Improving Urban Service Delivery for Sustainable Development

1. Overview:
1.1 Background: Under the visionary leadership of Honorable Prime Minister Sheikh Hasina, Bangladesh has been successfully pursuing its development agenda ‘Vision 2021’ to become a middle income country by 2021. The planned interventions and relentless efforts of the Government to overcome development related challenges have ensured a commendable and steady growth in various economic and social indicators in recent years resulting in faster urbanization. Therefore, rapid urbanization, like many other developing economies, has appeared as a development reality in Bangladesh.

1.2 Situation:
Presently, about 30 percent of its population lives in urban areas. Existing trend of socio-economic growth and population increase clearly suggests that by 2050 urban population will outnumber rural population. Urban areas appear as engines of growth to offer multi-dimensional economic and social opportunities. Hence, pull factors like employment opportunity including garment sector in case of big cities, better education, improved health care, communication facilities and other amenities play a critical role, in addition to natural growth, in increasing urban population in the country. Besides these pull factors, push factors like climate change impacts and river erosion also cause in determining the pace of urbanization in Bangladesh. Rapid urbanization typically entails with ever-increasing demand of urban services. Both basic infrastructure and public services have been facing challenges to keep pace with rapid urbanization and pro-poor basic services delivery. Urban local government institutions (ULGIs) namely paurashava and city corporation (CC) are mainly responsible for providing urban services. However, other agencies and departments also play specific roles in urban areas under guidance of their respective line ministries. Urban services encompass a set of services that urban dwellers require including, but not limited to, waste management, water supply, sanitation and sewage, drainage, road infrastructure, street-lighting, electricity, gas, law and order, public transportation, traffic management, health care, education, housing etc. This paper focuses mainly on urban services that are provided by and related to Local Government Division (LGD) of Ministry of Local Government, Rural Development and Cooperatives (MoLGRDC) and ULGIs (329 paurashavas and 11 CCs). LGD delivers urban services through its agencies’ departments like Water and
Sewage Authorities (WASAs), Local Government Engineering Department (LGED), Department of Public Health Engineering (DPHE), National Institute of Local Governments (NILG), Registrar General, Birth and Death Registration.

1.3 Contribution to the 7th Five Year Plan (SFYP) and SDGs:

The 2030 Agenda includes a specific goal for urban - Goal 11 “Make Cities Inclusive, Safe, Resilient and Sustainable”. However, all concerns on urbanization cannot be limited to this goal only. On the contrary, making inclusive, safe, resilient and sustainable cities should be seen as a driver to address many of the other Sustainable Development Goals. These other goals definitely need a greater focus on urban to meet the targets. The SFYP includes a concern for the urban poor, along with attention to ways to strengthen City Corporations and municipal capacity and participatory processes.

2. Alignment and Status: SFYP and SDGs

Urban development programmes are being implemented in line with national development policy framework. One of the key instruments is Five-Year-Plan. The ongoing Seventh Five Year Plan, taking account the experience of previous ones, steers the sector to a pathway that eventually leads to achieving Vision 2021. The SFYP sets the following objectives to be pursued by ULGIs:

1. Sustainable urban development (infrastructures like road connectivity, water supply, sanitation, drainage, waste management) that supports increased productivity, employment and investment;
2. Better quality of life with emphasis on providing basic living standards for poor;
3. Ensure land use planning and development control of cities and towns;
4. Urban governance and management with greater accountability, transparency and improved public participation; and
5. Institutionally and financially capable city corporations and paurashavas.

The above objectives of the SFYP in relation to urban services have been aligned with SDG-11 which requires making cities and human settlements inclusive, safe, resilient and sustainable. Targets of priority actions of the SFYP are also set in line with SDG-11. Achieving national development goals requires sector specific strategies and action plans.

2.1 Existing Legal and policy framework:

Creation of ULGIs for providing urban services dated back in the mid of the nineteenth century which was characterized by limited scope of service provision and people’s participation. After independence in 1971, Father of the Nation Bangabandhu Sheikh Mujibur Rahman paid special attention to urban development as a part of fulfilling his dream of building Sonar Bangla (golden Bangladesh) through promulgating Presidential Order-22 of 1973 for running paurashavas by elected representatives. Subsequently, in response to emerging multi-dimensional urban realities, several attempts for designing legal and functional frameworks were made. But these were neither comprehensive in nature nor fully aligned with national development agenda.

To meet these gaps, the present Government enacted two laws: Local Government (Paurashava) Act, 2009 and Local Government (City Corporation) Act, 2009. These two laws ensure, amongst others, clearly defined autonomy, authority, roles and responsibilities, scope of community participation and coordination mechanism for paurashavas and city corporations respectively. At present, 329 paurashavas and 11 city corporations are functioning under the two laws.

For addressing urban challenges, the following sectoral plans, strategies and action plans are already in place:

- Sector Development Plan (2011-2025) for water supply and sanitation;
- Urban Health Strategy 2014;
- National Policy for Arsenic Mitigation and its Implementation Procedure 2004;
- National Strategy for Paurashava Governance Improvement 2016
- Institutional and Regulatory Framework for Fecal Sludge Management
- Water and Sewerage Authority Act, 1996 (WASA Act)

2.2 Ongoing important programmes/activities:

Creation of new city corporations and paurashavas provides dwellers better life-opportunities. Area expansion allows periphery dwellers to be mainstreamed. Since 2009, a total of 28 paurashavas and 4 city corporations have been established for providing urban services.

Urban development programmes are implemented mainly in four ways. First, the Government undertakes development projects under its Annual Development Programme (ADP) for increasing capacity of ULGIs through expansion and improvement of their services. Presently, a total of 103 projects are being implemented for urban service
development through ADP with an estimated cost of Taka 60,904 crore. Second, the Government channelizes from ADP a block grant every year to ULGIs for addressing locally prioritized development needs. These block grants are distributed based on specific criteria. The table below shows last four years’ allocation as block grant:

Table-2: Block ADP allocation to ULGs

<table>
<thead>
<tr>
<th>Year</th>
<th>Block grant (Taka in crore)</th>
<th>Total (Taka in crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Paurashava</td>
<td>CC</td>
</tr>
<tr>
<td>2014-2015</td>
<td>500</td>
<td>420</td>
</tr>
<tr>
<td>2015-2016</td>
<td>510</td>
<td>710</td>
</tr>
<tr>
<td>2016-2017</td>
<td>531</td>
<td>303</td>
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<tr>
<td>2017-2018</td>
<td>440</td>
<td>350</td>
</tr>
</tbody>
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Third, ULGIs undertakes development activities and provides various urban services from its own revenue budget. Although many ULGIs are facing challenges even in meeting their revenue expenditure, some of them are overcoming the situation through successfully increasing their revenue collection. And finally, Public-Private-Partnership (PPP) models are being undertaken in limited scale by a number of ULGIs in the area of waste management, flyover and primary health care.

2.2.1 Service specific programmes/activities linked to objectives of SFYP:

- **2.2.1.1 Sustainable Urban Development**
  
  Road infrastructures: Road communication and drainage infrastructure are being developed and maintained through LGED, WASAs and ULGIs itself.
  
  LGED, under guidance of LGD, has been contributing in developing urban services especially in the area of road communication and other social infrastructure development through implementing various projects, imparting trainings and providing technical supports.
  
  At present, LGED is implementing 20 projects that are fully funded by the Government for improving urban services with an estimated cost of Taka 2654 crore. LGED has another 8 infrastructure development projects that are supported by different DPs. These projects have a significant amount of matching fund from the Government. After completion of the ongoing urban development projects, 7360 km road, 1502 km drain, 3329 meter bridge/culverts, 36 bus/truck terminals, 22 cyclone shelters, 152 km footpath, 40 solid waste disposal grounds, 35 fecal sludge treatment plants will be constructed/improved.

Northern Bangladesh Infrastructure Development Project (NOBIDEP) supported by JICA covers 18 paursahavas.

Coastal Towns Environmental Improvement Project (CTEIP, 2014-2020): For urban areas of coastal belt, CTEIP has been undertaken with the financial support of ADB. The project has been designed for 10 paursahavas of Barisal-Khulna region with an estimated cost of BDT 1057 crore of which 8424 crore from ADB. The Project aims at improving climate resilient infrastructure and strengthening institutional capacity and governance.

- Drainage infrastructure: Dhaka WASA has developed a drainage master plan. Khulna WASA is preparing their ones. City corporations and paursahavas also have projects to develop and maintain drainage system. With the support of Bangladesh Climate Change Trust Fund (BCCTF) more than 100 small scale drainage improvement projects have been undertaken by different paursahavas for improving their resilience to climate change. A number of urban sector projects to improve drainage network at selected paursahavas are being implemented through LGED.

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- Waste management: It is one of the priority services provided by ULGIs. Dhaka city alone produces around 6000 metric ton of household solid waste per day. Traditionally, waste management was carried out by dumping it at open landfills. Only Dhaka North City Corporation (DNCC) and Dhaka South City Corporation (DSCC) have sanitary landfills which will be exhausted soon. Considering the land scarcity in the country, the Government has decided to go for modern technology based waste management like incineration. To this end, projects for land acquisition have already been approved by ECNEC for DNCC, DSCC and Narayanganj City Corporation (NCC). Necessary instructions have also been given to these CCs for developing appropriate project proposals. JICA is supporting in developing Waste Management Master Plans for DNCC, DSCC and Chittagong CC through a TA project. Establishing sanitary landfills at selected paursahavas is another intervention implemented by LGED.

- Water supply: In Dhaka, Chittagong, Khulna and Rajshahi cities, water supply is managed by respective WASAs. ULGIs are responsible for remaining cities and towns. Traditionally, urban water supply heavily depends on ground water extraction. The Government has made a paradigm shift in this sector. For greater sustainability, Honorable Prime Minister Sheikh Hasina has instructed to reduce dependency on ground water. In line with her instruction, capacity of WASAs in surface water supply is being improved through several sophisticated technology based projects. In Dhaka, daily water demand is around 235 crore liters per day. Dhaka WASA’s capacity has been improved to produce 242 crore...
liters where ratio of ground and surface water supply is around 70:30. The Government has undertaken three mega projects to turnaround the situation. In other words, it is expected that after successful completion of the following projects, surface water will constitute 70 percent of total water supply in Dhaka:

- **Padma (Jashaldia) Water Treatment Plant Project (2013-2018):** The Project will ensure supply of 45 crore liters daily from Jashaldia point of the Padma. The Government of Bangladesh and China EXIM Bank are jointly funding the Project. The total project cost is BDT 3376 crore of which contribution China EXIM bank is BDT 2280 crore.

- **Saidabad Water Treatment Plant Project (phase-3):** The Project plans to supply 45 crore liters water daily from Haria point of the Meghna. The Project costs around Taka 4597 crore of which Taka 3053 crore will be mobilized jointly by DANIDA, EIB, AFD and Kfw.

- **Dhaka Environmentally Sustainable Water Supply Project (Gandharbapur project):** The Project aims to supply 50 crore liters water daily from the Bisnhandi point of the Meghna. Total estimated cost of the project is Taka 5248 crore of which Taka 3499 crore will be DP fund from ADB, EIB and AFD.

- **Well-field Construction Project at Tetuljhara-Vakurta Area of Savar(2012-2017):** The Project will supply 15 crore liter drinking water daily from Tetuljhara – Vakurta area at Savar. The total cost of the Project is BDT 573 crore of which Korea Exim Bank will fund around BDT 363 crore.

In Chittagong WASA (CWASA) area, potable water demand is 50 crore liters. Through successful commissioning of Sheikh Hasina Water Treatment Plant that supplies 14.3 crore liters from Karnaphuli river, CWASA is presently able to meet only 70 percent of the demand. With the support of development partners, Karnaphuli Water Supply Project (phase-2) is in progress to add additional 14.3 crore liters in CWASA’s capacity with a cost of Taka 4491 crore of which JICA support is Taka 3623 crore. Chittagong Water Supply Improvement and Sanitation Project will supply 9 crore liters daily from Madunaghat point of Halda river. This Project is supported by the World Bank (IDA). Ongoing Bhandal Jhuri Water Supply Project will add further 6 crore liters from Karnaphuli river. The project is supported by Korea Exim Bank.

For Khulna city, ‘Khulna Water Supply Project’ is being implemented by Khulna WASA (KWASA) for supplying 11 crore liters water daily from Mollahat point of Madhumati river. Through completion of this project, KWASA will be able to increase water supply coverage to 46 percent. Total cost of the project is Taka 2524 crore of which ADB and JICA will provide Taka 523 crore and 1090 crore respectively. The 2nd phase of the project will be implemented by Khulna WASA to ensure 100 percent of water supply from surface source by 2023.

For Rajshahi city area, a project is in the pipeline for providing potable water from the Godagari point of the Padma. Through this project, 100 percent of water supply will be ensured from surface source. This project is expected to be jointly financed by Bangladesh Government and China EXIM Bank.

In addition to Sylhet and Barisal City Corporation, 18 paurashavas have surface water supply schemes. Projects are also in place to establish another 23 surface water treatment plants in different paurashavas through DPHE. A total of 152 paurashavas now have piped water supply services developed by DPHE. It has also installed 526 production tube wells, 3088 km pipelines, 114 water treatment plants, 38 overhead water tanks, 1972 points water sources and 90500 house connections.

- **Sanitation/sewage management:** Bangladesh has successfully reduced open defecation to 1 percent in 2015. Improved sanitation coverage has also been increased to 63 percent. However, in Dhaka city, sewage network coverage is only around 20 percent. Dhaka WASA has finalized its Sewage Master Plan (SMP) and started to implement it. Out of 5 Sewage Treatment Plants (STP) to be established under the SMP, one has been in progress at Dasherkanidi for treating 50 crore liters of sewage daily with the support of China EXIM Bank. Projects for construction of two STPs at Saidabad and Uttara are in the pipeline. The remaining two at Mirpur and Rayer Bazar will also be constructed in phases. CWASA has completed its sewerage and drainage master plan with the support of the World Bank. KWASA has completed its feasibility study for a sewage master plan with the support of ADB to undertake sewage management activities in three phases. A project document for phase-1 is expected to be finalized by February 2018. The construction of STP and sewer network under phase 1 has planned for 2019-2023.

### 2.2.1.2 Better quality of life with emphasis on providing basic living standards for poor

- **Urban primary health care:** Providing primary health care services especially to the poor is one of the key responsibilities of ULGIs. The Government has been supporting ULGIs in this regards since 1996 through 3 consecutive projects co-funded by ADB and SIDA. The ongoing Urban Primary Health Care Services Delivery Project (UPHCSDP) provides services in 10 CCs and 4 paurashavas. These services are provided in 25 urban partnership areas of which 24 are managed through NGO outsourcing and 1 is by ULGI itself. The next phase of the project is expected to incorporate a framework along with resource support that will ensure
sustainability of services through internalizing by ULGIs after the project period. Coordination between LGD and Ministry of Health and Family Welfare needs to be strengthened for improved urban health services. Besides, USAID supported ‘Smiling Sun’ clinics and EU supported ‘Improving Health and Nutrition Status of Urban Extreme Poor in Bangladesh through Sustainable Health Service Provision’ project deliver primary health care in urban areas.

- Dhaka WASA has introduced community based water supply scheme for low income communities in Dhaka’s slum areas.

- Construction of cleaners’ colony known as ‘shebak colony’ has been a priority intervention for marginalized staff of ULGIs. In Dhaka, around 1148 flats are to be constructed through a project entirely funded by the Government (BDT 190 crore). The Government has initiated to construct similar housing facilities in all district and divisional towns in phases.

- A project is in the pipeline to provide grants and loans to the urban poor for building and maintenance of houses. The project will be funded jointly by GoB, UKaid and UNDP.

- Through UPHCSDP, primary health care services are provided to the urban poor free of cost. The poor are given a card for this purpose.

- UNICEF, under its country programme 2017-2020 has entered into partnerships with five City Corporations for supporting pilot programme for modeling of social basic services delivery to children and their families living in urban poor communities. In 2018, UNICEF will develop a work plan with LGD to consolidate the local governance strengthening component in partnerships with the city corporations.

2.2.1.3 Ensure land use planning and development control of cities and towns

- LGD has circulated official orders forming a committee at paurashava CC level to ensure quality in designing and construction of buildings not exceeding 75 feet.

- LGD is working closely with Ministry of Fisheries and Livestock for developing a project proposal to establish slaughter houses in urban areas with the support of DPs.

- LGD and FAO Dhaka Office are jointly working for undertaking a project that will facilitate developing a comprehensive food system for Dhaka city.

2.2.1.4 Urban Governance and management

The ongoing DP funded projects are linked to improving overall governance of ULGIs. These projects adopted:

- Performance based resource allocation as an incentive to motivate the ULGIs for improving their performance;

- Improvement of municipal governance, financial management and revenue generation;

- Effective participation of citizen for transparency and improvement of governance;

- Grievance redress mechanism; and

- Climate sensitivity especially in coastal towns.

Urban Governance and Infrastructure Improvement Project (UGIIP-III co-funded by ADB-OFID, 2015-2021): It is a follow up project of UGIIP I and II. The Project cost is BDT 4046 crore of which project aid is BDT 2943 crore of which GoB and JICA’s contributions are BDT 545 and 2398 respectively.

City Governance Project (CGP funded by JICA – 2014-2020): Covering 5 city corporations of, the project focuses on strengthening their administrative capacity and governance improvement through ICGIAP (Inclusive City Governance Improvement Action Programme). It aims at promoting living environment and quality of life through Infrastructure Development Plan of City Corporation (IDPCC). The project cost is BDT 2343 crore of which GoB and JICA’s contributions are BDT 545 and 2398 respectively.

Urban Resilience Project: Urban Resilience Project is being implemented in Dhaka North, Dhaka South and Sylhet City Corporation areas. It seeks to create an enabling environment for centrally coordinated and locally managed disaster risk management (DRM). The Project cost is BDT 746 crore of which BDT 731 crore is from the World Bank. It will establish, in addition to increasing institutional capacity, Emergency Operation Centers, Emergency warehouses, satellite control rooms, heavy equipment for emergency management, rescue and life-saving equipment.

Municipal Governance & Services Project (MGSP, 2014-2020): WB-funded MGSP covers 4 CCs and 22 paurashavas. Total budget of MGSP is 2471 crore of which IDA credit is BDT 1953 crore. It emphasizes on governance improvement and capacity building parameters. Precisely, MGSP eyes on (a) enhancing delivery of basic urban services including O&M; (b) improvement of municipal governance, financial management, and own source revenue generation; and (c) strengthening institutional capacity of ULGIs in planning, financial management, implementation and O&M in a sustainable manner.
it with availability of infrastructure development fund & creating incentive mechanism. Its principal co-financer ADB often terms it as their 'Flagship Project'.

Community participation in ULGIs activities is now institutionalized through incorporating local community in various committees like TLOC (town level coordination committee), Ward Committee, WATSAN (Water and Sanitation) Committee and Women Forum.

**Transparency and accountability:**
- Automation in tax assessment, collection, accounting, asset management has been initiated in 7 CCs through an ADB funded project. For remaining 4 CCs, preparation is underway;
- Initiatives have been in place for introducing E-GP by all ULGIs in phases;
- ICT has been introduced by DNCC, DSCC and WASAs in HR management, customer billing and accounting system, complaints management, vehicle tracking, emergency management etc.

**2.2.1.5 Institutionally and Financially capable city corporations and paurashavas**

- To strengthen capacity in waste management and engineering works, a project has been undertaken to provide equipment from Belarus. Around 1395 different types of equipment were distributed amongst ULGIs under the projects.
- Every year ULGIs are given equipment from block grant of ADP. Since 2014-2015, a total of BDT 290 crore was spent for providing waste management and engineering equipment to ULGIs.
- Regular trainings (overseas and in-country) are being organized through LGD, NILG and LGED for elected representatives and staffs of ULGIs.

**Bangladesh Municipal Development Fund (BMDF):** has been created under Company Act 1994 for increasing ULGIs’ access to credit facilities. The Secretary, LGD is the chairperson of its Board of Directors. Through a component of MGSP, supported by the World Bank, a fund has been developed for providing credit to ULGIs.

**3. Challenges and way forward:**

**a) Sustainability and climate change:** Sustainable development generally refers to environment friendliness and extent of climate resilience that development interventions potentially offer. Considering Bangladesh’s geo-positioning, extent of climate change impacts that appeared in recent years has clearly threatened the progress made so far. Therefore, the Government has no other option but to incorporate a climate perspective in assessing demand of ever-increasing urban services and designing interventions for present and future demands. Additionally, sustainability also refers to durability of an intervention. In both cases, ensuring quality in designing, implementing and monitoring is a challenge that needs to address for sustaining the economic growth of the country. Therefore, emphasis needs to be given for ensuring quality of the interventions in terms of climate resilience, environment friendliness and durability.

**b) Institutionalization of governance improvement:** Several DP funded projects like UGIF, MGSP and CGP have introduced governance related performance indicators in determining ULGIs’ access to project fund. These initiatives have demonstrated significant governance improvement in recent years. Therefore, phased scaling up of these interventions is necessary for institutionalization of these governance initiatives. In addition, data system needs to be developed to understand the paurashava/CC specific multi-faceted urban vulnerability.

**c) Resource constraints:** Rapid urbanization and overall socio-economic development in recent years have substantially increased demand for improved urban services. Many of the demanded services involve modern technology based solutions that require large investment. Existing resource bases of ULGIs are not sufficient to meet these investment requirements. The Government has been increasing its contribution to ULGIs through ADP allocation, but more is required. Heavy dependency on Government grant is not a sustainable option. ULGIs require exploiting their full potential to increase revenue income prudently. Mobilization of additional resources in response to increased service demand involve exploring innovative initiatives and alternative options for financing like public-private-partnership (PPP) and access to credit facilities.

**d) HR Capacity:** Presently, a huge number of posts at ULGIs are vacant. Insufficient revenue collection leads to weaken financial capacity of ULGIs to recruit against the vacant positions causing limited service delivery. A number of ULGIs are even unable to pay their existing staff salary and bear the cost of essential services. Strengthening Paurashava Governance Project (SPGP) with the support of JICA has developed the National Strategy for Paurashava Governance Improvement (NSPGI) which targets to increase, amongst others, revenue collection and transparency in expenditure. NSPGI implementation will be a strategic option in addressing the challenge. Moreover, the Government has undertaken an initiative recently to complete recruitment for the
position of Assistant Engineers and Sub-Assistant Engineers which have been vacant for quite a long time.

e) Legal framework: The two laws enacted in 2009 identified a number of rules, regulations and by-laws that are essentials for smooth functioning of ULGIs, some of them were gradually formulated. Recently, initiatives have been undertaken for formulating the remaining rules and regulations mentioned in the laws and for updating the existing ones with the support of development partners including JICA through two separate TA projects. In addition, synchronization amongst existing laws of different Ministries/Divisions/departments/agencies need to be initiated to redefine roles and responsibilities of service providers.

f) Addressing demand of newly expanded area of Dhaka City: Recently, areas of DNCC and DSCC have been expanded from 82 sqkm to 160 sqkm and from 45 sqkm to 109 sqkm respectively. To prepare Dhaka as a capital of middle income country by 2021, expanded areas need to be developed in a systematic and planned manner. DNCC and DSCC are working to develop master plans for these areas. Once prepared, these master plans will be implemented in phases. Besides, DNCC and DSCC are preparing development projects for meeting urgent needs.

g) Coordination amongst key stakeholders in Dhaka and other cities: There are many service providers and stakeholders in urban areas. Effective coordination amongst themselves is important for greater interest of the urban dwellers. City Corporation Act 2009 clearly authorizes CCs to coordinate amongst stakeholders. The Government has issued an official circular mentioning the roles and responsibilities of all departments/agencies when they are invited by CC to coordination meetings. CCs have started to activate this mechanism for better partnership, accountability and transparency. Other several committees with citizen participations are in place. These committees are being activated by different DP supported projects. Capacity building, empowerment and engagement of committees with citizen participation will be enhanced to strengthen ULGIs for planning, budgeting, implementation and monitoring of basic urban services, especially for urban poor.

h) Synchronization of policies, strategies and master plans: Almost all organizations functioning in the CCs have their own development policy, strategy and master plans. In very few occasions, these master plans are synchronized. During the implementation, conflicting situations between master plans make people unable to benefit from the development interventions causing loss of resources. CCs have been given the authority to ensure coordination and synchronization amongst these master plans.

4. Conclusion:

Urban areas, beyond its administrative identity, collectively have a key role in attaining Vision 2021, objectives of SFYP and targets of SDGs. ‘Whole of the Government’ approach alone will not be enough, instead internalizing a ‘whole of the society’ approach could be more productive. In the context of complex climate change realities and constraints in resource and capacity, a ‘whole of the society’ approach is needed to improve quantity and quality of urban services to the extent that will be befitting to a middle income country. To this end, partnership amongst GoB, ULGIs, DPs, Community leaders, private sector and other stakeholders is to be sustainably developed.