



Co-Creation 2

Success Stories of JICA Governance Program

In Memory of 50-Year Bilateral Tie between Japan and Bangladesh



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Success Stories of JICA Governance Program

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Preface

Japan has provided invaluable cooperation in our socio-economic context of Bangladesh since independence. By providing assistance for the development of social and physical infrastructure including Bangabandhu Bridge, Metro Rail, the third terminal of Hazrat Shahjalal International Airport, Matarbari Deep Sea Port and Power Station, Dhaka-Chittagong-Cox's bazar Highway, institutional and capacity development of Local Government Institutions (LGIs), etc.



Above all, Ministry of Local Government, Rural Development and Co-operatives is one of the largest beneficiaries of JICA's cooperation. Thanks to JICA's support, the quality of public service, capacity of government staffs and living standards of citizens in rural and urban areas have greatly improved.

I would like Government of Japan and JICA to stay with us as trusted friend of Bangladesh for implementing Delta Plan by 2100, equating Bangladesh with a developed state by 2041 and for achieving SDGs by 2030.

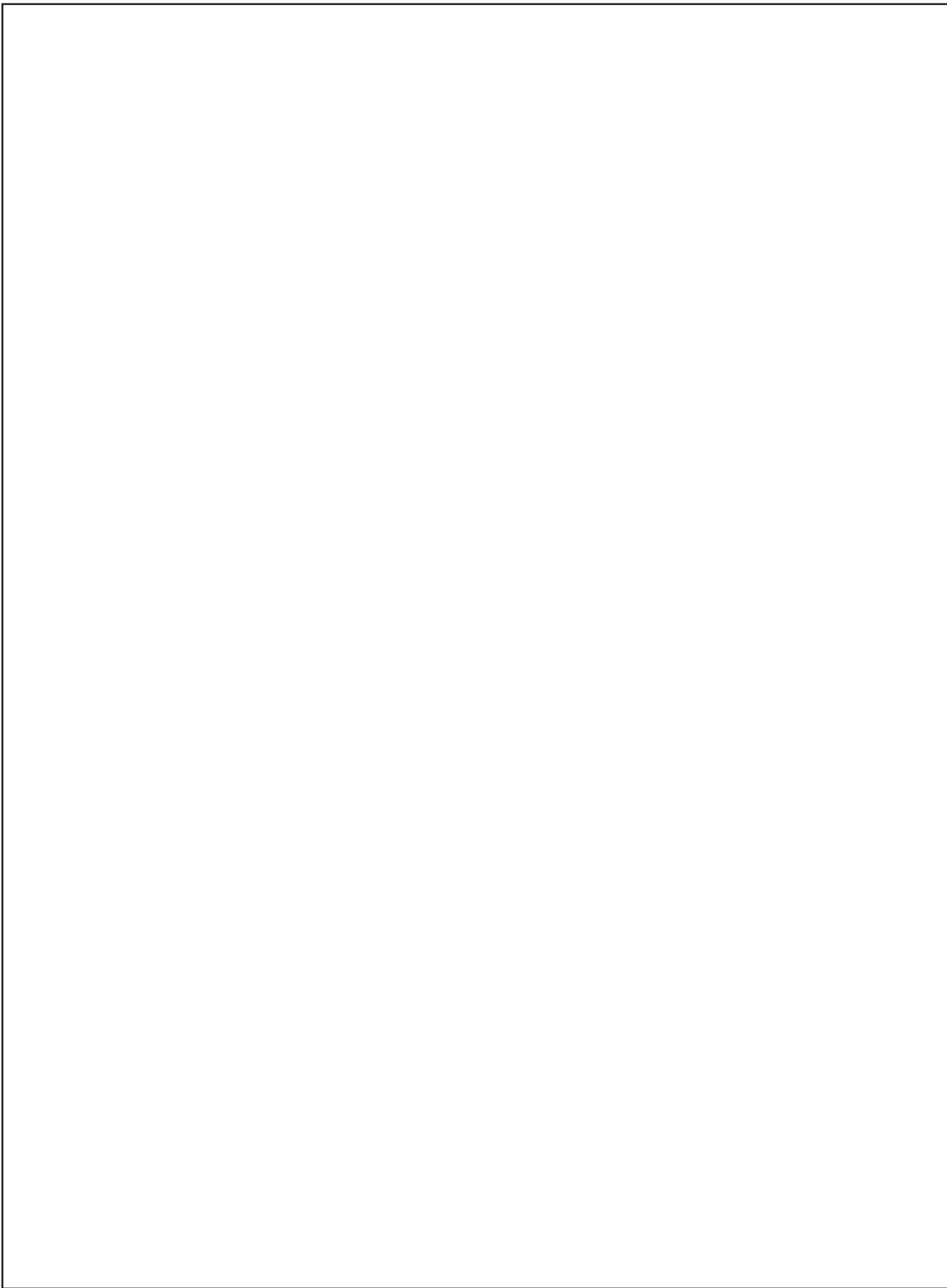
The success stories booklet sends a message of encouragement to the people's representatives and public administrators at all levels. Then, I expect the good practices would be replicated across the country. Not only do the success stories commemorate the tireless work of JICA, but also they remember the 50th anniversary of the development cooperation of Japanese Government in Bangladesh.

Finally, on behalf of the Ministry, I would like to express my sincere gratitude to the Government of Japan, JICA and the Japanese people for their relentless contribution to the development of our country.

A handwritten signature in black ink, appearing to be 'Md. Tajul Islam'.

Md. Tajul Islam
Minister,

Ministry of Local Government Rural
Development and Co-operatives



Preface

I would like to express my sincere gratitude to the Local Government Division for their firm commitments and initiatives to strengthen the Local Government Institutions with the JICA supported projects under the Ministry of Local Government Rural Development and Cooperatives.



For the last few years, with the request from the Government of Bangladesh, the portfolio of JICA operations under the jurisdiction of the Local Government Division is increasing in the realm of Local Governance and Urban Development sector both in central and local level. JICA has been supporting the Local Government sector through different projects in different modalities such as: Technical Cooperation, ODA Loan and Grant Aid. In the area of Local governance, JICA's support has reached all tiers of Local Governments Institutions; City Corporation, Municipality, Upazila and Union. With combination of financial and technical assistance, comprehensive supports are provided with Local Government Institutions to enhance their core functions of administrative capacities, all of which shall contribute to improving the livelihood of the people of Bangladesh.

The second edition of success stories is an excellent piece of documentation work, which I believe will demonstrate the best practices, showcasing the joint efforts of LGD/JICA and inspiring public representatives and government officials to replicate countrywide as well as creating new examples. I hope that this booklet will also contribute to the enhancement of friendly relations between Bangladesh and Japan.

Finally, I wish to express my sincere appreciation to the officials concerned of the Government of Bangladesh and the project team members for their sincere cooperation and efforts to produce this valuable document.

A handwritten signature in black ink that reads "Yuho Hayakawa". The signature is written in a cursive, flowing style.

Mr. Yuho Hayakawa

Chief Representative, JICA Bangladesh Office



Preface

Japan is one of the few countries that has come forward to help rebuild the economic and political landscape of post-independence Bangladesh. Since then, Japan provided the largest amount of technical and financial assistance than any other development partners.



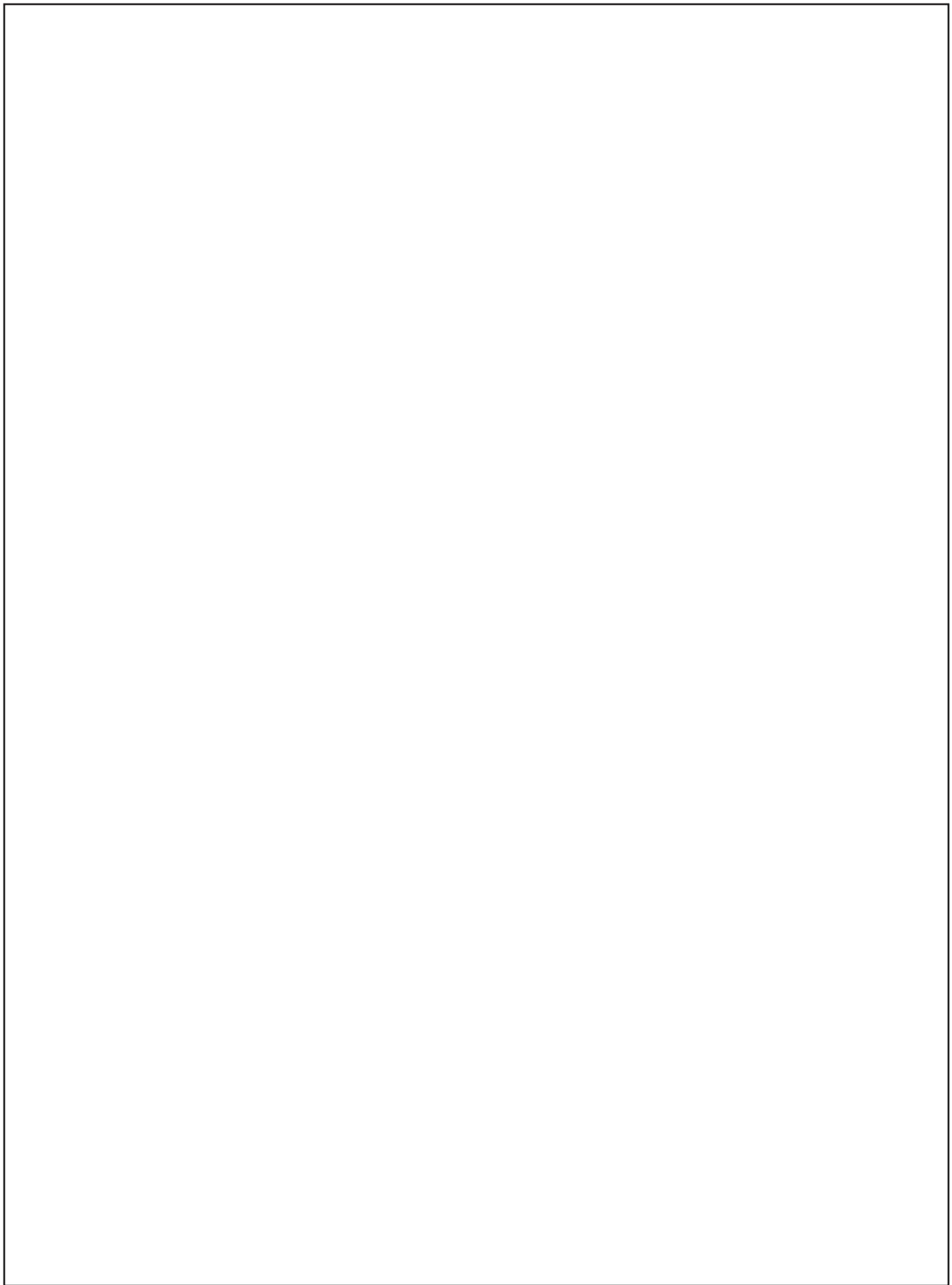
JICA has extended a helping hand to expand essential services and infrastructure, including agriculture, health, education, roads and communication, power, disaster reduction etc. In its continuation, JICA has taken sincere initiatives in the development of governance and administration in the last decade. JICA's remarkable initiatives in this sector are National Integrity Strategy (NIS), Small Scale Water Resource Development Project (SSWR), Inclusive City Governance Project (ICGP), Northern Bangladesh Improvement Project (NOBIDEP), Upazila Governance and Development Project (UGDP), Upazila Integrated Capacity Development Project (UICDP), Strengthening Paurashava Governance Project (SPGP), and Capacity Development for City Corporations (C4C). I believe that these projects strengthened local government institutions in a planned way and localized the good governance at root level.

The second edition of the success stories booklet features the notable achievements of the projects and it will reach all local government institutions in our country. In addition, I would like to honor the relentless efforts of the staffs at all levels for this endeavor.

I am glad to know that this second success story is a unique souvenir to remember the 50th anniversary of JICA's assistance to Bangladesh. I wish our relationship will further deepen through the ceaseless cooperation between the two countries. Lastly, I would like to express my sincere respect and gratitude to JICA, the Government and the Japanese people on behalf of Local Government Division of Bangladesh.

A handwritten signature in black ink, appearing to read 'Helaluddin Ahmed', with the date '02/3/2021' written below it.

Mr. Helaluddin Ahmed
Senior Secretary, LGD



Introduction

It has become 50 years since Japan International Cooperation Agency (JICA) started the cooperation in Bangladesh. Currently, JICA Governance Program is working with both urban and rural local government institutions (LGIs) in the entire Bangladesh. With the sincere support by Government of Bangladesh (GoB) and stakeholders of LGIs, we have achieved unprecedented successes. This series of booklets “Co-Creation” is JICA’s endeavor to visualize such good practices and to disseminate the ideas with other stakeholders for further enhancement of LGIs and public services.



I am profoundly honored to introduce the successes in this memorial year of 50th anniversary of the bilateral tie between Japan and Bangladesh. Finally, I would like to express my sincere gratitude towards the GoB for always supporting JICA’s activities.

A handwritten signature in Japanese calligraphy, consisting of three characters: 山本 基平 (Yamamoto Mamun).

Kiohey Yamamoto Mamun

Advisor, Local Governance

Japan International Cooperation Agency

Executive Summary

-Key Factors for Success-

The booklet contains in total 19 cases extracted from 7 projects that the Government of Bangladesh and JICA have been jointly implementing, namely:

- The Project for Capacity Development of City Corporation (C4C)
- The Project for Strengthening of Solid Waste Management in Dhaka North City South City and Chattogram City (Clean Dhaka) Project
- The Northern Bangladesh Integrated Development Project (NOBIDEP)
- National Integrity Strategy Support Project Phase 2 (NIS)
- Upazila Integrated Capacity Development Project (UICDP)
- Upazila Governance and Development Project (UGDP)
- Strengthening Health Systems Through Organizing Communities (SHASTO) Project

The 19 stories emerged in different places in Bangladesh, involving different stakeholders with undergoing different process. Through in-depth analysis across the cases, the 5 common features, so called Key Factors of Success (KFS) were identified. The following points are the ingredients of the sustainable improvement of the society and the workplaces, which were touched upon in all the cases. In other words, anyone can become an author of success stories by following the 5 tips.

1. Consistent bottom-up approach

Addressing to the people's demand is one of the most important elements for the success. The featured cases accurately identified the people's needs and effectively approached to them.

2. Involvement of various stakeholders

Inclusion of multiple stakeholders often lead to the good results. All the introduced examples involve important actors at different levels. Being backed up by a number of supporters, the good initiatives increase their speed to the worthy cause.

3. Collaboration with other development fund sources

A fantastic initiative attracts further opportunities of investment. The sustainable interventions are often supported by plural fund sources to accomplish the common goals through various processes.

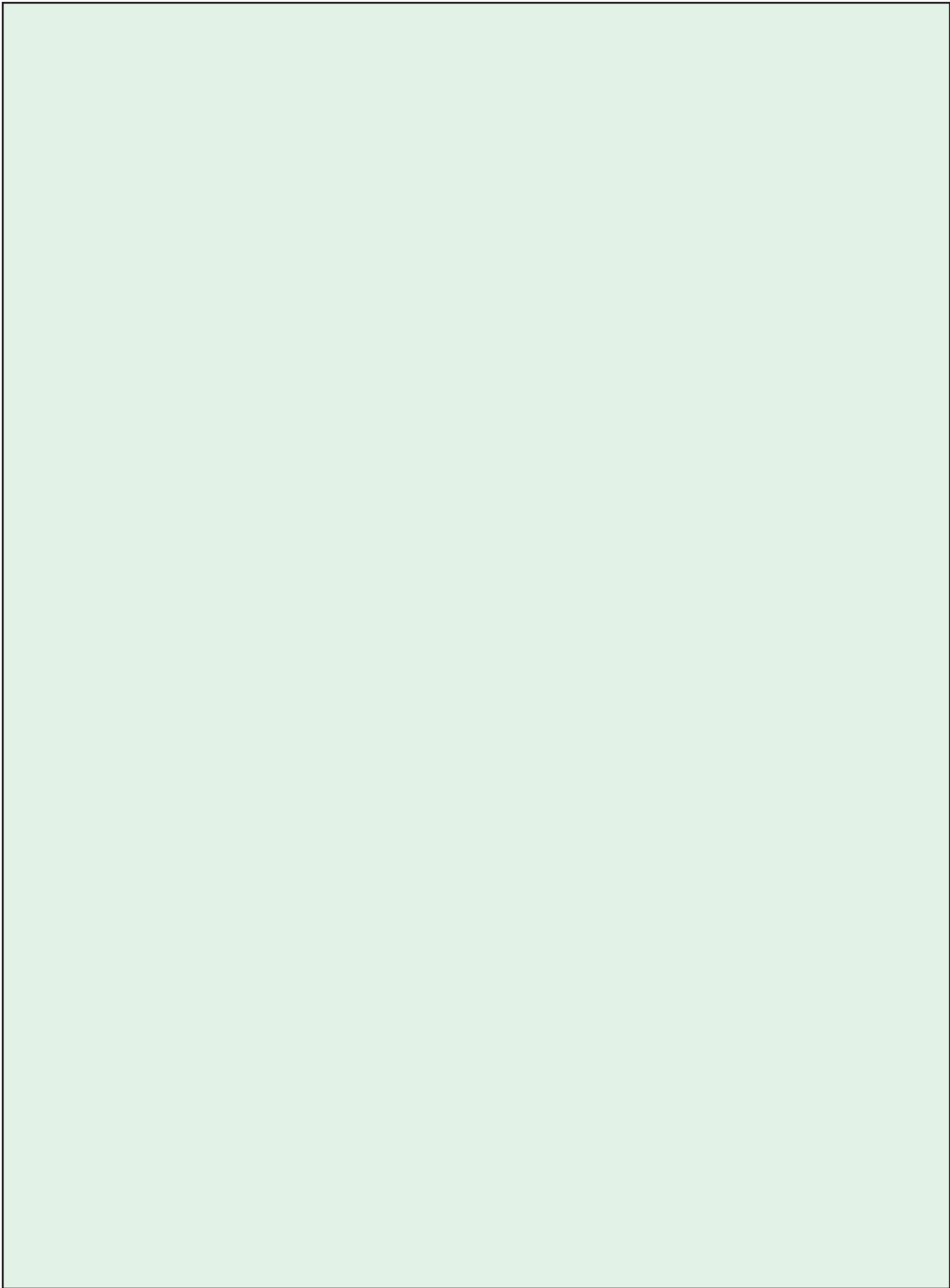
4. Active mobilization of existing coordination platforms

Maximum utilization of existing institutions brings a strong legitimacy to the activities. The focused good practices successfully used those platforms as catalysts to further fuel themselves.

5. Efficient information sharing with wider range of people

The fascinating initiatives infect vast range of people with an appropriate apparatus. The successful cases quickly spread to the surrounding areas and are replicated as models if they have proper media. The selected success stories effectively stress this aspect to further promote themselves.

As described, the above 5 KFSs are the common features being observed in the 19 stories that this booklet introduces. According to the voices of the stakeholders who actually involved to the processes, what the 5 KFSs ultimately bring is to change the mindset of not only the public representatives and government officials, but also the citizens. They are usually described as supply side and demand side, but the change of mindset creates such an environment, leading the behavioral changes with crossing the boundary of this conventional notion (service providers and recipients). It also guides us to reinforce the trusteeships between the government and the people, strengthening the social integrity as a whole, all of which should be the firm basis of what Bangladesh aims to achieve in 2030 and beyond.



Project Overview



Project for Capacity Development of City Corporations (C4C)

1. Goal

Functions and organizational structure of the target City Corporations (CCs) are optimized.

2. Output

- A medium to long-term strategy for governance improvement is produced.
- PDCA (Plan-Do-Check-Action) Cycle of administrative improvement activities in alignment with the strategy is established.
- Appropriate tax assessment and collection procedures are established, and tax collection is conducted in a fair manner.
- Procedure of recurrent expenditure planning according to revenue is established.

3. Project period

January 2016 to July 2021

4. Type of project

Technical assistance

5. Counterpart agencies

Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives



Project for Strengthening of Solid Waste Management in Dhaka North City, Dhaka South City and Chittagong City (Clean Dhaka Project)

1. Goal

[DNCC and DSCC]

Sustainable Solid Waste management (SWM) is implemented in North Dhaka City and South Dhaka City based on new SWM Master Plans (New MPs)

[CCC]

Sustainable SWM is implemented in Chittagong City.

2. Objectives

[DNCC and DSCC]

WM system in North Dhaka City and South Dhaka City is improved based on the New MPs.

[CCC]

SWM system in Chittagong City is improved.

3. Project period

June 2017 to May 2021

4. Type of project

Technical cooperation

5. Counterpart agencies

- Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives
- Dhaka North City Corporation (DNCC)
- Dhaka South City Corporation (DSCC)
- Chattogram City Corporation (CCC)

Northern Bangladesh Integrated Development Project (NOBIDEP)

1. Goal

Promote economic growth and reduce poverty in 14 target Districts of northern region of Bangladesh.

2. Objectives

- Expand access to rural infrastructures and services
- Expand access to urban infrastructures and service delivery
- Improve urban governance in target Paurashavসং

3. Project period

July 2014 to June 2021

4. Target areas

14 Districts and 18 Paurashavas in Northern Bangladesh

4. Type of project

Loan (approximately BDT 16,000 million)

5. Counterpart agencies

- Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives
- Local Government Engineering Department (LGED), Ministry of Local Government, Rural Development and Cooperatives

Upazila Governance and Development Project (UGDP)

1. Goal

Enhance the capacity of Upazila Parishads to deliver more effective and responsive public services to citizens through providing additional development fund and a series of capacity development opportunities to concerned stakeholders.

2. Objectives

- To provide Performance Based Allocation (PBA) to Upazila Parishad, toward responsive public service delivery and infrastructure development.
- To improve mutual accountability between Local Government Institutions (LGIs) and line departments both at Upazila and Union level, and to facilitate synergy effects between them.
- To improve transparency of LGIs and line departments to local communities through Union Development Coordination Committee (UDCC) and other good governance measures.
- To strengthen the capacity of public servants both in LGIs and line departments and their collaboration mechanism.
- To facilitate an appropriate decentralization process through series of governance and financial improvement activities.

3. Project period

December 2015 to June 2022

4. Type of project

Loan (approximately BDT 11,515 million)

5. Counterpart agencies

Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives

Upazila Integrated Capacity Development Project (UICDP)

1. Goal

Promoting development works and public service delivery, based on the regional characteristics, through strengthened capacity of Upazila Parishad.

2. Objectives

- Mid-long term strategy for Upazila Parishad Governance Improvement is developed and its implementation mechanism and monitoring system are established.
- Model for Upazila Integrated Development Plan and related guidelines are developed.
- Capacity of the National Institute of Local Government (NILG) and related institutes to implement trainings for Upazila Parishad stakeholders is strengthened.

3. Project period

September 2017 to March 2023

4. Target areas

Phase-1: 10 Upazila Parishads under 9 Districts

Phase-2: 65 Upazila Parishads under 9 Districts

4. Type of project

Technical cooperation

5. Counterpart agencies

Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives

National Integrity Strategy Support Project Phase 2

1. Goal

Transparency and accountability system of the public administration and associated institutions is enhanced.

2. Objectives

- Improvement plan for promoting NIS implementation is prepared.
- PDCA Cycle of NIS implementation is strengthened at NIIU.
- Good practices on NIS and NIS related policies are accumulated.
- Framework of capacity development for effective NIS implementation is developed.
- Public relation for effective NIS implementation is conducted.

3. Project period

January 2019 to January 2022

4. Target areas

Cabinet Division, 8 Upazila Parishads (Chowgacha, Bakerganj, Paba, Hathazari, Gajaria, Nilphamari Sadar, Bhaluka, Golapganj)

4. Type of project

Technical cooperation

5. Counterpart agencies

Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives

Strengthening Health Systems Through Organizing Communities (SHASTO) Project

1. Goal

The Non-Communicable Diseases (NCDs) and Maternal Health (MH) services are improved in an integrated manner.

2. Objectives

- Integrated NCDs (CVD, DM) and Maternal Health services are delivered in the pilot sites.
- Hospital management is strengthened for service quality improvement.
- NCD prevention activities are promoted in the pilot sites through working with community support groups.
- Good practices and lessons learnt of the Project are replicated.

3. Project period

July 29, 2017 to July 28, 2022

4. Target areas

Narsingdi District, Cox's Bazar District, Dhaka North City Corporation

5. Type of project

Technical cooperation

6. Counterpart agencies

DGHS (Directorate General of Health Services) & MOHFW (Ministry of Health and Family Welfare)

C4C : 1

**Enhanced Organizational Capacity of
City Corporations for the Street and
Drainage Cleaning Service Delivery**



Enhanced Organizational Capacity of City Corporations for the Street and Drainage Cleaning Service Delivery

Key Points

- Each of the 4 City Corporations (CCs) formed a Work Improvement Team (WIT) with waste management staff and the councilors of wards selected as target wards.
- The WIT facilitated the introduction of a hotline number for conveying citizens' waste-related complaints and the councilors' proactive roles at the CC's general meeting as well as in their own wards.
- CCs organized school essay contest on "Students' Roles to Keep the City Clean".
- These actions have resulted in efficiency improvement in the cleaning work process and a new organizational culture in the CCs.
- The hotline system has enabled the CCs to handle and respond to complaints faster.
- Citizens of the target wards, with increased sense of responsibility, now volunteer to clean streets and drainage.

Period and Place

FY 2018/19 - 2019/20 in all C4C-assisted 4 City Corporations (Narayanganj, Cumilla, Rangpur and Gazipur City Corporations, referred to as NCC, CuCC, RpCC and GCC)

Background

- Street and drainage cleaning are part of the CC's responsibility. However, citizens are usually unsatisfied with it. The CC's frontline staff, on the other hand, complain about ill manners of the citizens who throw trash on streets and drainages that they clean in the morning. During the meetings of Ward Level Coordination Committees (WLCCs) organized by the respective ward councilors, the CC's waste management staff and citizens usually clash over the responsibility for dirty public spaces.
- Having exchanged opinions and shared ideas, citizens and the CC staff have found that the CC's cleaning service process was not clear to the citizens and there was no designated channel for citizens to communicate complaints on the CC's cleaning service. They have also recognized low citizen awareness and responsibility for the cleanliness of public places.

Actions Taken

- As part of the CC's organizational development supported by C4C, each of the 4 CCs selected target wards for clarifying and improving the tasks and process of street & drainage cleaning. The CC's Waste Management Department, in cooperation with the councilors and female councilors of the target wards, formed a Work Improvement Team (WIT) consisting of the councilors and waste management officers. The WIT is an ad hoc, task-based arrangement to facilitate inter or intra-departmental coordination as well as coordination between officers and councilors.
- The WITs have held regular meetings with the WLCC of the target wards, where citizens can take actions and motivate other citizens to keep their wards clean.
- The WITs have also contributed to activating the Waste Management Standing Committee. The WIT members, both the officers and councilors (some of whom are the Standing Committee members as well), helped the Standing Committee discuss issues experienced on the frontline of the cleaning service and possible solutions. For example, the WITs proposed a hotline phone number for receiving complaints on street and drainage cleaning. The hotline number has been introduced in each CC and disseminated in the target wards, with an increasing number of citizens coming to know and use the number over time.

- The 4 CCs formed another WIT dedicated to school essay contest, involving staff from both the Waste Management Department and the education or administration section as well as the councilors of the cleaning target wards. In FY 2018/19 these WITs organized essay contest on the topic of “Students’ Roles to Keep the City Clean”. A total of about 1,200 students in the 4 CCs took part in the contest.



Action Plan monitoring activities on Drainage cleaning at ward no.24 at GCC

Results

Citizens of the target wards have become aware of their responsibility for the cleanliness of streets and drainage. Now they know where to contact in the CC for placing waste-related complaints. In some wards, citizens have started to regularly clean streets and drainage on their own. The students who took part in the school essay contest are with increased awareness for their responsibility for city environment.

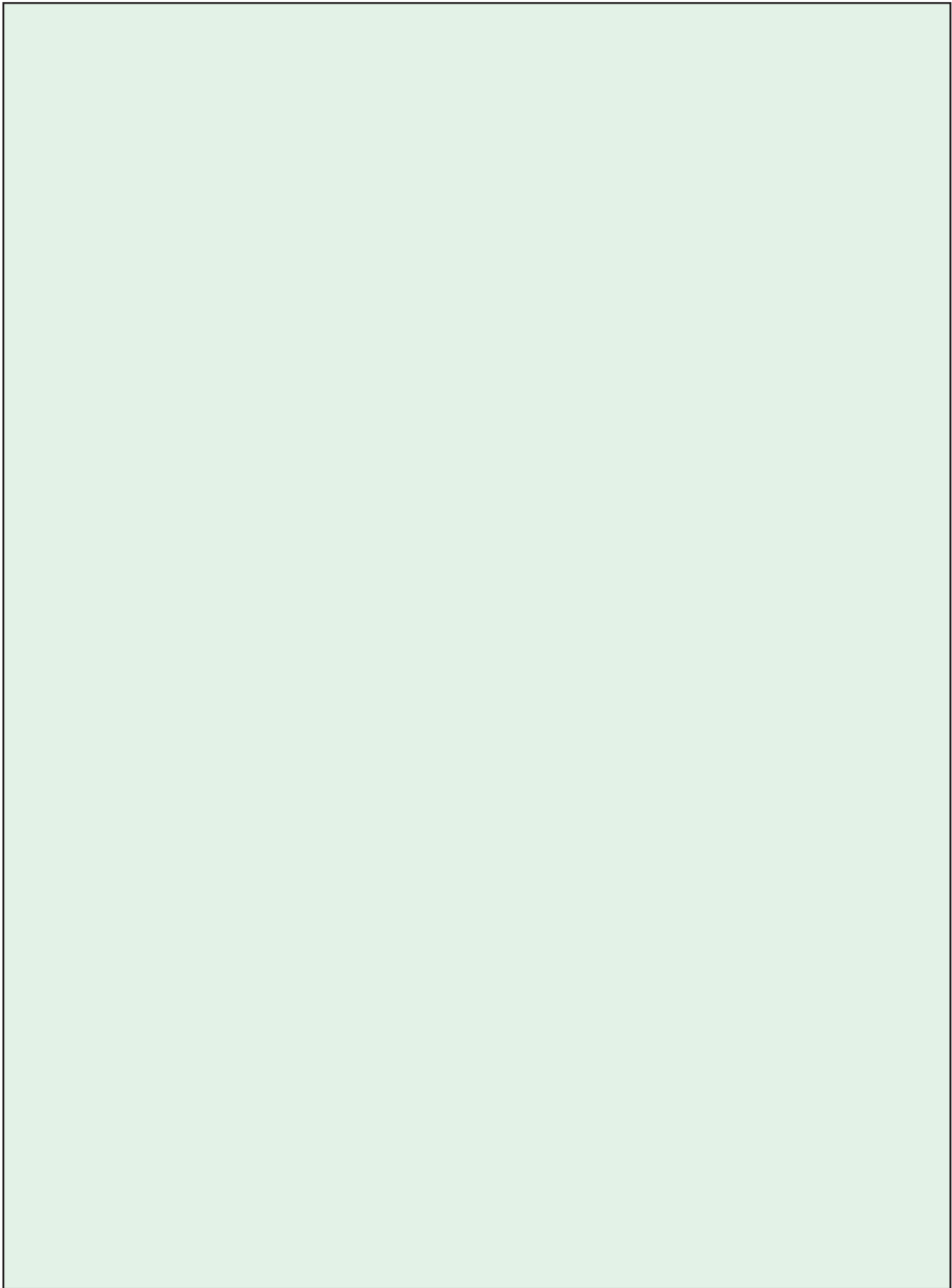
The CCs have benefited from the hotline number system, as all complaints are gathered at one place and channeled to the responsible cleaning staff. The CCs’ efficiency in handling and addressing complaints has increased. Also, by involving students in the citizen awareness raising, the CCs have recognized the value of engaging with future generations. Thanks to citizens who now volunteer to clean streets and drains, the volume of the CCs’ cleaning work has reduced. The Councilor of Ward No. 19 in GCC says, ”There was no cleaning service in our ward since its amalgamation into GCC, but owing to the contribution of the citizens, the streets are kept clean even though the CC’s service is limited.”

The WITs have promoted new organizational culture within the CC to communicate, coordinate and cooperate within the department, across departments and with councilors. The Waste Management Standing Committee of each CC, which did not have regular meetings before, is now involved in the cleaning work process improvement. The Standing Committees and the member councilors are now confident in presenting their recommendations at the CC's general meetings. Mr. Asit Baran Biswas, the Councilor of Ward No.15 in NCC, says, "The work process improvement experience facilitated by the WIT has enhanced the roles of the councilors to exercise their legally mandated power and responsibility. The Mayor recognizes the contribution of the councilors in improving the CC's cleaning service."

These changes have resulted from a series of discussions and trials since FY 2018/19. The process has not been linear but has provided learning opportunities to all the stakeholders involved and has led to a collective realization that they can change status quo and generate a positive organizational culture. Mr. Jewel, the Waste Management Inspector of RpCC says, "I have good communication with the citizens in the target wards. The citizens are now satisfied with the CC's service and the CC appreciates the citizen's efforts to keep the streets and drainage clean."



Heated discussions between CC staff and citizens at a coordination meeting, Ward No. 24, RpCC



C4C : 2

**City Corporation Councilors Playing
Active Roles for Oversight and Law-Making**



City Corporation Councilors Playing Active Roles for Oversight and Law-Making

Key Points

- Oversight and law-making roles of City Corporation (CC) Councilors, mandated by the City Corporation Act, were obscure and not practiced effectively.
- Most of the standing committees were dormant, or nominal. Many of the Councilors were not aware of their law-making responsibility, i.e. to frame and adopt regulations as per the CC Act.
- With C4C support, the CC's standing committees on finance and taxation now receive detailed reports every quarter on budget execution and ward-disaggregated holding tax collection from the accounts and revenue departments. The Councilors on the committees are empowered to critically review the CC's expenditures and tax collection.
- Through C4C, the Councilors have been trained on the CC's legal framework and their role in framing CC legal instruments. Rangpur CC and Narayanganj CC, in their meeting of the Mayor and Councilors in December 2020, have adopted their first regulations.

Period and Place

2016 – 2020 in C4C-assisted 4 CCs (NCC, CuCC, RpCC and GCC)

Background

CC Councilors have oversight, legislative (law-making) and executive (implementation) responsibilities according to the Local Government (City Corporation) Act, 2009 (CC Act). While Councilors have been active in their respective wards addressing to a range of citizens' needs, their legally-mandated roles, particularly oversight and legislative roles were obscure and not practiced effectively.

Each CC has established at least 14 standing committees as expected by the CC Act, but most of the standing committees were dormant, or largely nominal. Their communications with the respective departments were ad hoc. The standing committees, when they meet, were not provided with any substantive materials to review by the responsible departments. Their oversight function was thus limited.

In addition, most of the Councilors were not aware of their law-making responsibility, i.e. to draft, deliberate on and adopt regulations and by-laws as authorized by the CC Act. Except for a few CCs that had adopted market operations by-laws, the CCs had not adopted any legal instruments due to lack of experience.

Actions Taken

Through C4C, Local Government Division (LGD) has prepared “Model Regulations on CC Standing Committees”, setting out procedures for constituting the standing committees and their conducting meetings and clarifying the terms of reference of each standing committee. LGD has also prepared “Model Regulations on Citizen Feedback and Grievance Redress”, another subject of a high priority.

In parallel, C4C organized a training session in 2017 and a refresher session in 2020 for all elected representatives of CC to walk them through the legal framework of the CC and the contents of the CC Act. A “Handbook on the Statutory Framework for City Corporations” was prepared for this purpose and adopted by LGD. The CCs were then guided to deliberate on their own regulations based on LGD's model regulations.

The standing committees responsible for finance and taxation at RpCC and CuCC have been guided by the C4C technical team to review quarterly budget execution reports and Ward-disaggregated holding tax collection reports. The two types of quarterly reports are prepared by the CC's account and revenue departments also with C4C support using C4C/LGD-proposed formats.



Issues proposed on legal training by councilors of Cumilla CC

Results

45 Councilors along with about 20 officials of Gazipur CC (GCC) attended the legal refresher workshop held in October 2020, connected on zoom with LGD and the C4C team in Dhaka and in Japan. Back in 2016 and 2017, the conventional notion of most of the Councilors was that they had little to do with the CC Act or any other Acts of the Parliament. In 2020, the Councilors gathered in the GCC conference hall, each with a copy of the handbook that explains the CC Act. Councilor Tanvir Ahammed, who had learned local government by-laws in Japan through the C4C learning & dialogue program in 2017, admitted that GCC had not framed any regulations or by-laws. He attracted the attention of the fellow Councilors to the opportunity to do so. GCC formed a technical committee to spearhead discussions on two regulations based on LGD's model regulations. RpCC, CuCC and NCC followed suit, organizing a workshop for the same purpose in November – December 2020. RpCC and NCC, in their general meeting in December 2020, have adopted their first regulations.

NCC, CuCC and RpCC have fully utilized C4C-proposed forms for budgeting and reporting, including those for monitoring budget execution and holding tax collection in each Ward every month and quarter. The standing committees responsible for finance and taxation at the respective CCs have reviewed (i) budget execution vis-à-vis the original budget and (ii) holding tax collection vis-à-vis projected amount (called “demand”) in each ward quarterly and after the fiscal year.

Councilor Mr. Sarkar Mahmoud Javed, Chairman of the CuCC Finance & Establishment Standing Committee, says they have come to know differences between the target budget and actual expenditures for the first time thanks to the report produced from the C4C forms. Some budget items have big differences, which they have raised

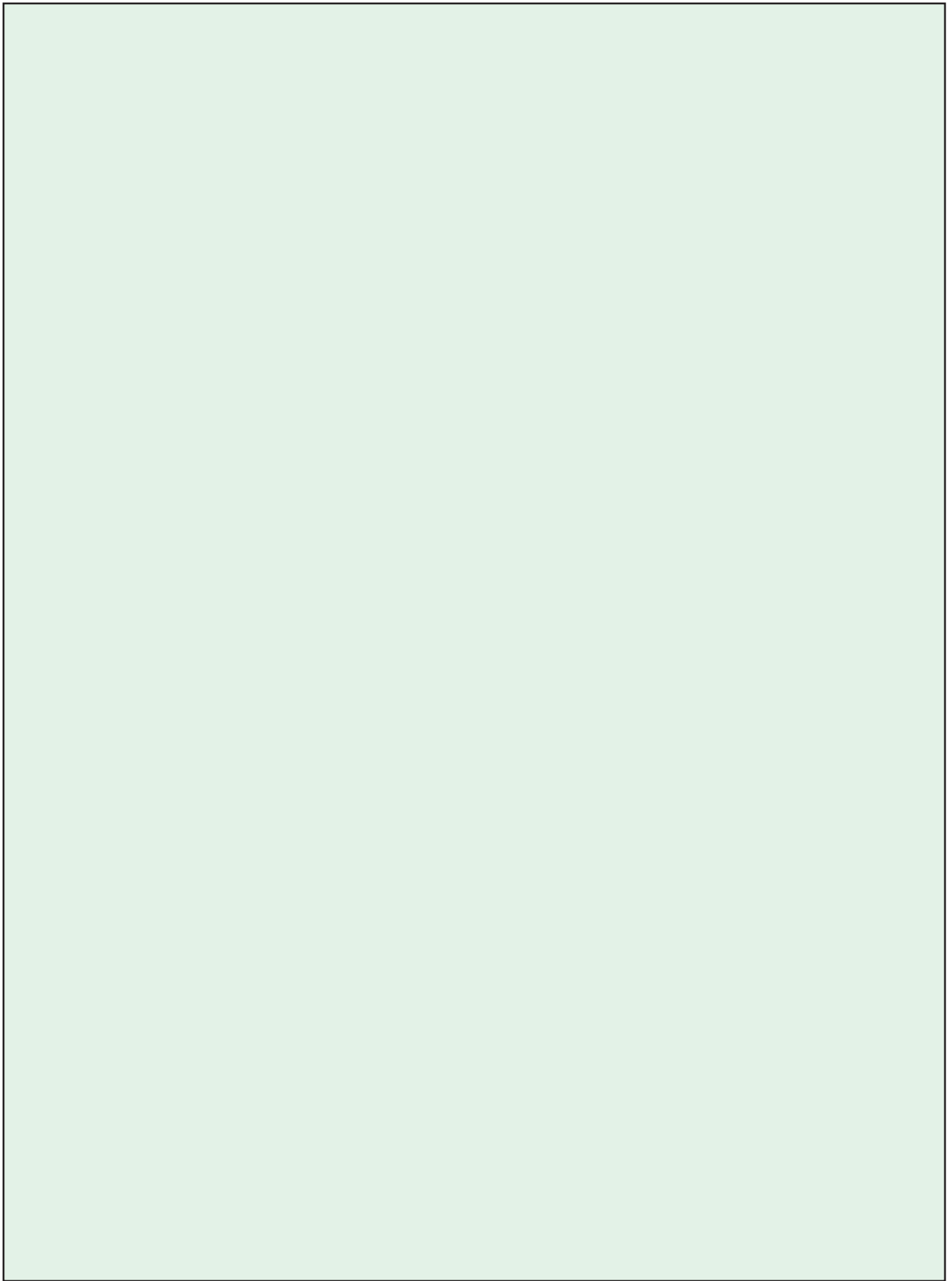
in the CC's monthly meeting chaired by the Mayor. "Adequate internal spending mechanisms are needed but in the meantime visualizing budget execution and raising questions periodically will help improve budget discipline," he said.

Having observed lower holding tax collection than planned in many of the wards, Female Councilor Ms. Nasima Amin, Member of the RpCC Finance & Establishment Standing Committee, said that other than the recent economic factor caused by the Covid-19 pandemic, lack of taxpayers' awareness, particularly among those who are influential, is the major issue. She believes that constant efforts for raising public awareness and the CC's improving its accountability will be the key. The RpCC standing committee members are currently discussing publishing the names of tax defaulters, as authorized by the existing taxation rules, though the CCs across the country rarely implement this provision.

In NCC, the CEO as along with the Finance & Establishment Standing Committee members, have started to pay attention to the wards where tax collection is low and the list of arrears. The Councilors have proposed to accompany the tax collection team for large amounts of arrears.



RpCC Finance & Establishment Standing Committee discussing budget performance



C4C : 3

**Institutionalizing Annual Reporting
Systems of City Corporations**



Institutionalizing Annual Reporting Systems of City Corporations

Key Points

- City Corporations (CCs) prepare multiple annual reports for different purposes. Elaborate annual reports are published, too, but they don't follow a standard format, which makes comparison across the CCs difficult. Financial statements are not prepared and not shared with the government or the public, in contradiction with the CC Act.
- Formats for annual administrative reporting and financial statements have been developed by Local Government Division (LGD) through C4C. 4 CCs directly assisted by C4C have prepared the annual administrative reports and financial statements following the uniform formats.
- The MI&E Wing of LGD plans to use the annual administrative reporting format for all CCs from the next year and to incorporate key items and indicators in its monitoring system. Systematic information disclosure will improve the CCs' accountability to citizens and facilitate monitoring by CCs themselves as well as LGD.

Period and Place

FY 2019/20 in LGD and C4C-assisted 4 CCs (NCC, CuCC, RpCC and GCC)

Background

- CCs prepare multiple annual reports for different purposes. An elaborate annual report is usually published and available on the CC's website but they don't follow a standard format, which makes comparison across the CCs difficult.
- Financial statements are not prepared and not shared with the government or the public. Estimated annual expenditures are presented only as part of the budget document for the new fiscal year.
- These practices are not in line with the Local Government (City Corporation) Act, 2009 (CC Act), which says the following:

| | |
|------------|--|
| Section 43 | → CC is to prepare and publish an administrative report every year by the end of September following the specific form prescribed by the government. The government may suspend grants for a CC if they fail to do so. |
| Section 77 | → The CC is to prepare an annual statement of accounts in the prescribed format after the closing of every financial year and to forward it to the government by the end of December of the following financial year. |

(Note: the annual administrative report and financial statements are prepared separately, as the latter requires more time to generate after the closure of the financial year.)

Actions Taken

Having reviewed the CCs' reporting practices and contents, C4C has developed a standard format for annual administrative reporting with narrative guidelines. The Monitoring, Inspection and Evaluation (MI&E) has led the process in LGD, with a view to introducing a uniform reporting format for all CCs across the country.

In parallel, C4C has developed a format for the annual statement of accounts following the accounting codes that have been updated in view of the BACS (Budget & Accounting Classification System) of the national government. This has been done as part of preparing a budget management manual for CCs. Key elements of the financial statement format have been reflected in the annual administrative reporting format.

| Contents of the CC's Annual Administrative Report | |
|---|--|
| Key Elements | Table of Contents |
| Highlights & Overview | 1. Message from the Mayor |
| Organization | 2. Overview of the City Corporation |
| Budget | 3. Vision and Mission |
| Services | 4. Organizational Structure and Human Resources |
| | 5. Budget and Finance |
| Meetings | 6. Infrastructure Development |
| Citizens | 7. Service Delivery including Infrastructure Operation & Maintenance |
| Visuals | 8. Administrative Improvement |
| | 9. Corporation and Committee Meetings |
| | 10. Citizen Engagement |
| | 11. Photo Gallery |

The CCs directly assisted by C4C have been guided to prepare both the annual administrative reports and annual financial statements using the C4C-developed formats. Issues encountered in the process have been taken account of in finalizing the uniform formats.

Results

The MI&E Wing of LGD plans to use the administrative reporting format with the guidelines for all the CCs across the country from 2021 onwards. Mr. Mohammad Emdad Ullah Mian, Director General of MI&E Wing, said, “The format will enable LGD to monitor the achievements, performance and challenges of all the CCs systematically through the same lens. In the format, we have included such areas as infectious disease prevention & control, pre-primary school education, adult education including vocational training & skills development and afforestation following the CC Act. Though these services may still be new to the CCs, we are hopeful that an annual reporting opportunity following this format will inspire the CCs to be proactive and innovative in these and other new areas.”

All of the 4 CCs assisted by C4C have prepared the annual administrative report for FY 2018/19 and 2019/20. The CCs have faced difficulty in filling in some parts such as cumulative infrastructure development (where the CC is to put down the total length or number of city infrastructures constructed over the years) and performance indicators for key services. Md. Abul Amin, CEO of Narayanganj CC said, “The format will reduce overlapping in the current reporting system and help save our time. It is also an effective tool to record activities and data for the CC themselves and for the stakeholders. The CC is in need of systems and work processes to enable data collection and recording to be able to report on some areas. We should be able to do this in the near future with adequate human resources and trainings.”

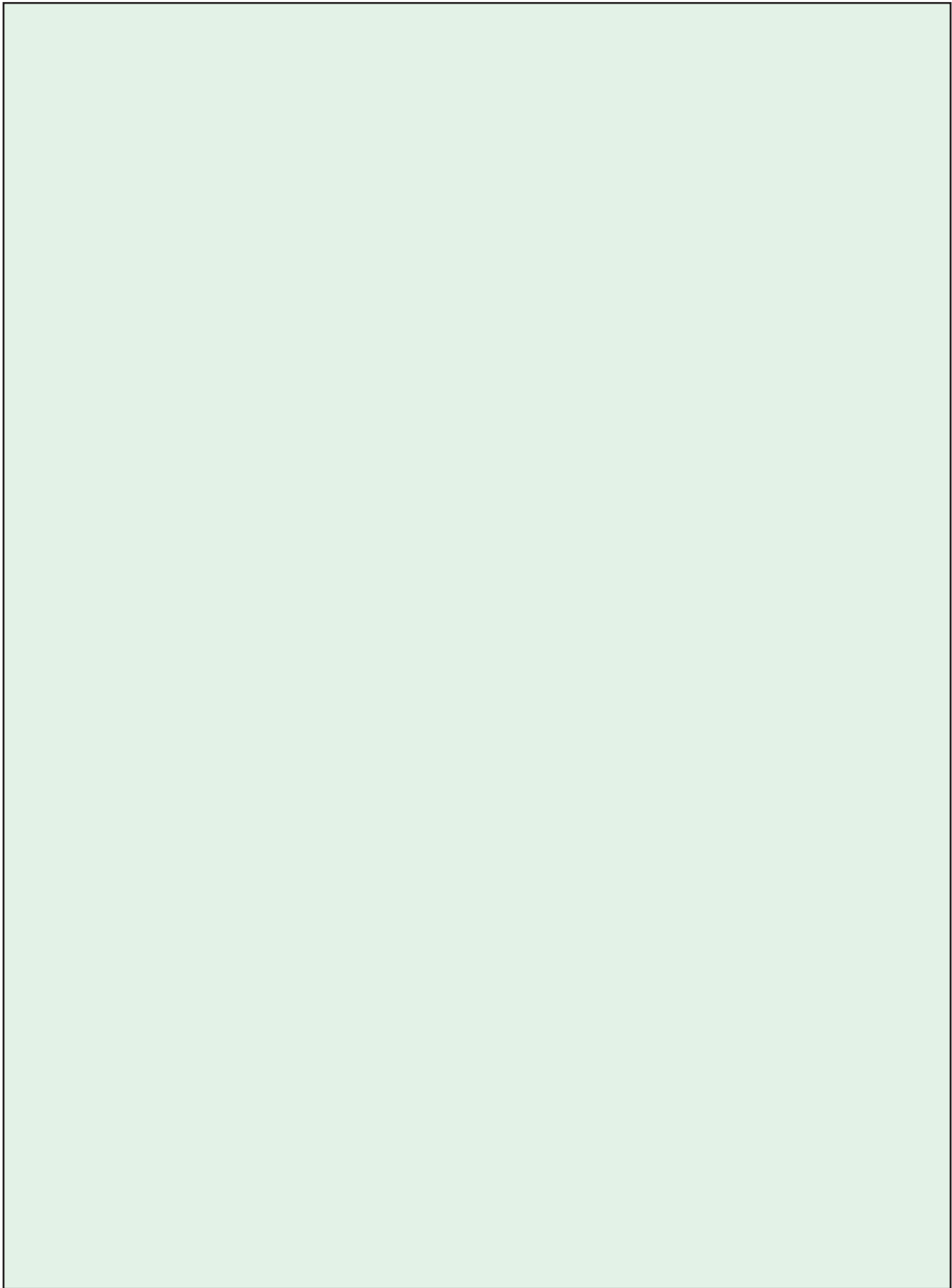
CuCC, RpCC and GCC have also completed the financial statements for FY 2018/19 following the C4C format and had it approved in the CC's general meeting for the first time. Building on the initial achievement, they, along with NCC, initiated the FY 2019/20 reporting much earlier and are almost close to completing (as of December 2020).

As the DG of LGD's MI&E Wing said, "the uniform formats will facilitate systematic reporting and monitoring by LGD but also by the CCs themselves. By publishing the report and statements with sufficient information, the CCs will improve their accountability to citizens and, at the same time, will foster the citizen's right to information".

ফরম-১ রংপুর সিটি কর্পোরেশন, বাজেট ২০২০-২০২১
প্রস্তাবিত আর-ব্যয়ের বাজেট ২০২০-২০২১

| আয় | ২০১৮-২০১৯ | | ২০১৯-২০২০ | | ২০২০-২০২১ | | ২০১৯-২০২০ | ২০২০-২০২১ | মন্তব্য |
|--|--------------------------|-------------------------|--|----------------|-------------------------|------------------------|--------------------------------------|-------------------------------------|---------|
| | প্রকৃত আয় (১২ মাসের) | প্রকৃত আয় (৯ মাসের) | সংশোধিত (খাদ্যমাসাইজড আর ১২ মাসের) | বাজেট | বাজেট বৃদ্ধি/হ্রাস % | পরবর্তী বছরের বাজেট | সংশোধিত হতে কম বা বেশির পরিমাণ | সংশোধিত হতে কম বা বেশির হার % | |
| ১ | ২ | ৩ | ৪=৩/৯*১২ | ৫ | ৬=৪/৫ | ৭ | ৮=৭-৪ | ৯=৬/৪ | ১০ |
| রাজস্ব হিসাব প্রাপ্তি (আয়) | | | | | | | | | |
| উপাংশ-১ | | | | | | | | | |
| ক. ফর | ১৯৫,১৭০,৯৯৫ | ১৬৭,৬৫১,৫৯৭ | ২২০,৫৩৫,৪০৫ | ২৯৭,৭০০,০০০ | ৭৫.১% | ২৫৬,৫০০,০০০ | ৩২,৯৬৪,৫০৩ | ১৪.৭৫% | |
| খ. রেইট | ৫১,৮৪১,০৯৬ | ৪২,৭১৪,২৯৫ | ৫৬,৯৫২,০৯৫ | ৮০,০০০,০০০ | ৭১.২% | ৫২,৫০০,০০০ | ৪,৪৫২,০৯৫ | -৭.৮২% | |
| গ. ফিস | ৪৭,৬০৭,৭৯৬ | ৩০,৯৯৭,২২৭ | ৪১,০২৯,০৯৬ | ৪০,১২৫,০০০ | ৯৫.৮% | ৫৪,১২৫,০০০ | ১২,৭৯৫,৯০৪ | ৩০.৯৬% | |
| ঘ. লীজ | ৬৬,৩৭৫,০৯৬ | ৩৯,২৭৭,০৪৪ | ৫২,০৬৯,০৯২ | ৯১,০৬৬,০০০ | ৫৭.৩% | ৮৬,২৫০,০০০ | ৩৩,৮৮০,৯০৮ | ৬৪.৭০% | |
| ঙ. অন্যান্য | ২২,৮০৭,১৪৬ | ৪০,৫২৯,০৭৪ | ৫৪,০০৫,১৯৫ | ৩৭,৫৫০,০০০ | ১৪০.২% | ১৪২,০৫০,০০০ | ৮৭,০১৯,৮০৫ | ১৬২.৮৮% | |
| চ. উন্নয়ন সহায়তা বাস্তবীকৃত সাহায্য | ১৬,০০০,০০০ | ২৬,২১২,০০০ | ৩৪,৯৯৯,০০০ | ২৫,০০০,০০০ | ১৩৯.৮% | ৩০,০০০,০০০ | ৪,৯৯৯,০০০ | -১৪.১৬% | |
| মোট উপাংশ-১ (ফর, রেইট, ফিস, লীজ এবং অন্যান্য) প্রাপ্তি | ৩৯৯,৬০৬,৯১৬ | ৩৪৭,১৬৯,২৩৭ | ৪৬৯,৬১১,৬৯৫ | ৫৭৫,৭৯১,০০০ | ৮০.৪% | ৬১১,৪২৫,০০০ | ১৩৬,২৩৩,৯১৭ | ৩৪.১৭% | |
| পানি সরবরাহ শাখা (উপাংশ-২) | | | | | | | | | |
| ক) মাসিক পানির বিল | ১৫,৫৫৬,২২১ | ১২,৭৮৬,২৯৯ | ১৭,০৪৮,০৯৫ | ৫,০০০,০০০ | ৩৪১.০% | ১৭,৫০০,০০০ | ৪৫২,৯০৫ | ২.৬৫% | |
| খ) পানির রেইট | ৪,৪৬১,৫৭৪ | ৯,৫১০,৪৭২ | ১২,৬৬০,৬২৯ | ২৪,০০০,০০০ | ৫২.৮% | ২৪,০০০,০০০ | ১১,০১৯,৩৭১ | ৮৯.২৭% | |
| গ) অন্যান্য | ২৪৬,৪০০ | ২৪৯,০০০ | ৩৩২,০০০ | ৪০০,০০০ | ৮৩.০% | ৫০০,০০০ | ১৫৩,৬০০ | ৫০.৬০% | |
| মোট পানি সরবরাহ প্রাপ্তি | ২০,২৬৪,১৯৫ | ২২,৫৪৫,৭৭১ | ৩০,০৪০,৭২৪ | ২৯,৪০০,০০০ | ১০২.২% | ৪২,০০০,০০০ | ১১,৬০০,০০০ | ৩৯.৭২% | |
| বাস উপাংশ-১ হতে স্থানান্তর (রাজস্ব) | | | | | | | | | |
| মোট উপাংশ-২ (পানি সরবরাহ শাখা) সমন্বয়ের পর | ২০,২৬৪,১৯৫ | ২২,৫৪৫,৭৭১ | ৩০,০৪০,৭২৪ | ২৯,৪০০,০০০ | ১০২.২% | ৪২,০০০,০০০ | ১১,৬০০,০০০ | ৩৯.৭২% | |
| মোট রাজস্ব প্রাপ্তি | ৪২০,১০৫,১১১ | ৩৬৯,৭১৫,০০৮ | ৪৯৯,৬৫২,৬১৯ | ৬০৫,১৯১,০০০ | ৮২.৫% | ৬৫৩,৪২৫,০০০ | ১৭০,১৯৩,৯১৭ | ৩৪.৫১% | |
| উন্নয়ন হিসাব প্রাপ্তি | | | | | | | | | |
| ক) উন্নয়ন সহায়তা মঞ্জুরী | ১৭৬,০০০,০০০ | ৯২৪,৫৭২,০০০ | ১,২০২,৭৬২,৬৬৭ | ১,৬১০,০০০,০০০ | ৬৪.৫% | ১,৬৫০,০০০,০০০ | ৪১৭,২৩৭,৩৩৩ | ৩৩.৮৫% | |
| খ) রাজস্ব উদ্ধৃত | - | - | - | - | - | - | - | - | |
| গ) অনুদান | - | - | - | - | - | - | - | - | |
| ঘ) অন্যান্য প্রকল্পসমূহ | ৮৪৭,০৪৫,৯৫০ | ৪১০,৮০৫,৭৫০ | ৫৪৭,৭৭১,০০০ | ৬,৮৭৫,০০০,০০০ | ৮.০% | ৬,২১৫,০০০,০০০ | ৫,৩৬৭,২১৯,০০০ | ১০৫৪.৫৮% | |
| মোট উন্নয়ন প্রাপ্তি | ১,০২৩,০৪৫,৯৫০ | ১,৩৩৫,৩৭৭,৭৫০ | ১,৭৫০,৫৩৩,৬৬৭ | ৮,৪৮৫,০০০,০০০ | ২০.৩% | ৭,৮৬৫,০০০,০০০ | ৬,৮৪১,৭১৯,০০০ | ৩৪১.৭২% | |
| বাস আওতা স্থানান্তর হতে (রাজস্ব উদ্ধৃত অথবা অন্যান্য খাত) | | | | | | | | | |
| মোট উন্নয়ন হিসাব প্রাপ্তি (সম্মত) | ১,০২৩,০৪৫,৯৫০ | ১,৩৩৫,৩৭৭,৭৫০ | ১,৭৫০,৫৩৩,৬৬৭ | ৮,৪৮৫,০০০,০০০ | ২০.৩% | ৭,৮৬৫,০০০,০০০ | ৬,৮৪১,৭১৯,০০০ | ৩৪১.৭২% | |
| মোট বাস্তবিক আয় (রাজস্ব এবং উন্নয়ন) | ১,৪৪৩,৭৭৯,০৬৬ | ১,৭০৫,০৯২,০০৮ | ২,২৫০,১৮৬,২৮৬ | ১৪,৯৬৬,১৯১,০০০ | ২৪.২% | ১৪,৭৩০,৪২৫,০০০ | ১২,৯৪৩,৬০৬,৯১৭ | ২৭৫.০৬% | |

City Corporations using International standard budget format



Clean Dhaka : 1

**Support to Countermeasure Implementation
for Prevention of COVID-19 Infection
on Urban Waste Management**



Support to Countermeasure Implementation for Prevention of COVID-19 Infection on Urban Waste Management

Key points

- The Project for Strengthening of Solid Waste Management in Dhaka North City South City and Chattogram City, familiar to be known as “Clean Dhaka Project”, and City Corporations jointly conducted COVID-19 prevention measures in close cooperation with Mayors, Waste Management Departments (WMDs) and Public Relations Departments (PRDs).
- Ward-based activities of Clean Dhaka Project enhanced prompt distribution of safety gears (masks, groves, gumboots etc.) and non-contact thermometers.
- Trainings were promptly provided among the stakeholders to reduce the infection risk of COVID-19.

Period and Place

FY 2020 at Dhaka North City, Dhaka South City and Chattogram City Corporations (CCs)

Background

Since early 2020, infectious COVID-19 has spread out in Bangladesh, the number of infected people has reached nearly 300,000 in the following five months since the first infection was confirmed in March, and more than 5,700 people died (as of October 2020). The impact of COVID-19 is enormous in the three cities (Dhaka North, Dhaka South and Chattogram City Corporation) which are the target areas of the this JICA supported technical cooperation project. Infectious waste from medical institutions and general waste with a risk of the COVID-19 infection are disposed in a large quantity. Even in such a situation, City Corporations are responsible for continuing the waste management, which is indispensable for maintaining a hygienic urban environment.

Therefore, safety gears and safety measure manuals were necessary for workers who are engaged in waste collection and transport, road cleaning, and final disposal. It was also vital for citizens and medical institutions to raise awareness on proper treatment of infectious waste management.

Actions Taken

Since May 2020, the project provided the followings:

1. Leaflets/pocket manuals (for citizens, cleaners, drivers and collectors, and landfill workers)

In addition, hygiene awareness activities for households and medical institutions were implemented. Leaflets were distributed among the citizens and awareness message was broadcast on TV and digital billboards with the help of PR Departments of the three CCs. In Dhaka North and South CCs, the Mayors and the Chief Waste Management Officers (CWMOs) participated in the public awareness campaign. They distributed leaflets and segregation bags to residents.

With consideration of widening the coverage area of this awareness raising campaign, the leaflets were also distributed in Cumilla, Gazipur, Narayanganj, and Rangpur CC in close collaboration with another JICA supported technical cooperation project, Capacity Development for City Corporation (known as “C4C”). With the logo of each CC, total 45,500 hard copies were distributed to the 4CCs and soft copies of the leaflets were uploaded to the web-portal and Facebook page of Narayanganj and Rangpur CC.

2. Safety gears distribution and trainings

Safety gears such as masks, gloves, gumboots were distributed to field workers to

reduce the risk of infection, and the workers were obliged to wear them. In addition, non-contact thermometers were distributed to ward offices, workshops, and landfill sites to manage health condition of the workers. WMD of each City Corporation was instructed on proper use of the safety gears. The implementation status of on-site guidance and the use of the protective equipment was monitored remotely.

3. Guidelines for urban waste management and technical guidance for medical waste management

Under the spread of COVID-19 infection, guidelines for urban waste management and the technical guidance for medical waste management during were prepared.

Results (achievements, categories and the number of beneficiaries):

30,000 leaflets for citizens, 10,000 leaflets for site workers, and 600 PPEs were distributed by July 2020. In addition, a series of trainings were implemented for local leaders and field workers. In total 6,000 people received trainings on the proper use of protective equipment and daily practices of the COVID-19 countermeasures. As a result, waste collection and disposal work has been carried out as usual while minimizing workers' COVID-19 infection.

A series of public awareness activities for citizens and field workers were successfully implemented with preparing materials. These materials were shared as a good case with other countries and widely used for COVID-19 countermeasures.



Leaflets and pocket size manuals

NOBIDEP : 1

**Inclusion of Labor Contracting Society
(LCS) into Road Maintenance**



Inclusion of Labor Contracting Society (LCS) into Road Maintenance

Key points

- NOBIDEP has engaged 1,273 women under LCS for the improvement of the livelihood of socially vulnerable women
- A total of 1280 km of roads have been maintained by the LCS members
- LCS has been involved in 14 Districts under NOBIDEP
- NOBIDEP has invested about BDT 200 million for activities conducted by LCS

Period and Place

Proposal submitted by: Elected Representative (mainly Paurashava Councilors)

Approved Amount: BDT 200,000,000

Beneficiaries: 1,273 women of 1,106 Family

Background

Labor Contracting Society (LCS) was formed to take part in the activities of Local Government Engineering Department (LGED) for routine maintenance of roads and appurtenant structure. The laborers are mainly from the local community and LCS is a precious opportunity for the low-income women to sustain their own livelihood. The task of the LCS is mostly restoring earthen shoulders and slopes (road maintenance, off pavement maintenance and shoulder repairing), tree plantation and caretaking. Since these labors are almost unskilled, LGED officials and the community organizers provide support and trainings to accomplish the allotted tasks.

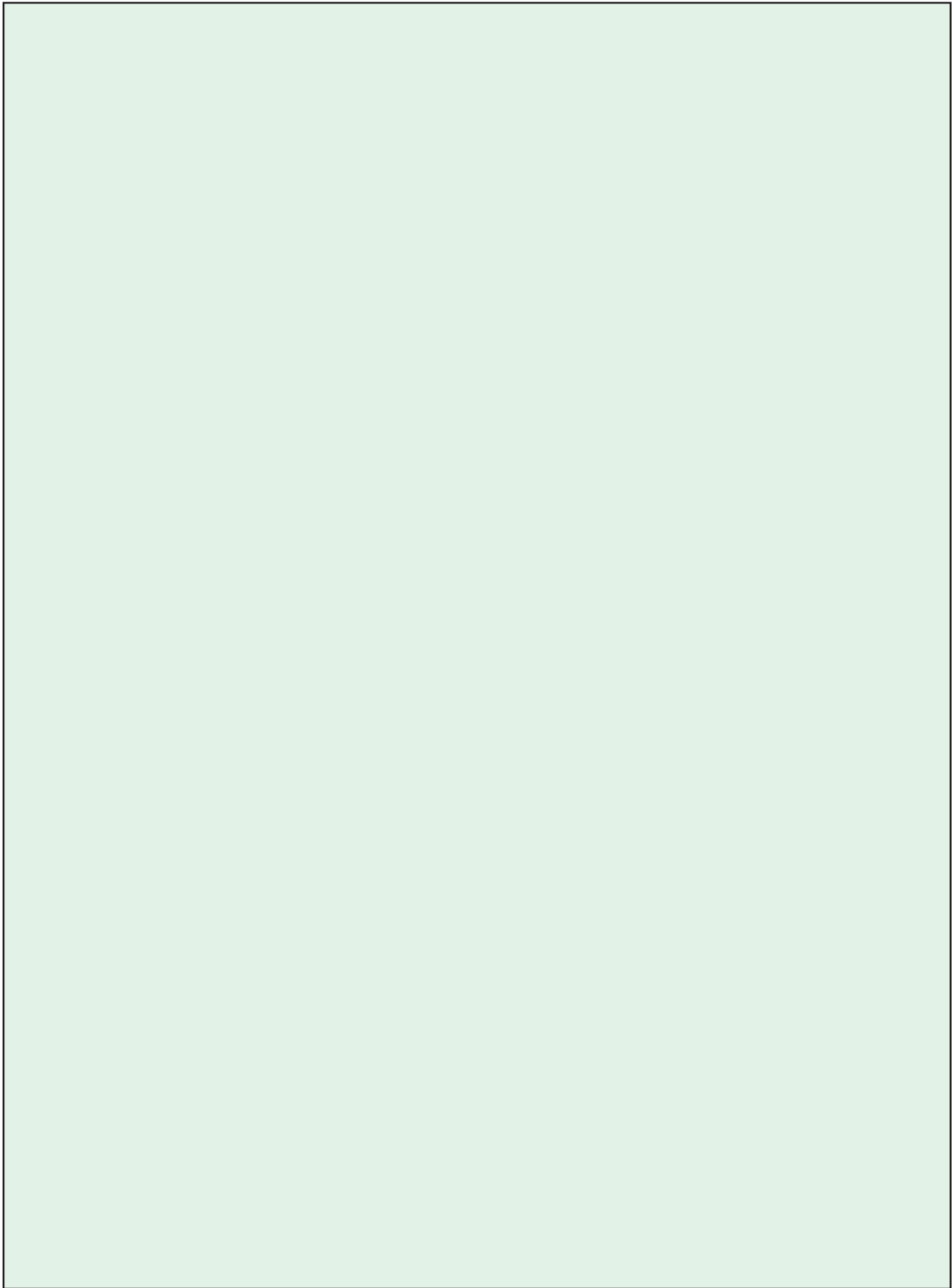
Actions Taken

NOBIDEP utilized LCS members for the development of rural infrastructure, such as Upazila roads, Union roads, quays, markets etc. An LCS group is usually formed of 25 members, comprising of poor, low-income, socially deprived, and widowed women. The women receive wage for road maintenance by LGED. During the implementation of the road construction woman receives more than 4000 taka per month in average. Members also receives trainings on gender and social awareness, savings and credit management, tree plantation and caretaking, and paved road maintenance for improving their livelihood.

LCS Management is done in accordance to the guideline of LGED. At the end of each month, 60% of the wages is given to the women through bank account and the remaining 40% is kept in a joint account. They received a handful amount including interest after 3 years. In addition, trainings on income generating activities are also provided such as, sewing, cow and goat rearing with the distribution of necessary equipment.

Results

The contributions so far made by NOBIDEP for LCS members has significant impact on the livelihoods of the socially vulnerable women in rural areas. The trainings and the equipment provided to the LCS members made many of them self-reliant. Thus, they have become capable of mitigating varieties of financial risks and constraints.



NOBIDEP : 2

**Urban-Rural Linkage for Strengthening
Socio-economic Conditions of Lives
of Urban and Rural People**



Urban-Rural Linkage for strengthening socio-economic conditions of lives of urban and rural people.

Key points

- A total of 67.4 km (35 roads under 18 Paurashavas) of urban-rural link roads were improved through NOBIDEP
- An amount of BDT 407.95 million invested for Urban-Rural linkage;

Period and Place

Proposal submitted by: Elected Representative (mainly Paurashava Councilors)

Approved Amount: BDT 407,095,000

Beneficiaries: 75,000 people of 12,000 Family

Background

NOBIDEP has worked on a unique development activity called “urban-rural linkage”. It is a special and unique initiative among LGED’s projects. Infrastructure development of NOBIDEP has the focus on governance and capacity development of targeted Pourashavas and they played key roles in this aspect.

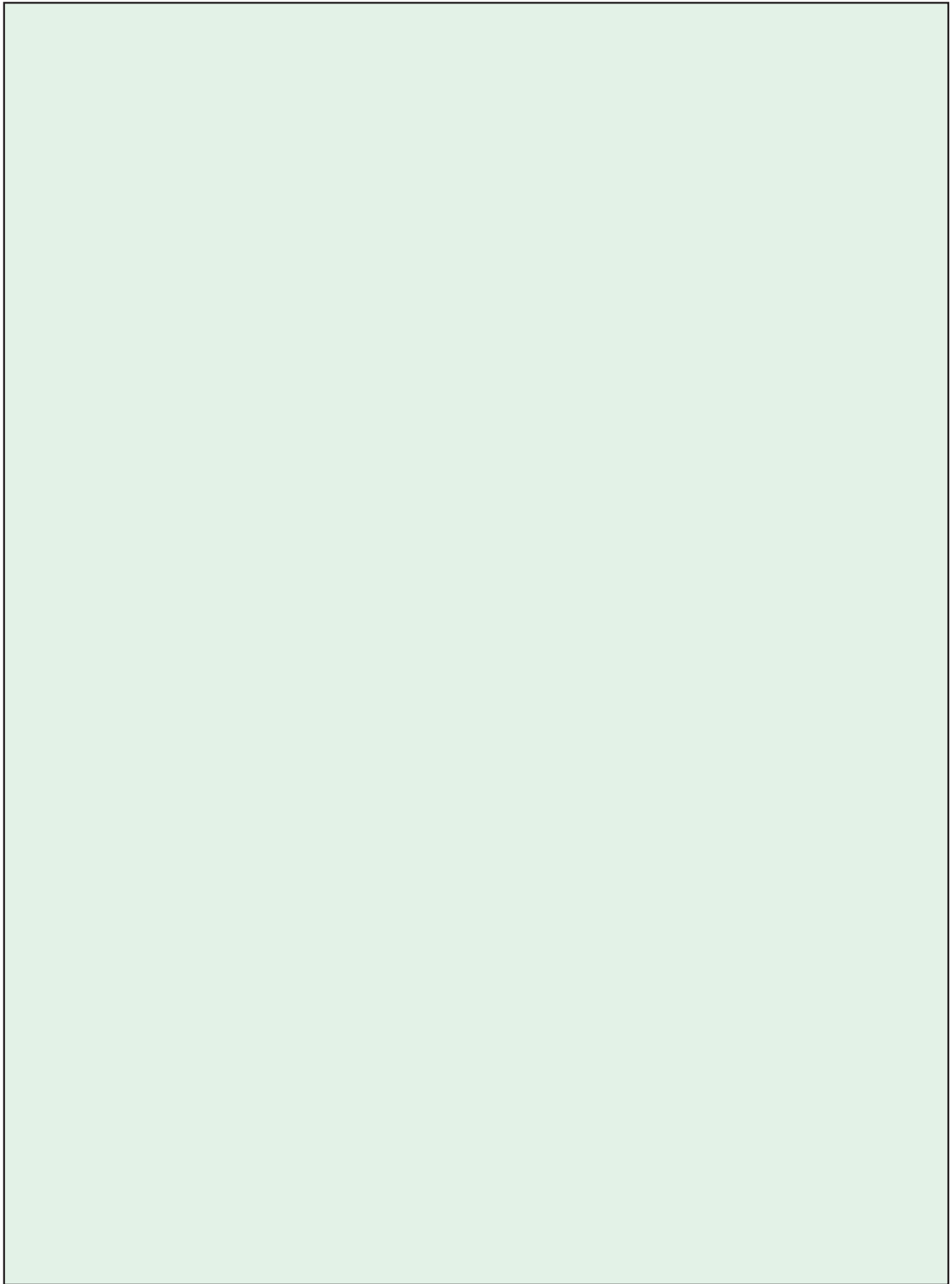
Actions Taken

Based on Urban Governance Improvement Action Program (UGIAP) guidelines, Pourashavas determined the roads for rehabilitations and improvement. The list of possible roads were included in the Pourashava Development Plans (PDPs) through Town Level Coordination Committee (TLCC) Meeting. NOBIDEP provided BDT 200 million for each Pourashava for infrastructure development after meeting the criteria of UGIAP. All Pourashavas’ performance is evaluated and acknowledged by Municipal Performance Review Committee (MPRC) at Local Government Division (LGD).

Results

67.4 km (35 roads under 18 Paurashavas) of urban-rural linkage roads between Pourashava and Upazila has been improved as of January 2021 by NOBIDEP. As a result, communications between urban and rural roads were significantly enhanced.

Accornding to a survey by NOBIDEP, Pourashavas’ socio-economic opportunities like improvement of new growth centers and local markets increased. For example, the supply and sales of commodities in Paurashavas increased by more than 20 percent, movement of vehicles and people increased by more than 40 percent, 43 more market management committee were newly established after the improvement of the link roads under NOBIDEP. Furthermore, transaction cost and communication expense of people decreased thanks to the link road development.



UGDP : 1

**Construction of a Community Center and
Latrines for Outcaste
Community (Harijan Palli)**



Construction of a Community Center and Latrines for Outcaste Community (Harijan Palli)

Key points

- Construction of sanitation facilities for neglected community improved the life standards of 540 harijan (untouchable) people.
- Construction of a community center strengthened the social bond and relieved the mental stress of the community.
- UGDP's fund for Infranstructure Sub-project (INFSP) and Capacity Development Sub-project (CDSP) were well-coordinated to address the improvement of living standards of outcaste community.

Period and Place

Place: Atrai Upazila, Naogaon District

Approval in Upazila Committee: August 19, 2017

Approval in Upazila Parishad meeting: November 12, 2017

Construction duration: 10 Months

Total Approval Amount: BDT 2,000,000

Number of Beneficiaries: 540 inhabitants of Harijan Palli.

Background

Atrai Upazila is one of the remotest and most underdeveloped Upazila in Naogaon District. About 540 (including 260 female) people are living in the slum area called “Harijan Palli (outcaste village)”. People in Harijan Palli were isolated from other communities because of their social status. The area was not equipped with sanitation facility, water supply or drainage system. People were using dirty sewerage water for washing clothes and other domestic purposes. They usually bathed in an open place or in the river. The roads were muddy and difficult to walk through especially when it rains. Crimes and out-law activities were common, and people were lacking social harmony. Upazila Parishad was aware of the situation of Harijan Palli and listed an infrastructure development project of the area in its five-year plan. However, Upazila Parishad did not know how to manage schemes with more than 500,000 taka as it usually implements only small schemes. Therefore, Harijan Palli was being left behind until UGDP came to the Upazila.

Actions Taken

Hearing about the UGDP’s fund for infrastructure development, Chairman of Ahsan-ganj Union Parishad, Mr. Md. Akkas Ali Pramanik raised the issue at Union Parishad Meeting and participants decided to bring the issue to Upazila Committee Meeting for intervention. At Upazila Health and Family Welfare Committee Meeting, Vice Chair, Mr. Ekramul Bari, and other participants agreed to the implementation of the development of Harijan Palli. At Project Selection Committee (PSC) meeting and Upazila Parishad Meeting, Upazila Chairman Mr. Md. Ebadur Rahman Pramanik, and UNO Mr. Md. Mokhlesur Rahman agreed to use UGDP’s fund for the project, and improve the living standard and social status of Harijan people. At the same time, Atrai Upazila Parishad decided to implement a campaign for improving the human rights of people

in Harijan Palli using UGDP's fund for Capacity Development Sub-project (CDSP). Through UGDP's Infrastructure Sub-project (INFSP), 6 separate public wash blocks and 6 bathrooms for male and female each, 1 community center, supply of safe drinking water, covers of drain for water outlet, cement concrete roads were constructed.



Before constructing
Drainage system



After constructing
covered drainage system

Results

After the successful implementation of the 2 sub-projects utilizing UGDP's fund, the environment of Harijan Palli has dramatically improved. People are currently enjoying clean water, sanitation, and bathing with tap water. Sewerage water is safely out-flowing now in the community. The concrete roads ensured comfortable movement. As a result, 540 people of Harijan Palli obtained access to hygienic facilities and a community center for social gathering.

A community leader Mr. Subas Chandra mentioned "from the very beginning we kept in touch with UDF, with his suggestion we mobilizes our community through our association, we helped organize people, monitored daily construction work and we are lucky because at last we got the project which made changes in our life."

Now UNO, Upazila Chairman, Upazila Engineer and UDF are trying to disseminate the package of infrastructure and capacity development sub-projects as a good practice to other Upazilas and Unions for better future of rural Bangladesh.

UGDP : 2

**Construction of School Building for
Autistic and Disabled Children**



Construction of School Building for Autistic and Disabled Children

Key points

- School building was constructed for better mental and physical development of children with special needs.
- Burden on guardians and their neighbors reduced by the supports provided to the school for disabled children.
- Upazila's Annual Development Program (ADP) and the fund of Member of Parliament (MP) were also mobilized to supplement the development of the new school for children with disability.

Period and Place

Machimpur, Bagatipara Upazila, Natore District

Approval by Upazila Committee: November 7, 2017

Approval by Upazila Parishad Meeting: February 7, 2018

Construction duration: 15 months

Total Approved Amount: BDT 1,289,103

Beneficiaries: 180 (44.4% girls) physically disabled children and 650 household members of the children.

Background

After introducing UGDP in Bagatipara Upazila, the Upazila Chairman encouraged the Parishads to do something for disabled people. UNO discussed about issues of disabled people in various meetings. The UZP Vice Chairmen, Bagatpara Paurashava Mayor and the Upazila Social Welfare Officer were looking for a suitable source of funding and expected UGDP's Infrastructure Subproject (INFSP).

Before the implementation of UGDP's INF-SP, there was a small school for disabled, named "Shahid Momtaj Uddin Smrity Bak, Srobon, Autistic, Budhi Protibandhi School" in Bagatipara Upazila. The school was providing education programs in small rented rooms with limited facilities for children who require special care. 180 students (44.4% girls) were enrolled in the school, however, the school could only accommodate 25-30 of them due to the lack of its capacity. The children at the school were usually sitting on the concrete ground without roof. Therefore, their study was frequently disturbed by the weather and other environmental conditions.

Children were deprived of opportunities for appropriate intellectual and physical development. In addition, the Upazila Parishad did not have an experience to support educational institutions in a large scale. Therefore, Bagatipara Upazila Parishad did not implement any scheme for disabled children before.

Actions Taken

When the Chairman of Bagatipara Sadar Union Parishad, Mr. Md. Mojibur Rahman, heard that UGDP is assisting development of infrastructure project, he became motivated to discuss the issue at Upazila Parishad. At the same time headmaster and chairperson of Disable Association, Mr. Akram Hossain, elected representative of 5 Union Parishad (Panka, Jamnagar, Bagatipara, Dairampur, Faguardiar), and Upazila Education Committee requested Upazila Parishad for constructing a school building for disabled children at Upazila Parishad. This sub-project was discussed in the Project Selection Committee (PSC) Meeting and Upazila Parishad Meeting, then all the participants agreed to implement the project with high priority. As a result, the construction of the new school building started in 2018.

Results

Through the UGDP's fund, 4 rooms (12 feet X 14 feet each), 2 bathrooms (including water tanks) separately for boys and girls and stairs with ramps (slopes) were constructed for 180 children.

The new school building was inaugurated by Mr. Shahriar, Deputy Commissioner (DC), Natore. Parents of children with disability feel the society is more concerned about their children. Students at the school are feeling more comfortable staying in the school as they also received various physical exercise equipment. The accommodation capacity of the school also improved and more than 150 students regularly attend the school now.

Inspired by the success of the sub-project, Upazila Parishad decided to purchase 3 battery charged vans for free transportation of students from Upazila's ADP fund. In addition, 80 wheelchairs were provided from the fund of Member of Parliament (MP) in the region. Moreover, local elites took initiative to offer financial assistance to the school for better learning environment.

As of December 2020, through UGDP's fund, 89 school buildings have been constructed with BDT 102,633,126 including vat and taxes. In addition, 38 school/madrassa buildings have been renovated with BDT 22,178,688. The total beneficiaries related to the construction and renovation of school buildings by UGDP's fund are 2,103,948 (51% women).



Students are playing at leisure period



outlook of the newly constructed Aitistic school

UGDP : 3

**Construction of a Shelter
Home for Neglected Old Women**



Construction of a Shelter Home for Neglected Old Women

Key points

- Construction of Old People's Home saved the lives of neglected old women in Hari-nakunda Upazila.
- The old women started earning for themselves and they are expected to be self-sustainable in cooperation with Upazila Parishad, management committee and local well-wishers.
- Test Relief (TR) fund from government for vulnerable people was also mobilized to launch a stall for the members of the Old People's Home for start their own business.

Period and Place

FY 2017/18 at Harinakunda Upazila, Jhainadah District

Approval by Upazila Committee: October 10, 2018

Approval by Upzila Parishad Meeting: December 4, 2018

Duration of work: 6 months

Cost: BDT 2,222,227

Beneficiaries: 25 neglected old women

Background

In Harinakunda Upazila, there was an old people's home named "Jorapukuria Bid-dhasrom" before UGDP started. Harinakunda Upazila Parishad and the department of Social Services were providing food for about 30 women there. However, it was only day-time service center and it was not equipped with night-stay facility. Thanks to the support of the local community, there was a temporary structure of small tin shed, where only 30 women could barely sit together while there was no sanitation or cooking facility. Elder women in the community were often abandoned from their family by various reasons and they did not have places to stay.

Upazila Social Welfare Officer, Mr. Kaushik Das, of Harinakunda Upazila was looking for fund source to support the old people in the community. When Upazila Development Facilitator (UDF), Ms. Kamrun Nahar visited his office, she explained about UGDP's Infrastructure Sub-project (INFSP) and Das learned the fund could be utilized for the construction of old people's home for the neglected women.

Actions Taken

Upazila Social Welfare Officer tried to persuade the members of Upazila Social Welfare Committee for construction of a building for the elderly women. At the meeting, Upazila Vice-Chair, Ms. Reshma and other members supported the idea and they decided to bring the issue to Upazila Project Selection Committee (PSC) Meeting and Upazila Parishad Meeting. Upazila Parishad Chairman, Abdul Majid, UNO, Mr. Saiful Islam, and other members agreed to the implementation of this sub-project. Thanks to the support by Upazila Parishad, the construction of old people's home with 3 rooms, a big room, and 2 attached bathrooms were conducted to reduce the suffering of disadvantaged old women. The users of the home can sleep comfortably at night, use hygiene toilets, and it increased their self-confidence. Nowadays, the man-

agement committee of the home provided training for the old women and they started handicrafts like “Nakshikantha” and sell children's clothes, show pieces, or small items made of bamboo and cane. These days, local people frequently visit the home to buy products made by the members of the old people’s home.



The vacant space before construction of Old Women resident building

Results

Upazila Parishad is currently planning to launch a showroom in the local marketplace for the old people’s home and sanctioned BDT 150,000 from Test Relief (TR) Program for this purpose. Furthermore, Upazila Parishad, management committee of the home and the local well-wishes are jointly planning to develop a self-help group so that all the members of the home can earn for themselves.



Construction is under way of Old Women resident building



Construction is under way of Old Women resident building

UGDP : 4

Training on Freelancing: Opening Door of a New World



Training on Freelancing: Opening Door of a New World

Key points

- Freelancing training motivated rural youth to become self-sustainable by teleworking.
- After the training program, the participants started freelancing work from their community and earning money through on-line job.

Period and Place

FY 2018/19 at Pirganj Upazila of Rangpur District

Approved by Upazila Youth & Sports Committee meeting: July 31, 2019

Approved by Upazila Parishad Meeting : August 8, 2019

Approved Amount: BDT 160,200 BDT

Beneficiaries: 25 Youths

Background

Freelancing can become Bangladesh's gateway to a vast digital economy. The government has taken quite a few steps to ensure more employment opportunities in

this sector. Many youths in Pirganj Upazila have laptop and modem, however, they did not received freelancing training or have know-how for income generation from online. Some of them were suffering from depression due to unemployment. Upazila Secondary Education Officer, Mr. Suchitro Sarker was looking for fund for freelancing training for unemployed youth in the Upazila. Upazila Parishad was reluctant to spend its fund for training as there was no experience of spending UZP's budget for training before. When Mr. Sarker came to know about UGDP's fund for Capacity Development Sub-project (CDSF), he thought it would be a potential fund source for the training.

Actions Taken

In the meeting of Upazila Secondary Education and Madrasa Committee, Mr. Suchitro Sarker, Upazila Secondary Education Officer at Pirganj Upazila said that the number of unemployed youth in the area has increased. The Department of Secondary Education did not have a fund for such a training. He also mentioned that UGDP can be the possible source for freelancing training. Chairperson of the committee (Vice Chair of Upazila Parishad) informed UGDP's fund can be utilized for the training. At Upazila Parishad Meeting, Honorable Speaker of Parliament and Member of Parliament (MP) from Pirganj UZP, Dr. Shirin Sharmin Chowdhury also supported the idea. As a result, 25 unemployed youth successfully completed 26-day training. The participants learnt about freelancing, social media, payment account and Fiverr account (which is a world-wide freelancing platform), how to create Youtube channel, video editing, digital marketing, web research, lead generation, FB ads manager, web design etc. During this training, 2 trainees earned more than 500 dollars each by developing web pages, graphic design etc.

Results

Soon after the training, 10 trainees started earning money. One of the trainees started a computer shop of his own to provide freelancing training to 40 other students. Another trainee is training the freelancing young people in her brother's computer shop. Then, they have earned more than thousand dollars from freelancing. Razib Sardar, college student, attended the freelancing training. After the completion, he earned 800 dollars in 2 months and he is currently working as freelance web developer.

Md. Sohel Rana, trainee of freelancing opened a training center and providing free-lance training to other people.

Up to September 2020, 14 Upazila Parishad organized 14 training programs on free lancing where 334 (107 women) participated under UGDP's sub-project and total investment amounts to BDT 2,207,545.



Trainees were satisfied with the Training venue's environment



Tranees were properly evaluated by the facilitators

UGDP : 5

**Training on Saline-tolerant Crops
ensures Food Security of Coastal Farmers**



Training on Saline-tolerant Crops ensures Food Security of Coastal Farmers

Key points

- Training of farmers for cultivation of saline-tolerant crops enhanced the economic situation of farmers and nutrition condition of the citizens in Morrelganj Upazila.
- Upazila Agriculture Office provided support package of training and seed distribution among farmers with the fund from UGDP and Upazila Agriculture Office.
- The training projects have been replicated other Upazila Parishads under similar situation.

Period and Place

FY 2018/19 at Morrelganj Upazila, Bagerhat District

Proposal submitted by: Ms. Rehana Parvin, Upazila Agriculture Officer

Approval by Upazila Agriculture and Irrigation Committee: May 7, 2019

Approval by Upazila Monthly Meeting: May 16, 2019

Approved Budget: BDT 170,000

Duration of training: 3 days x 4 batches

Total beneficiaries: 136 farmers including 32 women

Background

In recent years, vegetable farmers in coastal areas of Bangladesh have been heavily affected by climate change, weather patterns, salinity of soil and availability of fresh-water. Salinity has caused significant effects on agricultural production. Farmers of Morrelganj Upazila in Bagerhat District where agriculture is the prime industry (35.49% of total income and 20.73% of total population is engaged in agricultural labor) were suffering from the saline soil. . Vegetable cultivation, which is important both from nutritional and income-generating perspectives, was decreasing due to increasing salinity of the soil. Due to the climate change, sea level is rising and crop production declined.

Agriculture Officer told Ms. Nurjahan Khatun, Upazila Development Facilitator (UDF), that their department has provided some new varieties of vegetable seeds which are tolerable and cultivable in saline water prone areas. However, the Agriculture Office did not have an opportunity for training among farmers. The UDF advised him to discuss the matter in the Upazila Agriculture and Irrigation Committee and get approval through the Upazila Parishad meeting for utilization of UGDP's fund.

Through the consultation with UDF, the Agricultural Officer came to know about UGDP's fund for Capacity Development Sub-project (CDSP). Before UGDP began, the Upazila Parishad has never used ADP for training purpose. In addition, the line departments of Upazila Parishad did not have fund for trainings.

Actions Taken

The Upazila Agriculture Officer became the first person to discuss the training at the Upazila Agriculture and Irrigation Committee meeting. The meeting discussed the issue and proposed the training for the cultivation of saline tolerant vegetable (such as bean, ladies' finger, sunflower, spinach, amaranth, yard long bean, papaya etc.). It was a new technique that farmers can crop vegetables in saline land with little fresh water. At the meeting, Mr. Md. Mojammel hoque, Vice Chairman and all the participants supported the idea and they decided to raise the issue to Upazila Parishad Meeting.

At Upazila Parishad Meeting, UNO, Upazila Chairman and other officers agreed to implement the project considering its significance. The training was held at Upazila Agro Technology Training Center of Morrelganj among 136 participants in 4 batches. Most of the participants were also working as rickshaw pullers, day laborers and seasonal workers who were engaged in farming as secondary income source and for self-consumption. In the training, the participants learnt about the cultivation techniques, where to purchase seeds, irrigation techniques, application of appropriate doses of fertilizers, etc. After the training completed, the participants received seeds for saline-tolerant vegetables purchased by the fund of Upazila Agriculture Office.



Local residents are habituated for saline water tolerated vegetable cultivation at homestead areas



Farmers are happy by producing Saline tolerant vegetables

Results

After the training, the participants started cultivating saline-tolerant vegetables with provided seeds. By following the instruction of Agriculture Officer, farmers dug deep canals/ponds by their own for conserving rainwater for irrigation as well. Out of 136 participants, 80 people immediately started cultivation on 5.20 acres of fallow land. They are currently selling surplus vegetables after their family consumption and improved their livelihood. Influenced by the success of Morrelganj Upazila Parishad, similar trainings have been provided in other Upazilas like Shoronkhola and Chitolmari in Bagerhat District. The Agriculture Officer of Morrelganj examined the potential of the package combining training with distribution of seeds of saline-tolerant vegetables, and he found more than 100 other Upazilas located under the similar climate have the possibility of saving livelihood and ensuring food security with the same method. This good practice shows that UGDP's fund can be utilized more effectively once it is included as a package of a component. In this case, Upazila Agriculture Officer proposed a package of training and seed distribution by mobilizing UGDP's fund as well as their own resources, and the two components successfully supplement each other.

UICDP: 1

Establishing a Sustainable Development Planning Cycle with an Improved Institutional Set-up



Establishing a Sustainable Development Planning Cycle with an Improved Institutional Set-up

Key Points

- Establishing a sustainable development planning cycle at the Upazila level is possible, which shall be replicated or up-scaled nationwide.
- Bakerganj Upazila has focused on setting up all the institutional mechanisms suggested in the Guidelines for Upazila Integrated Development Planning, formulated by JICA-assisted UICDP.
- In development planning cycle, the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM) was revitalized and was made functional. A Technical Group for Planning (TGP) was also created.
- The Upazila pioneered the extensive resource mapping, which in turn helped the Project Selection Committee (PSC) select right development projects and avoid overlapping activities.
- UGDP started replicating the good example of institutional building and resource mapping exercise of Bakerganj Upazila in other Upazilas.

Place and Period

Bakerganj Upazila Parishad- FY 2018/19 and FY19/20

Background

Upazila Parishad Act, 1998 requires all Upazila Parishads to formulate development plans, but most Upazila Parishads had not formulated Annual Development Plans (APs) before the UICDP intervention. Many Upazilas had formed UCFBPLRM, but it was not made functional. PSC also was not made functional in many Upazila Parishads. In this context, UICDP, through the Guidelines for Upazila Integrated Development Planning, intended to develop a sustainable planning cycle in the pilot Upazilas in Phase 1.

The development planning cycle includes the formulation, implementation and monitoring and evaluation of development plans. It also obtains lessons learnt to improve the next round of planning exercise. In order to ensure this, an appropriate institutional set-up at each Upazila Parishad is one of the critical preconditions. In this regard, UICDP has emphasized, among others, on revitalizing and/or introducing key institutional mechanisms at Upazila level during Phase 1. First of all, UCFBPLRM was revitalized as it is the key institution to formulate and monitor development plans of Upazila Parishad. Second, PSC was also revitalized which was lawfully responsible for prioritizing and selecting development schemes/projects to be included in development plans. Third, TGP, comprised of 5-7 members from key stakeholders in the Upazilas and led by UNO, was recommended as a new institutional mechanism that assisted the UCFBPLRM and Upazila Parishad in managing the processes of development planning cycle on a regular basis.

Actions Taken

The Guidelines for Upazila Integrated Development Planning, developed by UICDP, emphasizes the importance of sound development planning cycle (e.g. formulation, implementation, M&E and reporting) at the Upazila level. UICDP provided the training on Upazila development planning to 10 pilot Upazilas in Phase 1 in line with the guidelines, and the establishment of development planning cycle was also highlighted in the training. The training also highlighted the institutional set-up necessary to properly manage the development planning cycle. After receiving the training, all pilot Upazilas revitalized UCFBPLRM and PSC, and introduced TGP. As a result, with the support of these institutional mechanisms, all pilot Upazilas have successfully

formulated Five-Year Plan (FYP) and Annual Development Plans (APs) and monitored the progress of FYP and APs. In particular, Bakerganj Upazila Parishad can be considered as one of the top runners because the Parishad has successfully institutionalized the development planning cycle, and formulated FYP and APs on time in the three consecutive years.



Meeting of Upazila Committee on Finance Budget Planning and Local Resource Mobilization for preparing of development plan

- Bakerganj Upazila Parishad, like many other Upazila Parishads, had not formulated their development plans before UICDP's intervention. The institutional setup, such as UCFBPLRM, PSC and TGP, for formulating development plans had not been functional as well. Key stakeholders such as Upazila Chairman, UNO, Vice Chairs (male and female), transferred line department (TLD) officials were also not well aware of the importance of establishing the development planning cycle.
- However, after receiving the training on Upazila development planning organized by UICDP, key stakeholders of Bakerganj Upazila Parishad was motivated to establish a sound development planning cycle, and became positive about developing/revitalizing these institutional mechanisms as they saw the direct benefits which these institutional mechanisms could offer.
 - The Parishad formulated their FYP and APs in accordance with the Guidelines for Upazila Integrated Development Planning drafted by UICDP. This Upazila Parishad formulated AP in FY 2018/19 for the time following the Guidelines for Upazila Integrated Development Planning developed by UICDP, and since then this Upazila Parishad has continuously formulated APs for three (3) consecutive years. Moreover, the Parishad continually monitored and evaluated the progress of its AP-related

development activities, and prepared quarterly and accomplishment reports of APs. Thus, Bakerganj Upazila Parishad has successfully established the sound development planning cycle.

- Prior to the formulation of AP for FY 2018/19, the key stakeholders of the Upazila Parishad received training. Based on the knowledge gained through the training and also following the development planning guidelines, the Upazila Parishad revitalized the UCFBPLRM in the first instance. Bakerganj Upazila Parishad stakeholders (Upazila Chairman, Vice Chairs, UNO, and Upazila Engineer in particular) also realized the key functions and importance of UCFBPLRM, and have started holding the meetings on a regular basis (as stipulated in the law) under the initiative of Mr. Mohammad Shamsul Alam, Bakerganj Upazila Parishad Chairman. He believes in teamwork, and also personally likes the basic principles of development planning introduced by UICDP. He developed a sense of competition which positively motivated him and which he later used to motivate others and stated “As a Chairman, I cannot make a difference working alone, but if we all work together with a common purpose, we will be able to set examples for others”. As a result of this, in each fiscal year, 6 meetings of UCFBPLRM were held. TGP was also formed under the strong leadership of UNO to assist UCFBPLRM and Upazila Parishad in managing the processes of development planning cycle.
- In the process of development planning, UCFBPLRM and TGP played vital roles in the Upazila Parishad. TGP prepared draft situation analysis and resource mapping of APs. While preparing the first AP (FY 2018-19), Bakerganj Upazila Parishad could not collect all the information regarding resource mapping. Bakerganj Upazila tried to overcome this challenge by issuing separate request letters by UNO to all stakeholders including Executive Engineer (LGED), Executive Engineer (Health), heads of TLDs, Zila Parishad, all chairs of UPs, Mayor of Paurashava and local NGOs. The Upazila Parishad also held consultation meetings with these stakeholders to share their respective organizations’ relevant information and arranged personal visits to some organizations when required.
- Starting from January 2019, UCFBPLRM and TGP jointly pioneered the extensive resource mapping exercise at the Upazila level. This Upazila started to collect information from all possible sources and stakeholders including Zila Parishad, education engineering department, health engineering department, MP’s Projects, LGED, Paurashava, 15 transferred line departments (TLDs), 14 Unions and also from all the NGOs which were working within the Upazilas (namely, Save the Children, Saint (Bangladesh), Social Development Foundation (SDF), CARE (Bangladesh) and BRAC). It was found out that more than 80 development projects of 15 line departments were operating within the territorial jurisdictions of Bakerganj Upazila, and a

total of BDT 906,100,000 were to be spent for development activities from these projects during FY 2019-20 in Bakerganj Upazila. It was also gathered through resource mapping that Zila Parishad undertook different development projects in Bakerganj worth BDT 25,000,000 during the same fiscal year. As a result of this resource mapping exercise, more than 25 projects, worth BDT 15 million, could avoid overlapping activities during the FY 2019-20 alone.

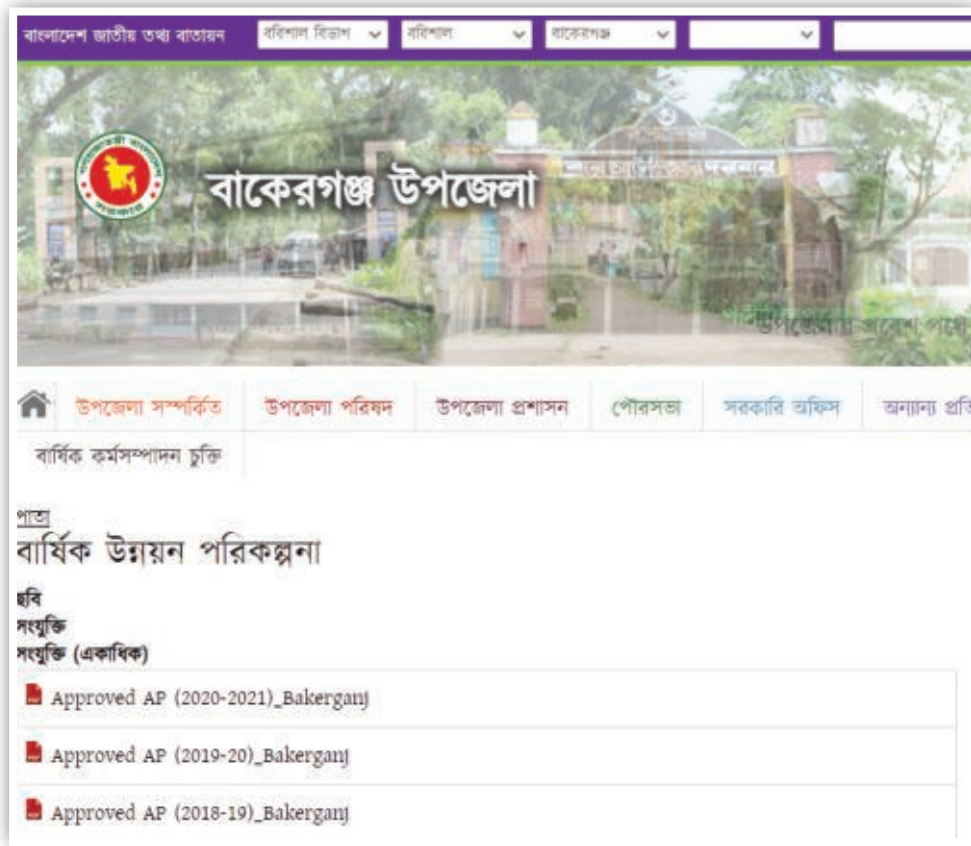
- Based on the situation analysis and resource mapping, UCFBPLRM determined the key development challenges of Bakerganj Upazila, and reached a consensus on its development vision and goals. The schemes/projects of APs were selected by PSC. The committee first prepared a long list of scheme/project proposals collected from Union Parishads, TLDs, local NGOs, and other stakeholders. PSC prioritized the schemes/projects based on the key development issues identified by UCFBPLRM, and came up with the draft schemes/project list. Then, the draft contents of APs were discussed and approved at the Upazila Parishad meeting.
- After the formulation, the Upazila Parishad started timely implementation of the schemes/projects and also embarked on periodical monitoring on the progress of APs with the extensive support from UCFBPLRM and TGP. The Upazila has been posting its APs and FYP, and AP monitoring reports in the web portal on a regular basis.
- The Upazila Parishad has become open to lessons learnt from each AP cycle. It also remains cautious in using these lessons, and thus brings required improvement in the next round of AP. For example, Bakerganj Upazila Parishad used to change the projects from its AP frequently but the situation has significantly improved as a result of lessons learnt. Now, they prepare the AP so carefully that the number of arbitrarily changed projects has been reduced substantially. During FY 2018-2019, this Upazila Parishad had discarded 27 projects from the originally selected list and added more than 120 new projects. But, in the following year, with the advice received from the UCFBPLRM and TGP, the Upazila Parishad discarded only 4 projects from the originally prepared list and added only 1 new project. The Upazila Parishad has been able to establish such a sound planning cycle. Ms. Madhabi Roy

Results

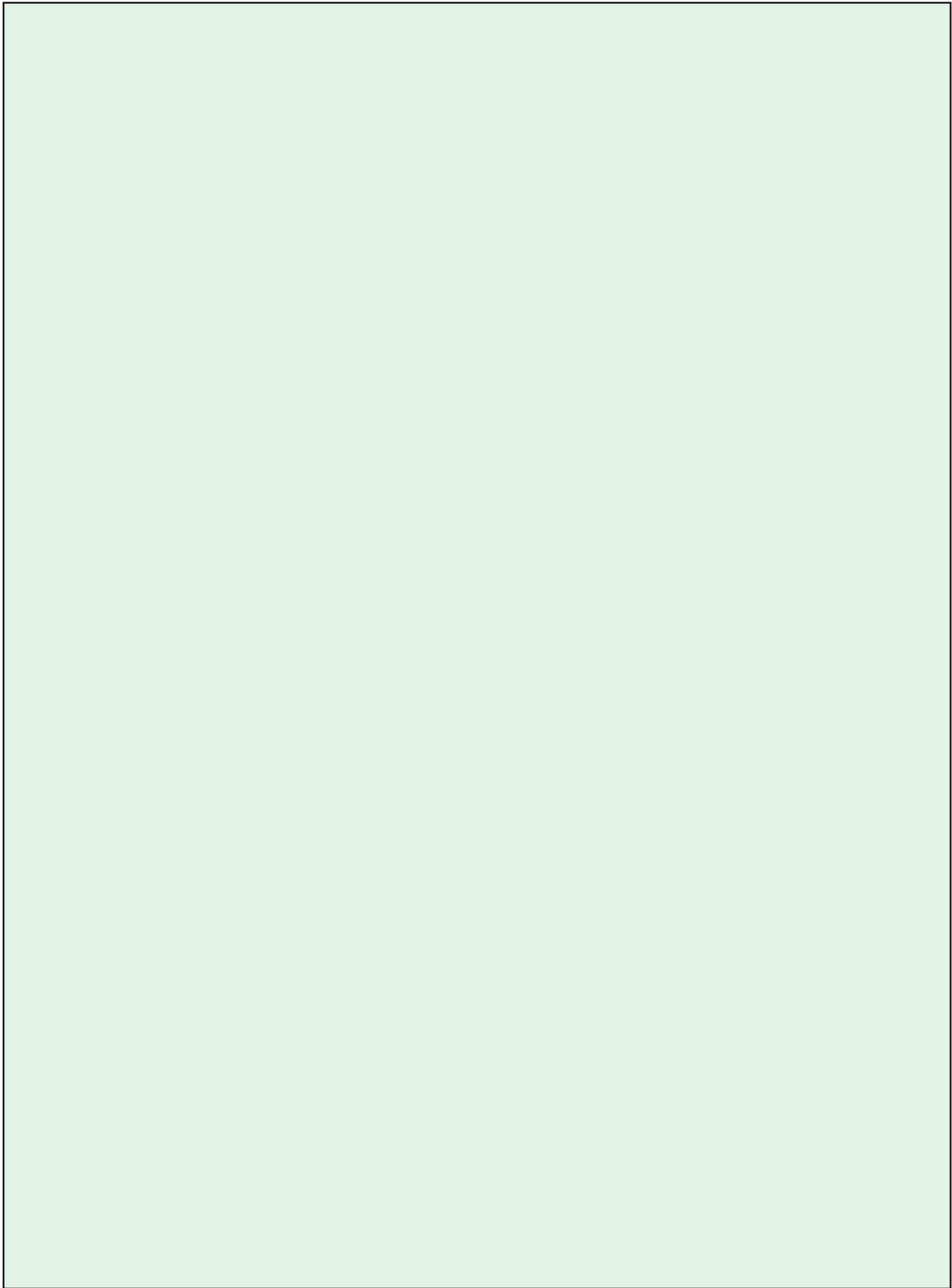
During the Phase 1 of UICDP, Bakerganj Upazila has formulated, implemented and monitored their APs in FY 2018/19 for the first time. Since then, it continued to do the same in FY 2019/20 with the active support from TGP and UCFBPLRM. UICDP has created an opportunity for the Upazila Parishad to institutionalize the development planning cycle in the near future.

This good practice of resource mapping by the improved institutions was later shared with other UICDP pilot Upazilas. Some representatives of Upazilas in nearby Districts (who did not succeed in getting UGDP grant) came to learn from the positive experience of Bakerganj Upazila on the front of development planning. These Upazilas include Nalchhiti Upazila (Jhalokathi District), Betagi Upazila and Pathroghata Upazila (Barguna District). With support of UICDP project office, the experience of this good practice made positive impacts in other pilot Upazila. Now the Pilot Upazilas are also following the similar modalities and will contribute to larger development results for these Upazilas in the years to come.

It is evident from the experience of Bakerganj Upazila that the innovative institutional mechanism of TGP is working effectively and consistently performing their responsibilities for the formulation, implementation, monitoring of development plans in collaboration with UCFBPLRM. UCFBPLRM and TGP also strive to register the feedback and use those lessons for the improvement of the next planning exercise. This has led to a sustainable development planning cycle at the pilot Upazilas. The planning cycle established with the support of UICDP has the significant potential for the nation-wide replicability or up-scaling.



Upazila Parishad disclosed Annual Plan on Web portal



UICDP: 2

**Resource Mapping prior to the Formulation of
Five-Year Plan and Annual Development Plan**



Resource Mapping prior to the Formulation of Five-Year Plan and Annual Development Plan

Key Points

1. Evidence from the Kaliganj Upazila demonstrates that resource mapping by Upazila Parishad prior to the formulation of development plan helps Upazilas use their own resources more effectively and efficiently.
2. Resource mapping contributes to the enhanced coordination and mobilization of resources from different entities and stakeholders within the Upazilas with a view to create conversions for some common and pressing local development needs. The situation analysis prior to formulation of AP helped Upazila stakeholders identify the local needs/problems. It also paved the way for locating which other stakeholders can be approached to contribute to ameliorating the identified problems.
3. The resource mapping helped them use the resources in the most efficient way and also to remain focusing on horizontal and vertical coordination as envisaged in the Guidelines for Upazila Integrated Development Planning.

4. The case of Kaliganj Upazila shows that synergy and complementarity can be achieved by using resources from different sources for awareness raising, basic infrastructure development, etc.
5. Resource mapping helps to avoid duplication in development activities and stopping the wastage of limited resources, which can be invested in other initiatives where the need is pressing.

Place and Period

Kaliganj Upazila Parishad, Lalmonirhat District- FY 2018/19-FY19/20

Background

Resource mapping denotes the process of identifying financial resources from different sources and/or developing strategies for effective and efficient use. Prior to UICDP, pilot Upazilas, like most other Upazila Parishads nationwide, did not have a development planning cycle. UICDP developed the Guidelines for Upazila Integrated Development Planning, and piloted it in 10 pilot Upazilas. The guidelines stress the importance of this resource mapping before the formulation of development plans so that Upazila can use its scarce resources effectively and efficiently.

Resource mapping helped the Upazila Parishad identify available resources from different stakeholders at the Upazila level. With the resource mapping, Upazila Parishad was able to create synergies and complementarity with other similar initiatives, and avoid overlapping investments. It also contributed to the effective coordination with the national, District's, Paurashava's and Union Parishad's development plans, and thus acquisition of maximized development results in the Upazila.

Actions Taken

In the Guidelines for Upazila Integrated Development Planning, the importance and procedures of resource mapping was clearly described. During the training to pilot Upazilas, UICDP stressed the importance of the resource mapping, and assisted all pilot Upazilas in conducting it. As a result, all pilot Upazilas conducted the resource mapping, which enables pilot Upazilas to use their own resources more effectively and efficiently.

Kaliganj Upazila Parishad, for example, planned a comprehensive program for maternal health improvement in FY 2019/20. While Kaliganj Upazila Parishad was formulating their AP 2019-20, the infant (0-28 days) mortality rate was 17 per 1,000 lives

birth and 31 per 1,000 live births (0-5 years) and on the other hand, the maternal mortality rate was 136.16 per 100,000 at the Upazila (source: socio-economic data of AP 2019-20 information collected from the Upazila health and Family Planning office, Kaliganj), which was higher than national infant mortality figure of 25.6 per 1,000 live birth in 2019. One of the main reasons causing this problem was delivery of babies at home by the unskilled midwives. In Kaliganj Upazila, there had been a total of 4,125 delivery cases in FY 2018/19. Out of them, 1,911 delivery cases were handled in the Upazila Health Complex and other private clinics, but the remaining 2,214 cases took place at home and handled by either pregnant women's relatives or neighbors. There was, therefore, a strong need for the improvement of maternal health care.

Following the Guidelines for Upazila Integrated Development Planning, the situation analysis was conducted for the formulation of AP. It was pointed out from the different stakeholders that upgrading the Union Health and Family Welfare Centers was utmost important for the Upazila, as these centers were ill-equipped and unable to handle delivery cases due to the lack of beds and other delivery-related medical instruments. Mr. Mahbubuzzaman Ahmed, Upazila Parishad Chairman and Mr. Md. Rabiul Hassan, UNO, then started the consultation meetings with the different stakeholders and brought them together to mobilize resources and upgrade these centers one by one. In addition, it was also felt among the participating stakeholders that awareness raising campaign for pregnant women was also very important as pregnant women often lacked the knowledge about safe delivery of babies.

At the Upazila Parishad's monthly meeting held in September 2019, Mr. Hasin, the Upazila Family Planning Officer, pointed out the dire need for upgrading the Union Health and Family Welfare Center and organizing a few awareness raising campaigns for the pregnant women. The Upazila Parishad responded positively to this need, and decided to address this matter and conduct the resource mapping in collaboration with other stakeholders. Such stakeholders included Mr. Md. Abdul Kader, Modat Union Parishad Chairman, members of Modat Union Parishad, and Union level family planning workers. The Union Health and Family Welfare Center under Modat Union Parishad was selected because this Union Parishad bought a battery-operated auto ambulance with ADP funds received from the Kaliganj Upazila Parishad, but the center still faced other infrastructural and medical logistic related problems.

Firstly in terms of upgrading of the Union Health and Family Welfare Center, Kaliganj Upazila Parishad, with its own revenue, decided to procure necessary equipment and materials to improve the physical facilities of Union Health and Family Welfare Centers. The scheme was included as one of the projects of AP (i.e., Project No. 43 of AP for FY 2019/20) with the expenditure of BDT 3.5 lakh. At the same time, the Modat Union Parishad agreed to fund the cleaning, fencing, soil filling tasks at the centers from their Union's own source of fund.

Secondly for the awareness raising, eight (8) Union-level campaign programs were also launched at the cost of BDT 1.70 lakh by utilizing the fund from Upazila Governance Development Project (UGDP). It aimed at raising awareness and knowledge of pregnant women and their family members (Project No. 44 of AP for FY2019/20). Besides, the Upazila Family Planning Officer prepared a list of poor pregnant women with the active support from the Union level health workers and UP members, and confirmed their presence, distributed health cards, and provided medicines, leaflets and other gift items using the funds of Upazila Health and Family Planning Office. In every campaign, doctors of Upazila Health Complex offered a free medical checkup opportunity to each pregnant woman, did the blood grouping tests, gave advices on what to do and eat during pregnancy, and explained benefits of having normal delivery at the nearby Union- or Upazila-level health facilities.

The decision on this made at Kaliganj Upazila Parishad was based on the resource mapping where the plans of the relevant Union Parishads as well as other sources of fund (i.e., UGDP's grant fund) were properly identified and utilized for the Center and its activities. As a result of the collaborative initiative, Union Health and Family Welfare Center is now better equipped to serve the pregnant women. Now Upazila Parishad is replicating this model to other Unions of the Upazila.



Infrastructure development support by Union Parishad
at Union Health and Family Welfare Center

Results

1. With the support of UICDP, the key actors of Upazila Parishad have realized the importance of formulation of development plans and other important associated tasks, including situation analysis, collection of socio-economic and demographic data and resource mapping. They have also learned to work together and pull their resources together for resolving pressing local development needs.
2. Resource mapping exercise helped Upazila Parishads identify the areas where more synergies and complementarity can be created. It also helped them avoid scheme/project duplications and wastage of financial resources. As presented in the above example of Kaliganj Upazila Parishad, resource mapping can be a strong tool to create collaboration and cooperation among different stakeholders to address key development issues. It can also help Upazila Parishads invest their scarce funds in the most critical development challenges.
3. In particular, Kaliganj Upazila Parishad has demonstrated how resources of different entities could be pulled together for a common development target and how synergies and complementarity could be achieved in local development initiatives.
4. Many Upazilas of the nearby District came to learn from this good practice, such as representatives from Chirir Bandar Upazila Parishad (Dinajpur District), Dimla Upazila Parishad (Nilphamary District), Rajarhat Upazila Parishad (Kurigram District) and Aditmari Upazila Parishad (Lalmonirhat District). The experience and lessons learned from the Kaliganj Upazila have been shared with the other pilot Upazilas, which they are going to follow during the 2nd phase of the UICDP. In addition, these good practices have potentials for replicability and up-scaling of integrated development planning nationwide.



News disclosed regarding inauguration of institutional normal delivery at Union Health and Family Welfare Center

UICDP: 3

Ensuring Accountability and Transparency through Development Planning at the Upazila Level



Ensuring Accountability and Transparency through Development Planning at the Upazila Level

Key Points

- Baralekha Upazila Parishad has been able to strengthen its accountability and transparency by involving relevant stakeholders in the process of formulating development plans and following the Guidelines for Upazila Integrated Development Planning developed by JICA-assisted UICDP.
- The Parishad organized stakeholder meetings involving all relevant stakeholders to solicit their opinions on the draft plans. The stakeholder's opinions were given due consideration by the Upazila Parishad at the time of finalizing the FYP and APs.
- This Upazila also organized special budget sessions to share the draft budget which is stipulated in the Upazila budget rules. This meeting was attended by the citizens from all parts of Upazila. This process contributed to ensuring accountability and transparency of Upazila's budget process.
- Baralekha Upazila also adopted different disclosure measures and shared copies of their plans and budget with the important stakeholders as suggested in the Guidelines for Upazila Integrated Development Planning. This also contributed to enhanced coordination among these stakeholders and build citizen's trusts in the activities of Upazila Parishad.

Place and Period

Baralekha Upazila Parishad, Moulvibazar District- FY 2018/19-FY19/20

Background

Accountability and transparency are considered as critical components of good governance. Both of them help local government institutions (LGIs) build trust with citizens, operate their functions more effectively and efficiently, and provide better services to the citizens. All LGIs need to be accountable and transparent to their citizens and demonstrate that they are worthy of trust.

Many Upazila Parishad had not formulated development plans prior to UICDP intervention. In particular, most of them had never prepared Annual Development Plans (APs), although some Parishads just prepared a sort of wish list of development activities, which was a long list of development schemes without having proper analysis of local needs or an estimation of budgets available for the development activities in a given year. Stakeholder meeting was rarely organized to gather their needs/opinions on the local development initiatives. Although they were supposed to hold special budget sessions by Upazila Parishad Act, many Upazila Parishads have rarely organized such sessions nor shared the list of development initiatives with its citizens.

UICDP has been able to create a system of accountability and transparency in the pilot Upazilas by encouraging them to formulate and implement sound planning and budgeting processes, and to make more stakeholders involved in the processes. UICDP has also encouraged them to establish more transparent and effective institutional mechanisms, promote information disclosure, and thus contributed to the improvement of the pilot Upazila's effective governance.

Actions Taken

The Guidelines for Upazila Integrated Development Planning clearly delineated the importance of accountability and transparency and concrete measures to enhance them. Such measures have been suggested and further materialized during the training given to the key Upazila functionaries on development planning organized by UICDP. In response to the guidance and suggestions, all pilot Upazila Parishads have undertaken proactive measures with a view to sharing and disclosing information with the citizens and other relevant stakeholders. Here is an example of a pilot Upazila.

Baralekha Upazila Parishad, like other many Upazila Parishads, had not formulated development plans prior to UICDP intervention. In the past, the Parishad just prepared a sort of wish list without having proper analysis of local needs or available resources. No stakeholder meeting was ever organized to gather their needs/opinions on the local development initiatives. The special budget sessions was never organized, and thus the list of development initiatives was not properly shared with its citizens.

With the support of UICDP, Baralekha Upazila Parishad had formulated their Five-Year Plan (FYP) in 2019 and Annual Development Plans (APs) for three (3) consecutive years. Furthermore, during this entire period, the Parishad adopted all necessary steps to involve all relevant stakeholders in the processes of development plan formulation and implementation.

At the time of formulating FYP and APs, the Upazila Parishad faced some challenges: a) Upazila had the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM) but it was not functional; b) Upazila Parishad did not have the TGP; and c) Upazila Parishad had never had any experience of organizing stakeholders' meeting in the process of formulating development plans and budget. Against those challenges, the Upazila first decided to form the TGP. Then, TGP played the significantly important role in activating the UCFBPLRM, which later contributed immensely in the process of formulation of their development plans. Mr. Shueb Ahmed, Upazila Chairman and Mr. Md. Shamim Al Imran, UNO together held a few internal consultation meetings involving the transferred line departments (TLDs) and UP chairmen to discuss on how to involve local people in the Upazila development plan and budget formulation process, and to ensure transparency and accountability.

As a result, the elected representatives and TLD officers started paying more attention to those important steps and processes to ensure accountability and transparency. Notably, before preparing these plans, the meetings of the UCFBPLRM have been duly held to complete all the necessary steps of formulation of FYP and AP. The Project Selection Committee (PSC) headed by the Upazila Parishad Chairman and supported by UNO, Upazila Engineer and TLD officials, which is lawfully responsible for selecting the schemes, has also been performing its expected tasks as envisaged in the Guidelines for Upazila Integrated Development Planning. TLD officers have been extending the necessary support so that schemes could be selected on time without any delays and implementation could begin on time. They have worked together in harmonized factions and played their roles and functions accordingly.

In addition to discussions at the meetings of Baralekha Upazila Parishad, the Parishad has taken initiatives to involve all the other stakeholders in various ways. First, the

Parishad has organized stakeholder meetings to collect local residents' views. The stakeholder meetings were held 2 times in 2018 and 2 times in 2019 by Upazila's own source revenue fund. Some 30 stakeholders (including the UP Chairmen, Paurashava Mayor, TLD officials, journalists and representatives of civil society organizations and NGOs operating locally) participated in each of these meetings. Their comments and suggestions were well considered by the Upazila Parishad at the time of finalization of FYP and APs. Secondly, the Upazila has been able to successfully organize the special budget meetings to solicit local residents' opinions on the proposed budget with the active initiative of Mr. Shueb Ahmed, Baralekha Upazila Parishad Chairman. This meeting was also attended by about 35 participants representing different walks of life including the elected representatives, officials of transferred line departments, local journalists, local people and representatives of civil society and NGOs. Thirdly, after the formulation of FYP and APs, Baralekha Upazila Parishad undertook measures to circulate the development plans among all stakeholders including UPs, Paurashava, elected representatives and DDLG.

Fourthly, more importantly, copies of the development plans were posted on the Upazila's web portal as a part of its responsibility to disclose the plans to the citizens.

These were also posted in the notice board of the Upazila Parishad. These documents were also shared with local media, NGOs and the relevant government offices. By this circulation, most of the stakeholders of Baralekha Upazila now have information as to what sort of development schemes/projects are being implemented in the Upazila. This increased awareness of the citizens about the Upazila's development activities is directly contributing to the building trust between the citizens and the Upazila Parishads. A local school teacher who came to visit UNO office asserted "we had a lot of misunderstanding about the way Upazila worked earlier, now things have started to change. If you continue to share information with us all in the way you do now, we will extend all our support to you and we all want Upazila Parishad to become local people's institution". In the words of Mr. Md. Shamim Al Imran, UNO Baralekha, "before preparation of the AP, Baralekha Upazila Parishad organized stakeholder meeting in which opinions were sought from them on local needs and challenges.

Such meetings were held a number of times in this Upazila--which paved the way for identifying the local development needs more accurately than before and also for building a cordial relationship with the people we serve, I find this extremely beneficial for the need-based local development".

Results

UICDP has successfully been able to develop a system of accountability and transparency in all pilot Upazilas. The case of Baralekha Upazila testifies to this. In particular, the various activities suggested by the Guidelines for Upazila Integrated Developing Planning are now being proactively implemented by Baralekha Upazila. A series of training session to the Upazila stakeholders and subsequent follow-up measures undertaken by the UICDP helped the pilot Upazilas in general and Baralekha Upazila in particular deepen the understanding of the guidelines. As a result, all elected representatives of this Upazila Parishad and TLD officers are now more accountable and transparent in their respective roles and functions than before in delivering services to the citizens in their Upazila.

Baralekha's experience has been shared with the other pilot Upazilas and those Upazilas are also showing their interests in replicating this good practice in the years to come. UNO of Kamalganj Upazila (which is located close to Baralekha Upazila) called the District Coordinator to hold a workshop to share their positive experience with the key stakeholders of Kamalganj Upazila. As a matter of fact, the experience of Baralekha could also be replicated elsewhere in the country.



workshop on good practice sharing
with the key stakeholders of Kamalganj



Five Year Plan (2019-24)
disclosed on Upazila Website

NIS : 1

**Grievance Redress System to promote
integrity in Hathazari Upazila Parishad**



Grievance Redress System to promote integrity in Hathazari Upazila Parishad

Key points

- Grievance Redress System (GRS) is one of the essential NIS-related tools which citizens can utilize to share grievances or suggestions about public services.
- In Hathazari Upazila, several residents submitted grievances through a complaint box about middlemen who help people receive allowances and ask some money in return.
- After receiving such complaints, Upazila Parishad organized a public hearing to address the issue of middlemen.
- Another person complained to Mr. Mohammad Ruhul Amin, Upazila Nirbahi Officer (UNO), Hathazari through a Facebook messenger that he was demanded some money to change information on his birth registration paper and UNO took immediate action.
- It is a good practice of local people to submit proper complaints to eliminate middlemen or bribery from public services and also of the UNO and the Upazila Parishad to address those valid grievances.

Period and Place

FY 2019/20 at Hathazari Upazila Parishad, Chittagong District

Background

The existence of middlemen and bribery to receive public services is still an issue to be tackled in some Upazilas Parishads, and Hathazari Upazila was not the exception. The vital change has been taking place to eliminate middlemen and bribery and promote integrity in Upazila Parishad.

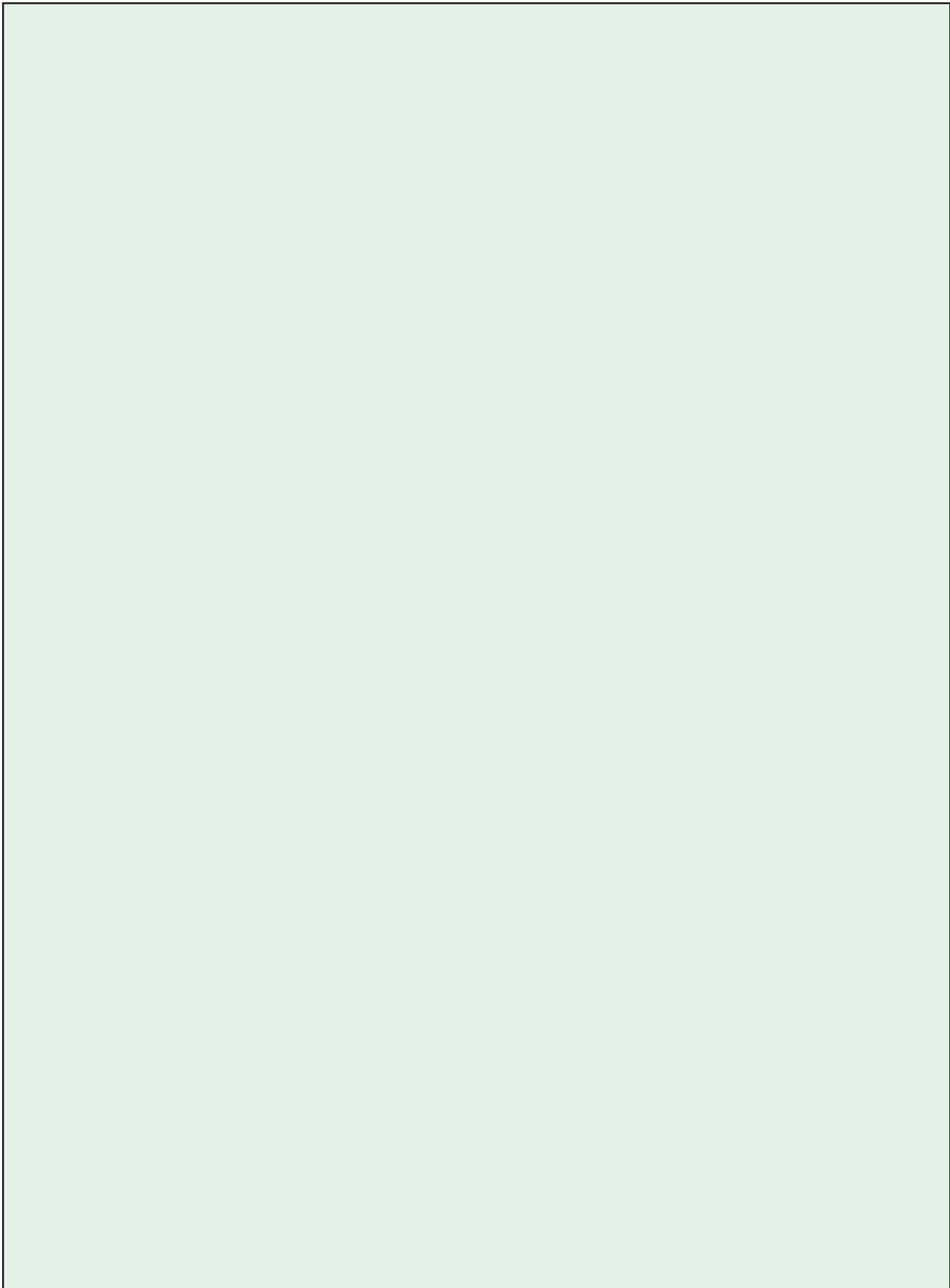
Actions Taken

A signboard that says “No bribery is allowed in this office” is established at Hathazari Upazila UNO office. There is also a board where citizens can drop complaints against anyone who demands bribe in return for services. A new transparent complain box was installed recently at the Upazila Parishad to receive and address the complaints and suggestions of service recipients immediately. Moreover, UNO Hatazari encourages the local people to share any grievances and suggestions on his Facebook.

Actions are taken by the service recipients as well. Mothers with infants submitted grievances through a complain box that some money was demanded by the middlemen to help them receive the due monthly allowance of 800BDT. As a result of receiving such complaints, Upazila Parishad organized a Public Hearing to eliminate the middlemen who facilitate the public services. On the other occasion, one resident submitted a complaint through Facebook Messenger to the UNO that he was asked to pay 10000/12000 BDT by office staff to amend information on his birth registration papers. Then the UNO took immediate action to file a department case for punishment for the said officer and also shared this incident on his Facebook for public awareness to fight against corruption together.

Results

It may be too early to say that middlemen or corruption do not exist in Hathazari Upazila Parishad. However, this is indeed a good system for local people to claim their grievances against middlemen, bribery or any other issues. Hathazari Upazila Parishad is addressing such complaints openly with the outstanding leadership of the UNO and creating a social environment that does not accept middlemen or corruption in its institution. In such an environment, the local people have been encouraged to play an important role to monitor public services, give demand-side pressure against middlemen and bribery, and promote integrity in the state institution and society.



NIS : 2

**Proactive Disclosure of information
by Bhaluka Upazila Parishad**



Uno Bhaluka is with ডাঃ মেজবাহ উদ্দিন কাইয়ুম and 7 others.

May 4, 2020 · 🌐

সরকার ঘোষিত বিশেষ ওএমএস এর মাধ্যমে ভালুকা পৌরসভার জন্য ২৪০০ (চব্বিশ শত) দরিদ্র পরিবারকে প্রতিমাসে ১০টাকা কেজি দরে ২০ কেজি করে চাল দেওয়া হবে। এ লক্ষ্যে প্রস্তুতকৃত ২৪০০পরিবারের খসড়া তালিকা ভালুকা উপজেলা ওয়েবসাইট এ দেওয়া হয়েছে।

সংশ্লিষ্ট ওয়ার্ডের বাসিন্দাদের নিজ নিজ ওয়ার্ডের তালিকা যাচাই করার জন্য অনুরোধ করা হলো। কোন প্রকার অসংগতি পরিলক্ষিত হলে অবিলম্বে উপজেলা নির্বাহী অফিসার (০১৭৩৩৩৩৮৯০৩) অথবা মেয়র, ভালুকা পৌরসভা(০১৭১৬২৪৩২২৭), উপজেলা খাদ্য নিয়ন্ত্রক (০১৭৩৩৩৩৮৯১৮) কে জানানোর জন্য অনুরোধ করা হলো।

👍👎👤 191

14 Comments 17 Shares



Uno Bhaluka is with Md. Tofayel Ahammed and 15 others.

May 11, 2020 · 🌐

করোনা ক্রাইসিস শুরুর সময় হতে ১০মে, ২০২০ পর্যন্ত মাননীয় প্রধানমন্ত্রী শেখ হাসিনার উপহার হিসেবে দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয় হতে বিভিন্ন মেয়াদে প্রাপ্ত বরাদ্দ ভালুকা উপজেলা প্রশাসন হতে মেয়র, ভালুকা পৌরসভা ও ১১ টি ইউনিয়ন পরিষদের নিকট উপবরাদ্দ প্রদানের মাধ্যমে বিতরণ করা হচ্ছে। মাননীয় প্রধানমন্ত্রীর পক্ষ থেকে উপহার সামগ্রী বিতরণে আপনাদের সকলের সানুপ্রহ সহযোগিতা চাই।

করোনা ক্রাইসিস (সেকিড-১৯) পরিস্থিতি মোকাবেলায় সরকারী এবং বেসরকারীভাবে প্রাপ্ত বরাদ্দ ও প্রদানের পরিসর

| ক্র.সং. | ওয়ার্ডের নাম | ওয়ার্ডের পরিচয় | উপবরাদ্দ | বিস্তার |
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👍👎👤 Ayesha Haque and 266 others 31 Comments 28 Shares

Proactive Disclosure of information by Bhaluka Upazila Parishad

Key points

- Right to Information (RTI) is an essential NIS-related tool that citizens can utilize to demand transparency and accountability from public institutions and society.
- Bhaluka Upazila Parishad shows the actual practice of RTI by disclosing allocations for the Social Security Program and the selection criteria for the beneficiaries in a visible place to ensure transparency and accountability.
- Bhaluka Upazila Parishad has also been proactive in disclosing relief information during the COVID-19 pandemic on the Upazila Website as well as through the Facebook of Mr. Masud Kamal, Upazila Nirbahi Officer (UNO), Bhaluka.
- Local people appreciated the initiative and asked the UNO to disclose more of such information. The UNO did accordingly, and local people played an important role in monitoring and promoting integrity in public services.

Period and Place

FY 2019/20 at Bhaluka Upazila Parishad, Mymensingh District

Background

Every citizen has a right to demand information about the public interests from the authority such as the Upazila Parishad. The authority is bound to provide information according to the Information Act 2009. Moreover, the authority is bound to publish all the information regarding any decision taken, proceeding, or activity executed or proposed even without citizens' demand. Citizens may have heard about RTI, but they might not know its benefits or RTI had remained at the advocacy level.

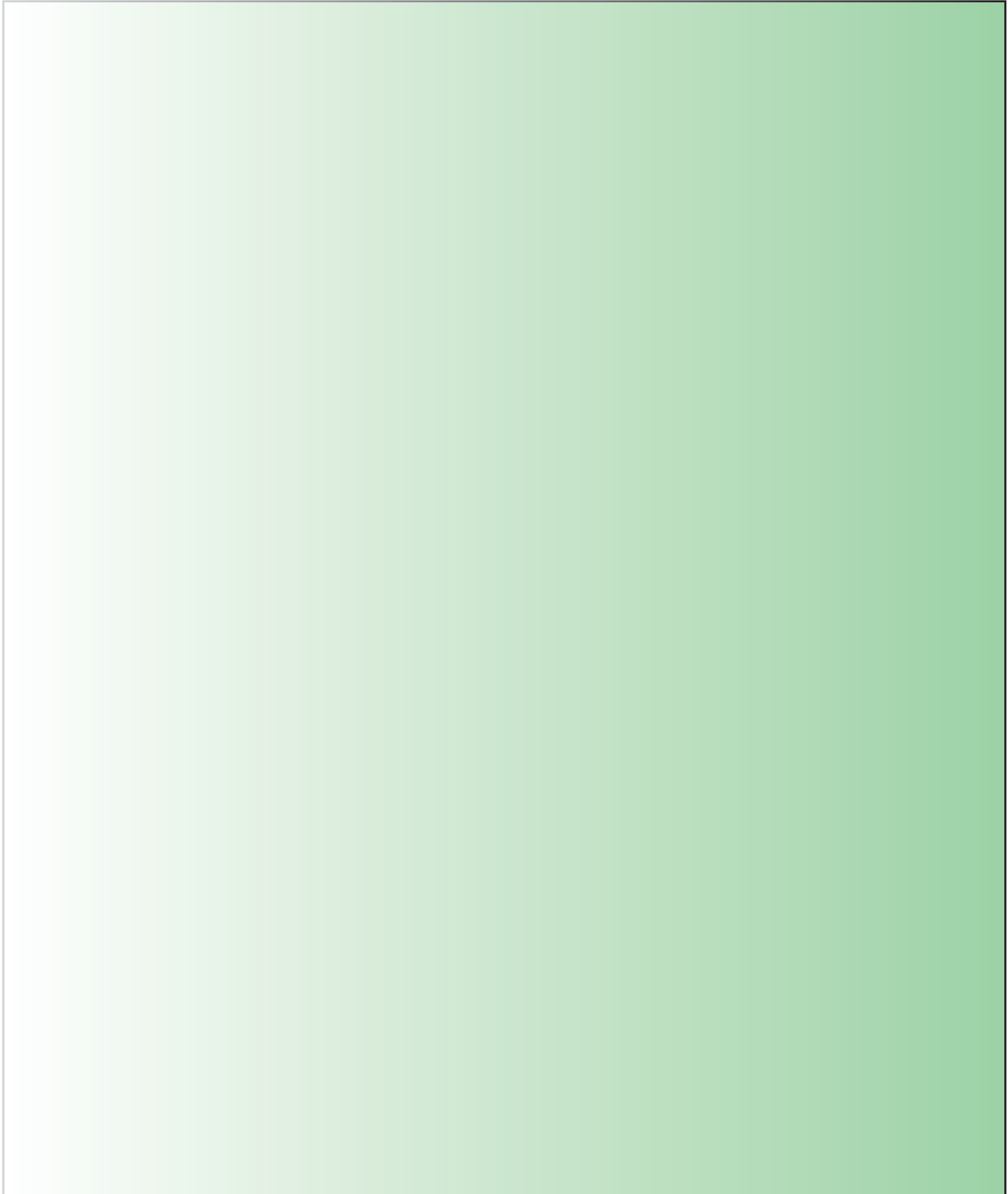
Actions Taken

Pilot Upazilas of the NIS Support Project Phase 2 include the specific activities in their NIS work plan to promote NIS-related tools such as RTI. For instance, the pilot Upazilas are to disseminate information about the allocations of the Social Security Program. Bhaluka Upazila Parishad disclosed information about budgets received for the Social Security Program and the criteria for selecting beneficiaries in December 2019. Bhaluka Upazila Parishad has also been revealing information about relief distribution during the COVID-19 pandemic, such as the draft list of 2,400 beneficiaries eligible to be given 20 kg of rice at the rate of Tk 10 per kg per month on their website. Moreover, Bhaluka UNO informed public about the draft list on his official Facebook and asked them to verify the information of their respective wards and report to him, the Mayer and Upazila Food Coordinator, if there is any inconsistency. Local people appreciated such an initiative and asked the UNO to share information on any steps taken by Upazila Parishad for COVID-19, government-allotted relief materials, privately donated funds, and publishable lists of beneficiaries. Accordingly, the UNO informed the public about allotted relief materials from the Ministry of Disaster Management and Relief for each Union and decisions taken for NGOs and Cooperatives not to force the loan installment payment to those who cannot afford to pay during the corona crisis.

Results

RTI is to be used by both the public service providers and service receivers. It is a good practice of Bhaluka Upazila Parishad to disclose information about the Social Security Program and relief distribution proactively. The use of Facebook by the UNO is also commendable to disseminate information to the local people. The local people play an important role in demanding valid information from the UNO or Upazila Parishad, checking the information provided by the authority, and monitoring public services. One resident realized that no one received any relief in his area after

getting to know about relief distribution through the UNO's Facebook and reported about it to the UNO. Such monitoring by the local people is needed to ensure integrity in public services.



NIS : 3

**Provision of Citizen-Centered Public Services
through the Implementation
of National Integrity Strategy (NIS)**



Provision of Citizen-Centered Public Services through the Implementation of National Integrity Strategy (NIS)

Key points

- All the eight pilot Upazilas selected for NIS Support Project Phase 2 have formulated the Upazila Ethics Committee. They have been developing and implementing the NIS work plan, which is an annual plan of activities to promote accountability, transparency, and responsiveness of the Upazila Parishad and its services.
- Golapganj Upazila Parishad has formed the Upazila Ethics Committee, formulated the first NIS work plan in February 2020, and has been implementing the NIS work plan since then.
- The NIS work plan for 2019-2020 included the activities such as the establishment of a Citizen's Charter and a complaint box at the visible place of Upazila Parishad for receiving complaints and suggestions about public services.
- Golapganj Upazila Parishad has completed several activities of the NIS work plan including those mentioned above, and such as the establishment of a help desk and a waiting room, introducing a specific date based token system for service delivery. All of them are necessary for the provision of citizen-centred public services.

Period and Place

FY 2019/20 at Golapganj Upazila Parishad, Sylhet District

Background

Some service seekers didn't know where to go for specific services, and they used to roam around as there was no sitting arrangement at Golapganj Upazila Parishad. There was no complaint box available for the residents to submit the grievances or suggestions about public services. There was no Upazila Ethics Committee or the NIS work plan to promote accountability, transparency, and responsiveness of the Upazila Parishad and its services. To strengthen the implementation of NIS at the Upazila Level, NIS Support Project held an orientation training for eight Upazila Parishads, including Golapganj. It gave guidance on how to form the Ethics Committee and develop and implement the NIS work plan.

Actions Taken

Golapganj Upazila Parishad formed the Upazila Ethics Committee in February 2020. The Upazila Nirbahi Officer (UNO) is the Chairman of this Committee, and the Chairman of the Upazila Parishad is the Adviser to the Committee. Officials of various offices of the Upazila Parishad and representatives of the civil society of the area are the members of the Committee. The Upazila Ethics Committee has formulated and implemented the NIS work plan since then. A Helpdesk-cum-Digital Center has launched in February 2020 in the Upazila Parishad, where local people can benefit from the situation when they don't know what to do. The token system has been introduced for the service seekers. They are registered through the token system, and the token specifies when that person will get the service. One waiting room for service recipients has also been arranged at the premises of Upazila Parishad this year. A complain box has been installed at a visible place to receive any complaints or opinions related to the service of the Upazila Parishad. The Citizen's Charter has also been updated and displayed in a conspicuous area.

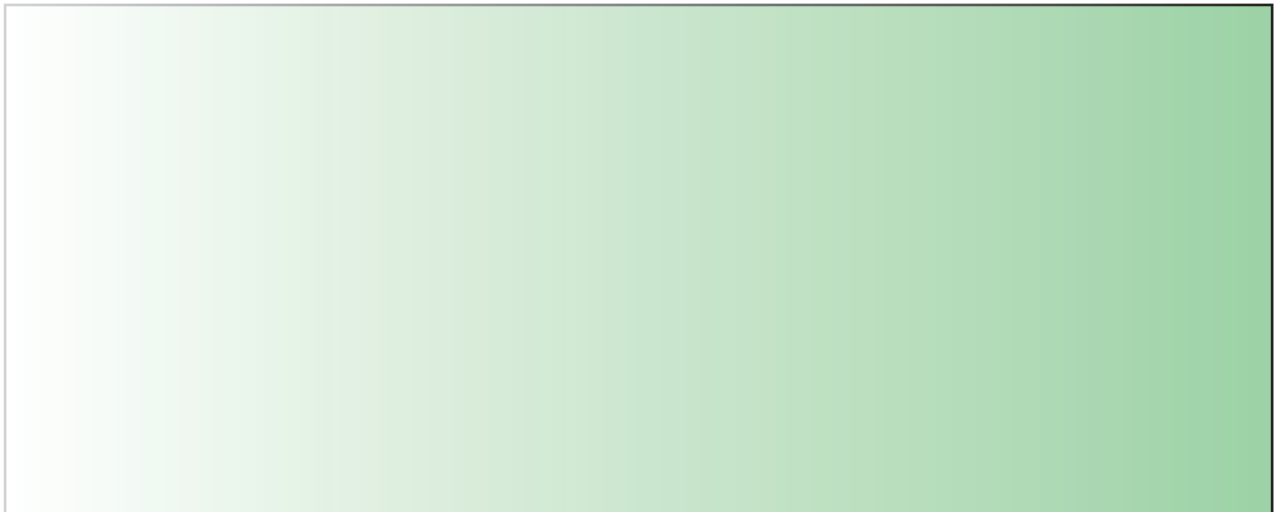
Results

All the service seekers and visitors at the Golapganj Upazila Parishad can benefit from the actions taken by the Golapganj Upazila Parishad. Those initiatives set the tone for friendly and people-centred public services. The development and implementation of the NIS work plan is not the one-time intervention but rather the continuous

process for the improvement of public services. Their new NIS work plan for 2020-2021 includes the activities such as monitoring the implementation of the Citizen's Charter and resolving the received complaints with the specific target date or the percentage for the complaints resolved. According to Mr. Mamunur Rahman, UNO, Golapganj, formulating and implementing the NIS work plan has helped meet the set work targets and provide people-centred public services.



Complain box in Golapganj Upazila Parishad



SHASTO : 1

Chakaria Upazila Health Complex's efforts with Upazila Governance and Development Project



Chakaria Upazila Health Complex's efforts with Upazila Governance and Development Project

Key points

- All community clinics in Chakaria Upazila have been equipped with nebulizers, wheelchairs, and waiting room chairs through UGDP sub-project.
- Received cooperation from Chakaria Upazila Parishad to improve the health challenges in the community.
- This effort has led to increased utilization of Community Clinics by people in community.
- The relationship between the Chakaria Upazila Health Complex and the Chakaria Upazila Parishad has been strengthened through UGDP sub-project.

Period and Place

FY 2019/20 at Chakaria Upazila Parishad, Cox's Bazar District

Approval by Upazila Committee Meeting : 17/10/2019

Implementation Date of sub-project: 21/11/2019

Expense: 960,000 tk

Number of beneficiaries: 478,665

Background

Chakaria Upazila Health Complex (UHC) covers 18 Unions. At the community level, primary health care services are provided at 44 Community Clinics under the Chakaria UHC. As the hospital is located on the border with the neighboring District, Bandarban, it is always crowded with patients from both Districts and the patients usually had to wait hours to see a doctor. The average number of OPD visit was 260 per day, and the monthly bed occupancy rate was 152 in 2019.

In this context, one of the community health challenges was the increasing incidence of respiratory diseases among children and the elderly. Patients had to travel to the UHC because the Community Clinics did not treat respiratory patients. However, many patients could not have access to the hospital as they could not afford transportation and medical expenses. Additionally, some of them were seeking traditional medicines and home remedies, and sometimes unqualified medical treatments. Dr. Mohammad Shahbaz, Upazila Health and Family Planning Officer (UH&FPO) observed these situations while supervising the Community Clinics, and he is looking for the solutions.

Actions Taken

The UH&FPO thought that if they can further strengthen the capacity of Community Clinics, then people of the community will use them, which might improve the current problem of overcrowding at the UHC. The UH&FPO has been working to strengthen the efficiency of the Community Clinic. Learning about the UGDP's sub-project from UDF, he consulted with medical officers, senior nurses, and community health workers how the sub-project could improve access to health services for patients with respiratory diseases. The introduction of nebulizers was proposed at the Upazila Health Committee Meeting for the treatment and avoidance of respiratory diseases. Thanks to the leadership of Mr. Nuruddin Md. Shibly Noman, Upazila Nirbahi Officer (UNO), all participants agreed on this proposal, and Community Clinics were equipped with nebulizers. Furthermore, another two issues were raised at the Upazila Parishad Meeting. One was the difficulty in accessing health care services for people with disabilities. This is because many people with disabilities had no means of transportation, and that was making it difficult to get to the Community Clinics.

The other issue was many community clinics were not well-equipped with sitting arrangements for patients. After the discussion, Upazila Parishad decided to distribute wheelchairs and a chair for the waiting room from Upazila's ADP (block grant) fund to each clinic as a package with the nebulizers.



CHCP provides nebulized treatments to children with respiratory disease



The community health worker is taking a patient to the Community Clinic using the wheelchair

Results

Chakaria Health Complex boosted the As of April 2020, all 44 Community Clinics in Chakaria Upazila have been equipped with 50 nebulizers, 50 wheelchairs, and 50 waiting room chairs. This enabled many patients to receive treatment near their residence. In addition, wheelchairs are rented out to people when necessary under the Community Clinic's management. These efforts also increased the number of Community Clinic users. In September 2020, 27,430 community members received services under 44 community clinics in the Upazila. This case demonstrates the success of combining UGDP's fund with the own resource. The joint initiatives of Upazila Health Complex and Upazila Parishad materialized the well-equipped Community Clinics under Chakaria Upazila and the good practice is being replicated in the neighboring Upazila Parishads.



Waiting room chair was installed at Community Clinic

SHASTO : 2

**Efforts against hypertension and diabetes
with "Matir Bank" at the
Gajirdail Community Clinic**



Efforts against hypertension and diabetes with "Matir Bank" at the Gajirdail Community Clinic

Key points

- Union Parishad and the Upazila Health and Family Planning Office have jointly started a unique initiative with “Matir Bank (terracotta saving box)” for treating Non-Communicable Diseases (NCDs) like hypertension and diabetes.
- Matir Banks have been distributed to 100 hypertension and diabetic patients for saving medical expenditure.
- Patients and their family members learned the importance of saving money in case of emergency.

Period and Place

FY 2019/20 at Sadar Upazila, Cox’s Bazar District

Background

In Khurushkul Union, Gajirdail Community Clinic plays a vital role in identifying preliminary patients of NCDs, in referring patients to the District Hospital, and in following up the patients. In addition, the Community Clinic is the center of health promotion and local resource mobilization. Community Group (CG) and Community Support Group (CSG) are responsible for creating awareness among the neighbors on lifestyle modification for NCDs prevention and control. The number of NCDs screening at Community Clinic has been increasing. Currently, the Community Clinic has grasped that there are approximately 200 patients with hypertension and diabetes under Gajirdail Community Clinic. However, Ms. Rajpati Rani Dey, Community Health Care Provider (CHCP) was worrying about the people who were not receiving proper treatment due to economic reasons.

Actions Taken

The CHCP consulted with Dr. Ali Ehsan Bijoy, Upazila Health and Family Planning Officer (UH&FPO) and Bijoy Kumar Vhattacharjee, Assistant Health Inspector (AHI) to improve the situation, and raised this issue at the monthly CG meeting in September 2019. In the meeting, AHI suggested the utilization of "Matir Bank", which was usually being used among pregnant women. The women were saving fund for emergency of their babies.

Mr. Vhattacharjee explained some NCDs patients stop their treatment due to economic constraint and Matir Bank can help them save sufficient fund for it. All the CG members agreed to the idea and decided to distribute Matir Banks for the treatment of hypertension and diabetes in the community. UP chairman of Khurushkul Union Parishad, AHI, and Mr. Md. Jashim uddin Jashim, CG member, raised the issue at the Union Development Coordination Committee Meeting and recruited collaborators for raising funds for this activity. As a result, the activity with Matir Banks began in November 2019.

Results

As of October 2020, a total of 100 out of 200 NCDs patients received Matir Banks in the Gajirdair Community Clinic area. The CHCP developed an NCDs patient list and followed up the patients regularly through home visits and mobile phone in collaboration with CG and CSG members.

Mr. Abdul Malek, who is diabetic and was provided with a Matir Bank, mentioned

"due to the limited income, I could not afford to spend on diabetes treatment. However now I try to save 5 taka every day to pay for it.". This Matir Bank initiative is gradually improving the community's health situation, and this initiative has been replicated at three neighboring Community Clinics, namely, Mamunpra, Dailpara and Muhuripara Community Clinics.



CG and CSG conduct regular sharing session with Union Parishad representatives



Union Parishad contributed to construct road in front of Community Clinic

