	6	8	850.00	40,800.00	
	<b>Sub Total=</b>				<b>68,000.00</b>	
<b>4</b>	<b>Course coordinator</b>					
a)	Course coordinator Honorarium (PD)	1		3000.00	<b>3,000.00</b>	
<b>5</b>	<b>Refreshment</b>					
a)	Participants	20	5	80.00	8,000.00	
b)	Resource persons and Trainers	6	5	80.00	2,400.00	
c)	Support Staff and Others	6	5	80.00	2,400.00	
	<b>Sub Total=</b>				<b>12,800.00</b>	(Inc.vat)
<b>6</b>	<b>Food</b>					
a)	Participants	20	5	300.00	30,000.00	
b)	Resource persons	6	5	300.00	9,000.00	
c)	Support Staff & Others	3	5	300.00	4,500.00	
	<b>Sub Total=</b>				<b>43,500.00</b>	(Inc.vat)

<b>7</b>	<b>Stationery</b>					
a)	Training Bag	20	1	600.00	2,000.00	
b)	Printing of training module	26	1	250.00	6,500.00	
c)	Pad, pen, pencile & eraser	26	1	90.00	2,340.00	
d)	Miscellaneous (Photo, Banner ,Marker Flipchart etc)	1	1	1860.00	1,860.00	
<b>Sub Total=</b>					<b>22,700.00</b>	(Inc.vat)
<b>8</b>	<b>Others</b>					
a)	Computer hire Charge	20	5		10,000.00	
b)	Support Staff wages	2	5	250.00	2,500.00	
<b>Sub Total=</b>					<b>12,500.00</b>	
<b>Grand Total=</b>					<b>224,500.00</b>	
<b>In word = Two lac twenty two thousand and five hundred only)</b>						

## 8.2 Orientation Program Cost for e-governance

Sl. No.	Description	No. of Units	No. of hours/days/KM	Unit rate (in Taka)	Total Cost (in Taka)	Remarks
<b>1</b>	<b>Daily Allowances: (Participants)</b>					
a)	Mayor, Councilor, Chef Executive Officer, Secretary, Chef revenue officer, Superintending Engineer, Executive Engineer, Assistant Engineer, Urban Planner, IT Officer,	40	1	850	34,000.00	
<b>Sub Total=</b>					<b>34,000.00</b>	
<b>2</b>	<b>Traveling Allowance: Resource Person &amp; Participants</b>					
a)	Participants	40			-	
b)	Resource Person Out Sourcing	2	100	10	2,000.00	
c)	PD & DPD	2	100	10	2,000.00	km
<b>Sub Total=</b>					<b>4,000.00</b>	
<b>3</b>	<b>3. Resource persons/ Trainers (Honorarium) :</b>					
a)	Trainer	2	2	850	3,400.00	
d)	PD & DPD	6	2	850	10,200.00	
<b>Sub Total=</b>					<b>13,600.00</b>	
<b>4</b>	<b>Course coordinator</b>					
a)	Course coordinator Honorarium (PD)	1		3000	<b>3,000.00</b>	
<b>5</b>	<b>Refreshment</b>					
a)	Participants	20	1	80	1,600.00	

b)	Resource persons and Trainers	6	1	80	480	
c)	Support Staff and Others	6	1	80	480	
					<b>Sub Total=</b>	<b>2,560.00</b> (Inc.vat)
<b>6</b>	<b>Food</b>					
a)	Participants	40	1	300	12,000.00	
b)	Resource persons	6	1	300	1,800.00	
c)	Support Staff & Others	3	1	300	900	
					<b>Sub Total=</b>	<b>14,700.00</b> (Inc.vat)
<b>7</b>	<b>Stationery</b>					
a)	Training Bag	40	1	600	24,000.00	
b)	Printing of training module	26	1	250	6,500.00	
c)	Pad, pen, pencile & eraser	26	1	90	2,340.00	
d)	Miscellaneous (Photo, Banner ,Marker Flipchart etc)	1	1	1860	1,860.00	
					<b>Sub Total=</b>	<b>34,700.00</b> (Inc.vat)
<b>8</b>	<b>Others</b>					
a)	Computer hire Charge	40	1		0	
b)	Support Staff wages	2	1	250	500	
					<b>Sub Total=</b>	<b>500</b>
					<b>Grand Total=</b>	<b>107,060.00</b>
<b>In word = One lac seventy thousand and Sixty Taka only</b>						