



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

Guidelines for Vision and Mission set in each Department

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

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**Assisted by
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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.

2. Justifications

Functions and job descriptions are given to departments and specific positions in CC. They show specific responsibilities, demarcation of departments and individual officers. Functions and job descriptions are guidelines to sustain daily work; however, they are not intended to guide a department to bring positive changes.

Vision and mission is a principle of work of an organization intending to bring betterment in daily work. Vision envisages desirable future status of organization; while, mission describes specific responsibilities to bring changes from preset status to the visualized future status. Principle of organization depicted as vision and mission are also a commitment to citizen that a department make their endeavors to achieve the vision.

2.1 Definition of Vision and Mission

- Vision defines the optimal desired future state – the “Mental picture” of what agencies or departments want to realize.
- Mission describes responsibilities to be taken by a department to bring change from present status to the desired future state, namely vision. It is action-oriented, reasons for its being.

2.2 Legal basis regarding setting Vision and Mission

Although a few has been specifically mentioned in the City Corporation Act 2009 about the vision and mission, the City Corporation have been empowered to make regulation with the prior approval of the Govt. under section 121 of the Act by issuing Govt. notification published in the Gazette which do not contradict to achieve the objectives of the Act.

3. Relevant issues of ICGIAP

3.1 Tasks for Vision and Mission set in each department.

To accelerate the function of city corporation, it requires to set the vision and mission of each department of CC following the under mentioned tasks:

- Task 1: each department prepare vision and strategic plan involving officials of each department (Considering CC Act 2009)
- Task 2: Vision and strategic plan approved by City Corporation meeting;
- Task 3: Vision and Mission are displayed in citizens Charter and website
- Task 4: Vision and Mission are reviewed

3.2 Action by : Head of department

3.3 Time schedule:

- Task 1-2 by end of 1st year;
- Task 3 by end of 2nd year
- Task ask 4 by end of 4th year

3.4 Indicators

(1) 1st Performance Review: Vision and mission are set in each department

Every department should set vision and mission for themselves, and disclose to citizen

(2) 2nd Performance Review: Review vision and mission

Vision and mission set by each department should be reviewed periodically, because the situation of city and needs of citizen may change.

4. Objectives

- To direct officials for common objectives, goals and vision
- To create team-work in organization
- To facilitate leadership building

5. Relevant Organizations, Stakeholders and their role

5.1 The Role and Responsibilities of the relevant departments

The roles of departments are;

- To hold meeting timely on how to define and set their Vision and Mission in the certain timeframe.
- To discuss where they are and where they will suppose to be in future.
- To conduct workshops/ group discussions/ seminar with all concerned.
- To set the Vision and Mission to meet the public/community desire in view of rendering services.

5.2 The Role of Relevant Standing Committee

The Role and Responsibilities of the relevant standing committees are;

- To closely monitor and supervise the activities of the departments in terms of setting vision and mission.
- To examine and revise, if necessary, the vision and mission proposed by relevant departments

5.3 The Role and Responsibilities of the Mayor / City Council meeting

The roles of Mayor or City Council meeting are;

- To agree or revise the Vision and Mission for CC
- To examine vision and mission proposed by each department in the view of vision of City Corporation
- To approve vision and mission with consensus

6. Vision and Mission of 5 City Corporations

| CC | Vision | Mission |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NCC | To build an environment friendly, Clean, Healthy, Safe and Poverty free planned city to provide necessary services to all city dwellers | <ul style="list-style-type: none"> • Infrastructure development that is environment friendly and sustainable • Total Solid Waste Management • Less disaster, crime, traffic and boat accident • Infrastructure that supports industry and basic human needs • Elaboration on sector plan and its execution • Equity in public services to all the wards |
| CoCC | Build a planned Beautiful Green City and keep it neat and Clean | <ul style="list-style-type: none"> • Elaboration on Master Plan and its execution • Green landscaping of the public areas • Equity in public services to urban and suburban areas • Good public services of road network, drainage, street lighting, market, bus terminal, community center etc. |
| RpCC | Make our Rangpur Poverty free, environment friendly, beautiful and safe city | <ul style="list-style-type: none"> • Infrastructure that supports industry and basic human needs • Good environment for nature and human life • Total solid waste management • Less disasters, traffic accidents and crimes • Equity in public services to urban and suburban areas |
| GCC | Make a green, Poverty free and safe livable city by preparing a master plan and implementing it properly by improving governance and peoples participation without hampering the natural environment | <ul style="list-style-type: none"> • Elaboration on sector plan and its execution • Total solid waste management with participation and PPP • Good environment for nature and human life • Infrastructure that supports industry and |

| | | |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | basic human needs <ul style="list-style-type: none"> • Smooth traffic flow with various transportation modes • Enhancement of Governance that manages appropriate public services |
| ChCC | To upgrade Chittagong Metropolitan city as a modern cosmopolitan city and an efficient Local Government Institution capable of addressing the future challenges with the increasing demand for better urban facilities and amenities for new generation citizens. | <ul style="list-style-type: none"> • To facilitate every urban facilities and amenities to its citizens • To ensure a comprehensive city planning in Chittagong on way to provide a better working environment for its citizens • To develop Chittagong as the 3 dimensional commercial capital of the country where trade/commerce, industry and Tourism would be encouraged. |

7. Necessary Tasks and Procedure

7.1 Assign the Officer in Charge of each Department

- Head of department assigns an officer who will be in charge of elaborating draft vision and mission
- The officer in charge is responsible for holding workshop/meeting, keeping minutes; organize logistics for workshop/meeting, documentation, etc.

7.2 Workshop on Vision and Mission

In order to prepare vision and mission, officer in charge organizes internal workshop for articulating vision and mission. The activities in workshop are as below;

- SWOT analysis;
- Situation analysis of relevant services;
- Proposal of draft vision and mission;

(1) SWOT Analysis

The SWOT (Strengths, Weakness, Opportunity and Threats) analysis is an effective tool or technique to figure out possible approaches to develop an organization. In the consideration of present status and desirable future status to be achieved, participants analyze SWOT. SWOT analysis implies approaches to vision, thus mission can be formulated based on the analysis.

The worksheet of SWOT Analysis

| Strength (internal) | Weaknesses (internal) |
|---------------------|-----------------------|
| | |
| | |
| | |
| | |

| | |
|--|--|
| | |
| | |

| Opportunities (external) | Threats (external) |
|--------------------------|--------------------|
| | |
| | |
| | |
| | |
| | |
| | |

(2) Situation analysis: current status and desirable future status of relevant services

This exercise is to understand the present status and desirable future status of their service. Vision will be identification of desirable future status.

| Name of Dept./Section: | | |
|------------------------------------|---------------------------------------------|------------------|
| Present status of service delivery | Desirable Future Status of service delivery | Priority Ranking |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

Double tick (√√) =High; Single tick = (√) = Moderate; Blank = Low

(3) Setting Vision and Mission (proposal)

Based on the situation analysis and SWOT exercise, participants of the workshop propose vision and mission. (Sample of setting Vision and Mission in each dept. is attached as Annex-1)

7.3 Examination of Vision and Mission

Proposed vision and mission should be examined by the relevant standing committee. Based on the analysis, officer in charge prepares presentation material. Head of department gives presentation at the meeting of the relevant standing committee. Presence of Mayor is desirable. Professional persons can be invited, if necessary.

7.4 Revision of vision and mission and approval

Comments of the relevant standing committee should be reflected in the draft final version of vision and mission. The draft final of vision and mission is reviewed in City Council meeting and approved. If any comments for revision are given, the department makes revision accordingly.

8. Implementation Schedule

(1) Assignment of officer in charge

PIU requests every department to assign officer in charge immediately after its establishment.

(2) Workshop on Vision and Mission

The department conduct workshop on vision and mission by 2nd quarter of 1st year.

(3) Presentation at the relevant standing committee meeting

Presentation at standing committee meeting should be done by 3rd quarter of 1st year.

(4) Review in City Council meeting

Draft final of vision and mission should be reviewed by the last quarter of 1st year.

(5) Display vision and mission

Approved vision and mission should be displayed on website, and disseminated through other media, such as, leaflet, Citizen Charter, etc.

9. Cost of Implementation (if necessary)

- Budget for workshop (A sample budget is attached as Annex no-2)

City Governance Project

Name of the Theme:

"Vision and Mission set in each department"

Name of department: Engineering department

1. Check List for the workshop:

Multi Media, Brown paper, White board, Marker, Pad-pen, vipp card etc.

2. Group formation:

Each department is divided into two/three groups.

3. Brief Outline of the relevant department

Briefly State here about the department, Aim and Objectives, its role and responsibilities and functions etc.

4. Review the Vision and Mission of City Corporation

- The Vision and Mission of City Corporation has been clarified, reviewed and analyzed, which had been made during the preparatory works of CGP project. Vision is a long term and aspiration goal. On the other hand, Mission is a day to day activity that leads to the Vision. The main purpose of reviewing the Vision and Mission of CC is to achieve the institutional goal, so that every Vision and Mission of each department can act as a supplementary role in achieving Vision and Mission of City Corporation.

5. Strengths, Weakness, Opportunity, Threats (SWOT) analysis (Example)

The group has analyzed the SWOT to understand the internal strengths and weakness; and the external opportunity and threats of the department.

Example:

| Strengths | Weakness |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • (During the SWOT analysis, pls. consider the below things, like- Human resource, Materials, Money, Equipments, process and Technique etc.) | <ul style="list-style-type: none"> • • • • • |
| | |

| Opportunities | Threats |
|---------------|---------|
| | |

| | |
|-----------------------------------------------------------|-----------------------------------------------------------|
| Development partners comes forward | Natural disaster and Political instability. |
| CC Organogram approval | Bureaucratic complication may delay the approval process |
| Inclusive approaches introduced in development activities | Lack of coordination between the CC and National agencies |
| | |

6. Situation Analysis (Example)

The groups have also exercised about the situation analysis briefly, identified the problems including challenges, but the principle areas have been found and selected regarding the present status and the desired future.

| Present situation | Preferred future | Priority Ranking |
|--------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------|
| 1. Lack of Man Power | • A compact, skilled and experienced Engineering cell set up of dept. | Please Mark tick here as prefer |
| 2. Lack of equipments | • Ultramodern engineering related equipments are secured. | |
| 3. Lack of awareness of the citizens | • Citizens are aware and proactive in terms of their role and responsibilities and development concept | |

7. Presentation of group work

After exercising the group works all groups will present the findings of their points.

8. Select the prioritized issues

All groups have picked up the important and prioritized issues that need to be incorporated in Vision and Mission of the departments. The selection of the issues has been considered on its importance and feasibility.

9. Set Vision and Mission (Example)

Engineering dept

| Vision | Mission |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • “Uniformed, well -Equipped team in Engineering dept. to build a Climate resilience of sustainable infrastructure development and deliver qualitative services to the City Corporation.” | <ul style="list-style-type: none"> • To empower/capacitate the local government system; • To enhance community based approach; • To build the linkage partnership amongst the service providing agencies; • To conduct Policy advocacy to stakeholders. • |

- Remarks:

Annex-02

City Governance Project
Vision and Mission set in each Department
Budget for Preparation of setting Vision and Mission in each dept (2015-2016)

| Sl | Name Of Activity | Activity Details | Unit/Batch/Days | Unit Cost (tk) | Total Amount | Responsible Person | Time Frame | | | | Remarks | |
|----|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------|---------------|--------------------|------------|---------|---------|---------|---------|--|
| | | | | | | | 1st Qrt | 2nd Qrt | 3rd Qrt | 4th Qrt | | |
| 1 | workshop on setting Vision and Mission in each dept.(Non Residential) | | | | | | | | | | | |
| | One day Workshop at CC level | 25 Officials/Staffs from relevant dept. 5 CGP staff, 2 support staff from relevant Dept; Total 32 persons | | | | CC | | | | | | |
| | Food | Two times snacks and Tea for 32 Person for 1 Day | 32 | 60 | 1920 | CC | | | | | | |
| | | Lunch-200/Person*32 | 32 | 200 | 6400 | CC | | | | | | |
| | Logistics | Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person | 30 | 50 | 1500 | CC | | | | | | |
| | Conveyance for Participants/ Honorarium | 200tk/ person for 25 person for 1 Day | 25 | 200 | 5000 | CC | | | | | | |
| | Expenditure for One workshop cost is Sub Total= | | | | 14820 | | | | | | | |
| | Conduct Workshop in 9 dept.(Major) in each CC | Per dept. workshop expenditure- 14820@9 | 9 | 14820 | 133380 | | | | | | | |
| | | | | Total cost for Nine Workshop | 133380 | | | | | | | |
| 2 | Relevant dept Standing Committee Meeting to review the proposed Vision and Mission | | | | | | | | | | | |
| | Relevant Standing committee members to review proposed vision and Mission | Standing committee members and CC Officials -7, CGP Staffs-5 and Meeting support staff-3, Total -15 person | | | | CC | | | | | | |
| | Snacks and Tea | 15 person, | 15 | 50 | 750 | | | | | | | |
| | Lunch | 15 packets;200 tk/ per pack | 15 | 200 | 3000 | | | | | | | |

| | | | | | | | | | | | |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----|----------------------------|--------------|----|--|--|--|--|--|
| | Documentation printing and photocopy | Printing,/Photocopy etc | | | 1000 | | | | | | |
| | | | | Total cost for one meeting | 4750 | | | | | | |
| | 14 Standing committee meeting for review the vision and mission | Total 14 standing committee@ 4750 tk each meeting cost | 14 | 4750 | 66500 | | | | | | |
| | Sub total= | | | | 66500 | | | | | | |
| City Council meeting to approve Vision and Mission of each dept | | | | | | | | | | | |
| 3 | Elected representative-34 person, CC Officials-20, CGP staff-5 and CC support staff-3, Total -62 | One day meeting;Total person-62 | | | | | | | | | |
| | Snacks and Tea | 50 tk/62 person | 62 | 50 | 3100 | | | | | | |
| | Lunch | 200 tk/62person | 62 | 200 | 11000 | | | | | | |
| | Materials (Banner, pen, pad, etc) | 55 Pcs | | | 6,000 | | | | | | |
| | Documentation printing and photocopy | Documentation printing and photocopy | | | 3000 | | | | | | |
| | Sub Total= | | | | 23100 | | | | | | |
| Printing, display and Distribution of Vision and Mission of each dept. | | | | | | | | | | | |
| 4 | Printing,publicity and Distribution of Vision and Mission | Printing of Vision and Mission- 500 copy, Distribution cost includes | | | | CC | | | | | |
| | Printing of Vision and Mission | Minimum 500 sets of Vision and Mission publication in the form of booklet, pumlet etc. in each CC | | | 50000 | CC | | | | | |
| | Distribution of Citizens Charter | Citizens Charter distribution to the stakeholder, national agencies, NGOs, others dept. etc. | | | 5000 | | | | | | |
| | Sub Total= | | | | 55000 | | | | | | |
| 8. Publicity of Vision and Mission in Local Newspaper and others Media | | | | | | | | | | | |

| | | | | | | | | | | | | |
|-------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------|--|--|---------------|----|--|--|--|--|--|--|
| 5 | Publicity of Vision and Mission in Local Newspaper and others Media | Vision and Mission Publishes at least 5 Local Newspaper and others Media | | | | CC | | | | | | |
| | Vision and Mission publish in Local Newspaper | at least 5 Local Newspaper in each CC | | | 25000 | CC | | | | | | |
| | Publicity of Citizens Charter in others Media | Others Media | | | 10000 | | | | | | | |
| Sub Total= | | | | | 35000 | | | | | | | |
| Total Approximate Budget for CCs = | | | | | 312980 | | | | | | | |

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