



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

Guidelines for Capacity Development Unit

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

February 2018



**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 Pourashava 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

Capacity development is one of essential activity to build inclusive city governance. At present, CCs have failed to conduct some of functions due to different reasons. One of the reasons is the capacity of officials. Since CC need to cover the functions given in CC Act with limited human resources and fund, CCs need to increase manpower, improve skills of officials, bring Kaizen to improve their work with minimal input and install equipment.

Different donors arrange several training programs for local government officials. The training is basically on the project basis; thus they are usually ad hoc in nature. Moreover, the training is not proactively formulated by CCs, and they are externally prepared. Officials will gain capacity on specific subject, which is often project activity oriented, through the training provided by the projects, and they may not always have the chance to upgrade skills and knowledge they need for their daily activities.

On the other hands, the needs for training towards officials are diverse, especially in CCs where the functions of town are differentiated from Paurashavas due to geographic location, economic activities, private sector activities, availability of NGOs and CBOs or the lifestyle of the general public. It may be necessary for local governments to formulate a training program according to the needs of resident's officials and policies they independently envisage. In order to make the training sustainable, each local government should secure the budget according to their training plan

3. Relevant issues of ICGIAP

3.1 Areas of Activity Capacity Development Unit (CDU) established and formulated training program

Establishment of CDU	There are always needs of training to improve the capacity of the elected representative, officers and staffs of the city corporation. In order to make comprehensive training program
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and sustain it, Capacity Development Unit (CDU) is established in the city corporation.

3.2 Tasks of CDU

- :
- Task 1 : CDU is formed and approved by City Corporation Meeting
 - Task 2 : Letter is issued by Mayor and circulates it to the members
 - Task 3 : Hold workshop on CDU operation
 - Task 4 : Formulate Program for technical training and Kaizen activities with budget plan
 - Task 5 : Conduct the technical training according to schedule
 - Task 6 : Produce report on capacity development

3.3 Composition of CDU

CEO	Chairperson
Secretary	Member Secretary
Head of all department	Member

3.4 ToR of CDU

- CDU initiate formulating skill training program based on ARP and ICGIAP
- CDU proposes skill training course and Kaizen training with budget plan
- CDU organize training provider, and arrange training course by the CCs own fund
- Facilitate Kaizen training and activities
- Monitor implementation of Kaizen activities and technical training
- Assess capacity or work improved by Kaizen and technical training
- Prepare progress (quarterly) and final report on capacity development activities

3.5 Action by

- Secretary

3.6 Time Schedule

Task 1-3 by mid of 1st year
Task 4 by end of 1st year
Task 5 every year from 2nd year
Task 6 end of every fiscal year

3.7 Indicators

(1) 1st Performance Review: Training program formulated

Training program should be formulated by the 1st performance review. The training program should be formulated based on Administrative Reform Plan reviewed by ARC. The contents of training program should be relevant to ARP and feasible in terms of financial capacity. The format for training program is given in this guideline. CGP will not provide fund for the training program apart from the training specially arranged by CGP, thus it should be implemented by CC's own budget, or CCs may look for fund from other sources.

(2) 2nd Performance Review: Report on capacity development produced by CDU

As it is described in this guideline, CDU is supposed to produce quarterly and annual report. CDU should produce these report based on the formats which is given in this guideline.

4. Objectives

4.1 Objectives

Capacity Development Unit (CDU) is proposed to establish as institutional settings to develop the training program for sustainable capacity development of CC. CDU consists of top management officers, such as, CEO, secretary and other heads of department. It will analyze the needs of training based on ARP. It will formulate technical training with training providers, such as, NILG, LGED, DPHE, private institutes, NGOs and so on. It will also promote Kaizen activities. At the end of the fiscal year, it will evaluate training activities and performance of officials who received the training.

5. Relevant Organizations, Stakeholders and their role

5.1 PCO/PIU

Project Coordination Office (PCO) and Project Implementation Unit (PIU) are responsible for facilitation and monitoring of CDU. PIU will make budget for CDU activities based on proposed training program, and submit it to the relevant standing committee.

5.2 Training providers

There are several training providers. CDU is responsible for making contact with them and outsource training activity. If the budget of CC will not allow them to conduct training program, then CDU organize training by CC's own human resources. In other words, senior officials give training to junior officials. CDU coordinates with trainers, make schedule and budget for each training. **Annex I** shows potential training providers and subjects of training they can provide. CCs may look for other providers which are available in the CC or national level according to their needs. NILG is one of training provider, but it has wider network with resource persons and institutions, thus it is recommended that CC consults with NILG at the initial stage. The Municipal Support Unit of Urban Management Unit (UMU) of LGED is also one of the training providers in Bangladesh.

5.3 Administrative Reform Committee

ARC has authority to request CDU to formulate training program. CDU formulate training program based on ARP, but prioritization of training should follow the strategic plan produced by ARC.

6. Necessary Tasks and Procedure

6.1 Formulation of CDU

Member of CDU is recommended as follow;

- CEO – Chairperson

- Secretary – Member secretary
- Heads of all dept. – Member

CDU is formed by CEO, and approved by City Council meeting. The official letter should be prepared by Mayor and circulated.

6.2 Orientation workshop

Project Coordination Office (PCO) will organize orientation workshop on CDU formulation and operation in each CC. Orientation workshop is to explain the concept of CDU, functions and schedule of activities. It should be held immediately after ICGP consultant starts working on the ground. ICGP consultant will prepare materials for workshop, and organize workshop. ICGP consultant will give lecture on the concept of CDU and operational procedures.

6.3 Formulation procedure of training program

Training program will be formulated as per the following steps:

(1) Step 1: review of ARP

ARP is given to every CC. ARP describes “present status (1st sheet), “5 years action plan (2nd Sheet” and “Administrative Reform Plan (the last sheet)”. Each department confirms “Responsible Dept./Sec. in “present status”. Then, review “Reason for Moderate or Low performance”, “Present status” and “5 year action plan” in the second sheet namely “5 year action plan”. Finally, reviews “applicable activity” in ARP (3rd sheet) that show the actions to be taken, such as, “Kaizen activity”, Technology transfer”, “Installment of equipment” and “Increase of manpower”.

Please remember that review of ARP will be requested to head of departments by ARC. Thus, CDU does not have to request, but to guide and monitor the progress of review activity.

(2) Step 2: Proposal for training, installation of equipment and Increase of manpower

For every function, relevant activity is recommended in ARP. Each department will select one or two activities from “technology transfer”, “installation of equipment” and “increase of manpower” that can help improve services of the departments. Each department fill in necessary information in the summary sheet (**Annex II**, example of inputs are given in the format), and accordingly, prepare detailed plan for training, equipment installation and recruitment of manpower based on the format (**Annex III**).

(3) Step 3: Selection and formulation of Capacity Development Program

CDU compiles summary sheet prepared by the departments into one summary sheet. It also reviews contents of training proposals and give marks according to criteria listed below. Once the training are prioritized based on given total budget for Capacity Development Program, CDU compile the selected proposals and total budget, and make proposal as Capacity Development program according to the format (**Annex IV**).

Selection Criteria will include the following:

- Urgency: Is improvement of service delivery urgent?
- Relevance: Is the proposal relevant to vision and mission of department or vision of CC? Does increase of manpower (permanent staff) follow approved organogram? If not, is it part-time?

- Effectiveness: Is the proposal help achieve target of 5 year action plan in ARP?
- Efficiency: is it cost-effective? Compare expenditure and impact. Is proposed budget realistic or affordable for CC?
- Impact: How much does training have impact on public services? Is it measurable?
- Sustainability: Does the training, equipment or manpower sustain improved public services?

Note 1: There is a table for evaluation of proposal. CDU members marks proposal according to the criteria. The total marks of proposal can be used for prioritization of proposed training.

Note 2: After the selection of activities, if any necessary modifications, such as, target officials/councilors, number of participants, contents of training, budget, then CDU advises responsible departments to revise the proposal for finalization.

(4) Kaizen Training

Kaizen training should be implemented following the guideline for Kaizen Activity.

6.4 Schedule and Monitoring of Activity

Detailed schedule of training, equipment installation and recruitment will be given in the proposals prepared by each department. CDU compiles the schedule in the given format (**Annex V**). It also monitors the activities quarterly according to the schedule.

6.5 Assessment of Capacity Development Program

Assessment of each training activity should be done by the trainer immediately after the training activity, and assessment report should be prepared based on the format (**Annex VI**). The format for assessment can be modified according to the nature of training activity. CDU makes sure to include assessment of training in the TOR of trainer.

6.6 Quarterly and final report on CDU activity

Quarterly report will be made based on the format (**Annex VII**). For the final report, CDU uses the format which is same as quarterly report. It is just a sample for report writing which shows minimum information, thus it can be modified by CDU.

7. Implementation Schedule

7.1 Formation of CDU

CDU is formed soon after the issue of letter from PCO

7.2 Formulation of Capacity Development Program

Formulation of Capacity Development Program with budget should be done by June, 2015.

7.3 Monitoring

Implementation of the Program will start with fiscal year of 2015-16. CDU conducts monitoring work according to the Schedule and Monitoring Sheet. Some of training, equipment procurement and recruitment of manpower concerning ICGP could be done immediately after the start of ICGP.

7.4 Assessment

Assessment of each activity should be done within one month after the activity.

7.5 Reports

Quarterly report should be prepared by end of each quarter, namely, end of September, December, March, and the report of the last quarter is substituted by final report. Final report should be prepared by end of June.

See detail of implementation schedule in annex VIII

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Annex I List of Training Provider

List of Training Provider		
No.	Training Provider	Training Contents
GoB		
1	NILG	Kaizen, general public administration, office management
2	LGED	Civil engineering in general, quality control of civil engineering, e-GP, Master Plan, Sector planning, fry over,
3	Urban Management Unit (UMU)	
4	DPHE	Water supply, water quality control, slum development
5	BARD (Comilla) RDA (Bogra)	Community mobilization, facilitation, participatory development, income generation for women, gender issue
6	Dept. of Social Welfare	Poverty reduction, gender issue
7	Other City Corporations	Any kind of functions of City Corporation, such as waste collection,
8	Department of Environment	Any kind of environmental issue
Academic Institutions		
1	Institute of Governance Studies, RRAC University	Governance, environment governance, private sector development, budget planning based on policy, democracy, negotiation and conflict management
2	BUET/CUET/Other universities	Urban planning, Civil Engineer, Sector plan, Waste management
NGOs/International Organizations		
1	IUCN Bangladesh	Environmental conservation
2	Bangladesh Environmental Lawyers Association	Environmental laws and regulations
3	Institution of Engineers Bangladesh (IEB)	
4	Bangladesh Institute of Management (BIM)	Management Capacity Building
5	Bangladesh Institute of Administrative Management (BIAM)	Development, Administration and Management

Annex II Summary Sheet for Capacity Development Program

Summary Sheet for Capacity Development Program

No.	Dept. / Section	Concerning Function	Activity (training / equipment / manpower)	Target Officers /Councilors	No. of Input (participants)	Training Duration (days)	Duration (dd/mm-dd/mm)	Contents of Training / Equipment / Responsibilities of Employee	Training Institutions / Experts	Estimated Budget
1	Conservancy Dept.	1-1. Responsibilities for sanitation	Increase of sanitation inspector	N/A	3	N/A	permanent	Field level inspection of sanitary situation in primary waste collection points and dumping site	N/A	30,000Tk/month x 12 months / year = 360,000 / year x 3 persons
2	Conservancy Dept.	1.4-7. Removal, collection and disposal of waste	Training on waste collection and disposal at primary collection site	Cleaner (waste collection)	30	2days	01/Aug-30/Sep	Route and schedule of waste collection Dumping at primary collection site Cleaning of dumping site	Sanitary Inspector	300Tk x 2 days x 30 person = 18,000Tk
3	Conservancy Dept.	1.4-7. Removal, collection and disposal of waste	Installment of trolley and dustbins	N/A	30 trolley 300 dustbins	N/A	01/Aug-30/Sep	500 litter trolley with rickshaw 100 litter dust bin	N/A	50,000Tk x 30 =1500,000 5,000Tk x 300 = 1500,000
4	Conservancy Dept.	1.4-7. Removal, collection and disposal of waste	Collect waste from primary collection point or dust bin and transport to dumping site	Medical officer / Sanitary Inspectors	5	3 days	01/Sep-30/Oct	How to make collecting schedule How to manage dust bin How to transport waste from primary collection point to dumping site	Dhaka CC, Conservancy Dept.	5,000Tk x 3 days x 2 officials = 30,000Tk
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										

**Annex III Format for Proposal for Capacity Development
Program**

Capacity Development Program

**Proposal for Capacity
Development Activity
on
[specific item]**

XXX Department, XXX Section
XXX Standing Committee

Name of Head of department/Standing Committee

Date: DD/MM/20XX

XXXX City Corporation

1. Title of Capacity Development Activity

2. Justifications

Describe background of training, equipment installation, increase of manpower such as problem of service delivery, shortage of manpower, lack of skills, equipment and so on. Logically explain how problem in service delivery is related to the lack of skills which will be improved through the proposed training.

3. Objectives and Target

3.1 Objectives

Explain main objectives of training, equipment installation and increase of manpower

3.2 Specific Target

Explain what ability participants or department can improve by training, installation of equipment or increase of manpower as bullets

- 1.
- 2.
- 3.

4. Impact

How this training, equipment installation and increase of manpower help improve service delivery.

5. Cost of Training

No.	Items of Training / equipment / manpower	Detail training contents, specification of equipment, responsibility of manpower
1		
2		
3		
4		
5		

6. Provider of Training / Equipment

Explain brief profile of institutions and company which can provide trainings and equipment.

7. Training Schedule

Date, duration, time schedule of training, equipment installation and recruitment of manpower

Detail Activity	Month					
	Sep	Oct	Nov	Dec	Jan	Feb

8. Budget of Training

Training fee / honorarium for training provider / trainer

Training facilities (rent of room or hall, projector and screen, PC, tea, meals, etc.)

Training materials

Number of equipment, unit cost

Monthly salary and honorarium, number of manpower, duration of recruitment (if, it is permanent staff, then propose annual expenditure for each staff)

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CDU member use

Evaluation of Proposal

Evaluation Items	High	Moderate	Low	Score	Remarks
Urgency					
Relevance					
Effectiveness					
Efficiency					
Impact					
Sustainability					

Score: High=3, Moderate=2, Low=1

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Annex IV Format for Proposal for Training Activity

**Proposal for Training
Activity
In 20XX**

Capacity Development Unit (CDU)

Name of Head of CDU

Date: DD/MM/20XX

XXXX City Corporation

1. Justification

In order to maintain accountability of capacity development program, explain background to conduct capacity development activity. Explain why CC needs to provide trainings, install equipment and recruit manpower. The explanations should be understandable for tax payers. Describe justification of selected training, equipment installation, increase of manpower based on vision and mission of CC, needs of people and problems of service delivery. Logically explain how problem in service delivery is related to the lack of skills which will be improved through the proposed training.

2. Objectives

Explain how selected trainings, equipment installation and increase of manpower can help achieve vision and mission of CC.

3. Contents of Capacity Development Program

No.	Items of Training / equipment / manpower	Detail training contents, specification of equipment, responsibility of manpower	Score of Evaluation
1			
2			
3			
4			
5			
6			
7			

Note: See Annex I, proposals for capacity development activities (*attach proposals of selected activities*)

4. Training Schedule

Schedule of capacity development activities are described in the Annex IV (*Attach training schedule and monitoring sheet*)

5. Budget of Training

No.	Name of Activity	Item of Expenditure	Unit Cost	No.	Total
1	Increase of sanitation inspector	Salary	360,000	3	1,080,000
		Sub total			1,080,000

2	Training on waste collection and disposal at primary collection site	Honorarium for participants	600	30	18,000
		Training facilities	50	30	1,500
		Sub total			19,500
3	Installment of Trolley and dustbins	Trolley	50,000	30	1,500,000
		Dust bin	5,000	300	1,500,000
		Distribution and installation cost	50	300	15,000
		Sub total			3,015,000
4	Collect waste from primary collection point or dust bin and transport to dumping site	Training fee	15,000	2	30,000
		Training facilities	100	21	2,100
		Sub total			32,100
		Grand Total			4,146,600

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Annex VI Format for Assessment for Capacity Development Activity

Assessment for Capacity Development Activity

1. Title of Activity:

2. Duration: DD/MM/-DD/MM/20XX

3. Schedule of Capacity Development Activity

Describe actual schedule, if it is different from proposed schedule

Copy paste the schedule on proposal, if it is done as proposed

4. Number of Participants / Equipment installed / Manpower recruited

Target	Actual

5. Achievements

(1) Targets and Achievement

No.	Targets	Achievements
1		
2		
3		

Describe targets which are mentioned in the proposal, and explain achievement after the implementation of activity.

(2) Result of Questionnaire (only for training activity)

Questions		Options	No. of Answer
1-	Do you find the training subject useful for you?	a useful	
		b some	
		c not useful	
2-	Have you participated in a training on same subject?	a yes	
		b No	
	If yes, which training was more useful for you?	a This training	
		b Previous training	
3-	How were the content of the training?	a sufficient	
		b insufficient	
		c poor	
4-	How do you find the training text	a sufficient	
		b insufficient	
		c poor	
5-	How was the time allocation?	a appropriate	
		b need to be longer	

		c	need to be shorter	
6-	How was the timing of training?	a	appropriate	
		b	not appropriate	
7-	How was the place of the training course?	a	appropriate	
		b	not appropriate	
8-	How do you evaluate the lecturer (trainer)?	a	appropriate	
		b	not appropriate	
9-	How do you evaluate the training arrangement?	a	appropriate	
		b	not appropriate	
10-	Do you want to apply the process on the ground?	a	yes	
		b	no	

6. Budget

Proposed	Actual

7. Way Forward

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Annex VII Format for Quarterly Report

Quarterly Report Capacity Development Program Capacity Development Unit, XXX City Corporation

1. Summary of Achievements

Describe the achievements

2. Summary Sheet of Training Program

No.	Implemented Training	Proposed Input (participants / equipment / manpower)	Actual Input (participants / equipment / manpower)	Proposed Target	Achievements	Proposed Budget	Actual Budget
1	Increase of sanitation inspector	3 Sanitary Inspector	3 Sanitary Inspector	1. 2. 3.	1. 2. 3.		
2	Training on waste collection and disposal at primary collection site	30 participants	25 participants	1. 2. 3.	1. 2. 3.		
3	Installment of trolley and dustbins	trolley 30 Dust bin 300	trolley 40 Dust bin 350	1. 2. 3.	1. 2. 3.		

3. Challenges

Explain any challenges if any activities are behind the schedule

Annex VIII Implementation Schedule

Activity	1st PR	2nd PR	Task / TOR	2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				
				1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	
2.4 Capacity Development Unit (CDU) established, and formulate training program	Training program formulated and at least one Kaizen implemented by each Dept.	At least one Kaizen activity implemented by each Dept., and report on capacity development produced by CDU	Task 1: CDU is formed and approved by City Corporation Meeting																									
			Task 2: Letter is issued by Mayor and circulate it to the members																									
			Task 3: Hold workshop on CDU operation																									
			Task 4: Formulate Program for technical training and Kaizen activities with budget plan																									
			Task 5: Conduct the technical training according to schedule																									
			Task 6: Produce report on capacity development																									

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Annex IX Sample Budget for implementation of the CDU

City Governance Project Capacity Development Unit

Annex-09

Tentative Budget for implementation of Capacity Development Unit (2014-2015)

SI	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	Orientation Workshop on CDU (Non Residential)										
	One day Orientation workshop on CDU formulation and operation at CC level	25 Officials/Staffs from different dept. 3 officials from PCO, 5 CGP staff, 2 support staff ; Total 35 persons				CC					
	Food	Two times snacks and Tea for 35 Person for 1 Day	35	60	2100	CC					
		Lunch-200/Person*32	35	200	7000	CC					
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person	33	50	1650	CC					
	Convanee for Participants/ Honourium	300tk/ person for 25 person for 1 Day	25	300	7500	CC					
					Sub Total=	18250					
2	Workshop on formulation of training program										

	Two days workshop on formulation of training program at CC level	25 Officials/Staffs from different dept., 5 CGP staff, 2 support staff ; Total 32 persons				CC						
	Food	Four times snacks and Tea for 32 Person for 2 Days	32	120	3840	CC						
		Lunch-200/Person*32 for 2 days	32	400	12800	CC						
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ; 30/ Person	30	50	1500	CC						
	Convance for Participants/ Honourium	300tk/ person for 25 person for 2 Days	25	600	15000	CC						
					Sub Total=	33140						
					Total Approximate Budget for CCs =	51390						

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