



Co-Creation 3

Success Stories of JICA Governance Program in 2022





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This publication was issued by the Office of Local Governance Advisor, JICA in February 2023. It is the third volume in a series for documenting success stories of JICA governance-related projects in Bangladesh.

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The views expressed in this publication are the authors' and do not necessarily represent those of JICA or the host government.

Preface

On behalf of the Japan International Cooperation Agency (JICA), I would like to congratulate and appreciate the efforts of the Local Government Division and JICA Local Governance Advisor for taking the initiative to publish this excellent document "Co-Creation-3: Success Stories of JICA Governance Program." This series of booklets "Co-Creation" is JICA's endeavor to disseminate good practices with a wide range of stakeholders for further improvement of Local Government Institutes and their public service deliveries.

JICA has been working closely with the Government of Bangladesh on various projects and programs for bringing in higher living standards and more economic opportunities for the people of Bangladesh. As a part of this cooperation, JICA works with the Local Government Division covering all tiers of Local Government Institutions; City Corporation, Municipality, Upazila, and Union to enhance the capacity development of the officials, efficient and effective local governance, and better public services delivery including improvement of basic infrastructure.

This third edition of success stories demonstrates the best practices, showcasing the joint efforts of local government officials, public representatives, and citizens and inspiring other relevant stakeholders to replicate and create further innovations. JICA is very much proud of continuously working together with Local Government Institutions and enhancing core administrative functions and service delivery, all of which shall contribute to improving the livelihood of the people of Bangladesh and fostering stronger relations between Japan and Bangladesh.

Finally, I wish that this firm collaboration among the government officials, JICA's Local Government Advisor, and the project team members will lead to improved local public services for the people of Bangladesh.



Mr. Ichiguchi Tomohide
Chief Representative
JICA Bangladesh Office

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Introduction

This album presents success stories of governance projects, supported technically and financially by the Japan International Cooperation Agency (JICA), in cooperation with the Government of Bangladesh (GoB). In this third edition of the success stories of JICA Governance projects (Co-Creation 3), 14 stories from 7 projects were collected. Among them, 2 projects were implemented in urban settings: City Corporation areas, and other 5 projects worked with rural local government institutions, particularly Upazila parishad.

In the 8th Five Year Plan, the Government places special emphasis on the local governance system to achieve “effective, accountable and equitable local government system, and rural development in Bangladesh” by 2041. All JICA Governance projects are in line with this goal and supporting the GoB to build capacities of local government institutions. This collection of success stories presents major achievements of JICA projects and activities which can be replicated in other local government institutions outside project areas.

Finally, I wish to seize this opportunity to thank all concerned officials in the Government of Bangladesh and the project team members for your contribution to showcase your stories and look forward to our continued and fruitful cooperation.



Yusuke Kurihara

Advisor, Local Governance

Japan International Cooperation Agency

Abbreviation

ADP	Annual Development Program
AP	Annual Development Plan
C4C 2	The Project for Strengthening Capacity for City Corporations
CC	City Corporation
CC	Community Clinic
CCC	Chattogram City Corporation
CDSP	Capacity Development Sub-Project
CEO	Chief Executive Officer
CHCP	Community Health Care Provider
CI	Conservancy Inspector
COSS	Central Oxygen Supply System
DGHS	Directorate General of Health Services
DOE	Department of Environment
EED	Education Engineering Department
FYP	Five Year Plan
GICD	Governance Improvement and Capacity Development
GRS	Grievance Redress System
HA	Health Assistant
HCE	Health Care Establishment
HED	Health Engineering Department
HFNC	High Flow Nasal Cannula
ICGAP	Inclusive City Governance Improvement Action Program
ICGP	Inclusive City Governance Project
IGA	Income Generation Activity
INFSP	Infrastructure Sub-Project
LGD	Local Government Division
LGED	Local Government Engineering Department
LGI	Local Government Institution
MO	Medical Officer
MOHFW	Ministry of Health and Family Welfare
NCD	Non-Communicable Disease
NCDC	Non-Communicable Disease Control

NILG	National Institute of Local Government
NIPSOM	National Institute of Preventive and Social Medicine
NIS	National Integrity Strategy
PA	Performance Assessment
PBA	Performance Based Allocation
PIC	Project Implementation Committee
PRAP	Poverty Reduction Action Plan
RTI	Right to Information
SGI	Strategy for Governance Improvement of City Corporations
SHASTO	Strengthening Health System Through Organizing Communities Project
SSN	Senior Staff Nurse
TGP	Technical Group of Planning
TLD	Transferred Line Department
TNA	Training Needs Assessment
UCFBPLRM	Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization
UDCC	Union Development Coordination Committee
UDF	Upazila Development Facilitator
UGDP	Upazila Governance and Development Project
UHFPO	Upazila Health and Family Planning Officer
UHFWC	Union Health and Family Welfare Center
UICDP	Upazila Integrated Capacity Development Project
UNO	Upazila Nirbahi Officer
UP	Union Parishad

Project Summary

Upazila Integrated Capacity Development Project (UICDP)

1. Project 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 December 2022

4. Target Areas

Phase-1: 10 Upazila Parishads under 9 Districts

Phase-2: 65 Upazila Parishads under 9 Districts

5. Project Type

Technical cooperation

6. Counterpart agencies

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

Upazila Governance and Development Project (UGDP)

1. Project 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 December 2024

4. Target Areas

Countrywide (All Upazila Parishads)

5. Project Type

ODA Loan

6. Counterpart agencies

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

National Integrity Strategy Support Project Phase 2 (NIS2)

1. Project Goal

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

2. Objectives

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

3. Project Period

January 2019 to September 2022

4. Target Areas

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

5. Project Type

Technical cooperation

6. Counterpart agencies

Cabinet Division

Strengthening Health Systems Through Organizing Communities Project (SHASTO)

1. Project Goal

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

2. Objectives

1. Integrated NCDs (CVD, DM) and Maternal Health services are delivered in the project sites.
2. Improvement of quality of hospital services in coordination with QIS/HEU and Health Services Management (HSM).
3. NCD prevention activities are promoted through Community Support Groups in coordination with Community Based Health Care (CBHC) and Life style, Health Education and Promotion (LHEP).
4. Good practices and lessons of the Project are replicated in coordination with all counterparts.

3. Project Period

July 2017 to July 2022

4. Target Areas

Narsingdi District: 3 Upazila (Polash, Shibpur and Manohordi)

Cox's Bazar District: 3 Upazila (Chakoria, Ramu and Sadar)

Dhaka North City Corporation

5. Project Type

Technical cooperation

6. Counterpart agencies

Main Counterpart: Non-Communicable Disease Control (NCDC), Directorate General of Health Services (DGHS)

Other Counterpart: CBHC Operational Plan, Upazila Health Care (UHC), and LHEP, DGHS

Project for Strengthening Capacity for City Corporations (C4C 2)

1. Project Goal

Foundation for strengthening administrative functions is established in City Corporations (CCs)

2. Objectives

- System of implementation, reporting and monitoring of the Strategy for Governance Improvement of CCs (SGI) is established.
- Training coordination capacity of LGD is improved and system of training and human resource development is established in CCs.

3. Project Period

February 2022 to February 2025

4. Target Areas

12 City Corporations

5. Project Type

Technical cooperation

6. Counterpart agencies

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

Inclusive City Governance Project (ICGP)

1. Project Goal

Contributing to the economic growth and better quality of life for urban residents in target 5 City Corporations.

2. Objectives

- Improving the public services in the five 5 City Corporations (CC).
- To strengthen the city governments administrative capacity and their governance improvement through Inclusive City Governance Improvement Action Program (ICGIAP).
- To promote living environment and quality of life through Infrastructure Development Plan of City Corporation (IDPCC).
- To create economic opportunities for CCs to ensure the progressive revenue and economic growth by providing infrastructures in different City Corporations.

3. Project Period

July 2014 to June 2022

4. Target Areas

5 target City Corporations:

Narayanganj City Corporation (NCC), Cumilla City Corporation (CuCC), Rangpur City Corporation (RpCC), Gazipur City Corporation (GCC), Chattogram City Corporation (ChCC)

5. Project Type

ODA Loan

6. Counterpart agencies

Sponsoring Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development & Co-operatives

Executing Agency: Local Government Engineering Department (LGED)

Implementing Agency: Narayanganj, Cumilla, Rangpur, Gazipur, and Chattogram City Corporations

Project for Strengthening of Solid Waste Management in Dhaka North City, Dhaka South City and Chittagong City in the People's Republic of Bangladesh (Clean Dhaka)

1. Project 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 2022

4. Target Areas

Dhaka North City Corporation, Dhaka South City Corporation and Chittagong City Corporation

5. Project Type

Technical cooperation

6. 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)

Success Stories from JICA Governance Projects

Upazila Integrated Capacity Development Project
(UICDP)



Meeting between
Upazila Parishad
and TLD in
Bakerganj
Upazila

Formulation of AP with Comprehensive Situation Analysis and Resource Mapping in Bakerganj Upazila

Background

Based on the lessons learned from the previous year, Bakerganj Upazila emphasized coordination among different stakeholders, followed by comprehensive situation analysis and resource mapping, which helped the Upazila Parishad to complete the formulation of the Annual Development Plan (AP) just on time.

Most importantly, this Upazila has been successful in mainstreaming the frequent consultations among the wider stakeholders before preparing the AP each year. Following the UICDP's Guidelines for the Upazila Integrated Development Planning, both Bakerganj Upazila Chairman and UNO have taken the strong leadership in realizing the processes of mainstreaming.

Actions Taken

As the pioneering pilot Upazila, Bakerganj Upazila Parishad has been formulating APs for 4 consecutive years, starting from FY 2018-2019, in accordance with the Guidelines for Upazila Integrated Development Planning. From its inception, the Upazila Chairman has shown his keen interest in owing this idea of formulation and implementation of the AP in a systematic manner as recommended by the

guidelines. Each year, the Upazila Chairman and UNO have tried to learn lessons from the experience of the previous years. The district coordinator has also facilitated this process effectively.

Mr. Mohammad Shamsul Alam, the Upazila Chairman, stated *“Formulation of the development plan in a perfect manner is not an easy task, particularly when it is a new system for all of us, but we have remained keen to learn. Each year we wanted to learn from our previous year’s mistakes. Each year we try to improve the process. Now we want to establish this as a system so that we can prepare the AP or FYP as a part of the Upazila governance process.”*

The Upazila did not prepare an annual development plan before the intervention of UICDP. The UNO Madhobi Roy mentioned, *“Earlier we did not pay attention to coordination among the stakeholders, but now we have learned how to do this.”*

To ensure the collection of all key information regarding resource mapping from all possible sources (TLD, LGED, HED, EED, Zila Parishad, Unions, Paurashava, and NGOs), the UNO wrote a formal letter to Transferred Line Departments (TLDs) and

Zila Parishad to invite them to stakeholder consultation meetings. The Upazila Parishad organized such meetings frequently before formulating AP for FY 2020-21. This enhanced coordination system helped the Parishad to avoid overlapping development schemes, and ultimately ensure the appropriate use of Upazila’s available funds. Similarly, the Upazila Parishad also organized the Ward Shava and Union Development Coordination Committee (UDCC) meetings to

gather demands from all kinds of citizens in terms of development schemes.

The processes of AP formulation involving all stakeholders have put downward pressure on Union Parishads (Ups) to hold Ward Shavas and UDCC meetings on a regular basis with a view to capturing the common people’s needs.

Mr. Mohammad Shamsul Alam mentioned, *“Although many challenges are still*



Broad-based stakeholder’s meeting was organized.

there, we want to make sure that all relevant stakeholders get involved in the process of formulation, implementation, and monitoring of the AP that we formulate each year.”

Key Results

- Bakerganj Upazila has established a system of enhanced coordination among all the relevant stakeholders.
- Bakerganj Upazila has established an excellent mechanism to involve wider stakeholders and citizens in the development planning process through Ward Shava and UDCC meetings. It helped the Upazila Parishad select project proposals for its AP based on local priorities.
- The Upazila Parishad has avoided duplications of local development projects and utilized its scarce financial resources efficiently.



UDCC meeting at Charamaddi and Garuia Union Parishads

HIGHLIGHTS

- A system of enhanced coordination among different stakeholders, was established in Bakerganj Upazila
- Frequent consultation meetings were organized with wider stakeholders, who contributed to data and information gathering.
- Systematic and broad-based data and information collection helped Upazila to make more comprehensive situation analysis and resource mapping

Project Name: Upazila Integrated Capacity Development Project (UICDP)

Areas: Bakerganj Upazila, Barishal District

Relevant SDG Targets: SDG2, 3, 6, 4, 8, 9, and 16

Implementing Entity: LGD, JICA

Implementation Period: FY2020-21

Beneficiaries: 132,000 (Male: 90,000, Female: 42,000)

A female stakeholder is providing her opinion in a stakeholder meeting



Effective and Persistent Leadership of the Upazila Chairman Contributed to the Institutionalization of the Development Planning Cycle

Background

Before the commencement of UICDP, Chuadanga Sadar Upazila had no experience in formulating Five Year Plan (FYP) and the annual development plans (AP) were not more than a simple list of development schemes.

UICDP encouraged and technically supported the Upazila Parishad to reflect the choices of the local communities on AP and enhance coordination among the Parishad, Transferred Line Department (TLD), and others. As a result, the Upazila Parishad prepared annual development plans for 3 consecutive years from FY2019-20 to FY2021-22 in line with the FYP.

Actions Taken

As a pilot Upazila of UICDP, during FY 2019-20, Chuadanga Sadar Upazila Parishad formulated its first-ever FYP (2019-2023) with the technical assistance of UICDP. In the FYP, the Upazila Parishad analyzed the situations of 14 sectors and identified 5 priority sectors: a) communication and infrastructure, b) agriculture, c) education, d) health, and e) human resource development. This Upazila has also been preparing the APs every year from the inception of the UICDP project.

Upazila Integrated Capacity Development Project (UICDP)

What made this Upazila Parishad succeed in institutionalizing the development planning cycle in a short span of time? There were a number of factors that contributed to the success, but the key to success in Chudanga Sadar Upazila was the effective, persistent, and motivational leadership of Upazila Chairman, Mr. Asadul Haque Biswash.

He maintains excellent relations with the UNO, TLD officials, and other stakeholders of the Upazila. The Chairman always motivated various stakeholders by saying, *“Preparing an annual development plan in conformance with the FYP is a test for us; if we succeed, we will be able to make a difference to our Upazila and also demonstrate to other Upazilas of the country. With the commitment, it is possible to prepare and implement development plans in accordance with a long-term vision.”*



Upazila Chairman and UNO holding a stakeholders meeting

Upazila Chairman always worked together and organized several discussions and review meetings which were attended by all key stakeholders before the preparation of the annual development plan. The plan was made by combining the experience and knowledge of the officials, especially officials working at TLDs in the Upazila, and the opinions of the root level elected representatives who were aware of all kinds of needs, grievances, and necessities of the people.



Interactive training session of Upazila stakeholders during the COVID-19 situation

The Upazila Chairman also continued to support and facilitate the activities of the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM), Technical Group of Planning (TGP)

and also took a personal interest in the completion of proper resource mapping with the information and advice of the TLD officials and the members of the concerned Upazila committees and other stakeholders including NGOs, which eventually helped the Parishad in preparing the draft integrated development plan and estimated budget.

In addition, the communications and interactions among different Upazila stakeholders, including ordinary people, have significantly increased. The coordination among the various departments of the government under the Upazila Parishad has also increased significantly, and all these together are helping the Upazila in providing the desired services to the people as planned.

Mr. Asadul Haque also shares his Upazila's experience with the Chairmen of other Upazilas whenever such opportunities arise. In a recent speech, the Upazila Chairman mentioned, *"Let us unlearn the old practices and learn the new practices. Achievement of the development Visions of the country will remain a far cry if we do not change our mindset."*

Key Results

- Because of the effective and highly motivated leadership of the Upazila Chairman, the institutionalization of the development planning cycle at the Chuadanga Sadar Upazila has been made possible. The Upazila stakeholders now work as a team;
- The progress of the implementation of the FYP and Annual Development Plans are regularly monitored on a quarterly and annual basis, respectively, by the Upazila Committee on Finance, Budget, Planning, and Local Resource Mobilization (UCFBPLRM);
- The successful institutionalization of the development planning cycle contributed to implementing 100% of schemes without any deviation after the final approval of APs.

HIGHLIGHTS

- The Chuadanga Sadar Upazila Parishad formulated its first-ever Five-Year Plan (FYP) for the fiscal year 2019-2023.
- The Upazila Parishad has been preparing the Annual Development Plans (AP) for the last three fiscal years in full compliance with the Five-Year Plan.
- Even during the periods of serious outbreaks of COVID-19, the Upazila Chairman held online meetings and made sure that all activities associated with the development plans were completed on time.

Project Name: Upazila Integrated Capacity Development Project (UICDP)

Areas: Chuadanga Sadar Upazila, Chuadanga District

Relevant SDG Targets: SDG16.6, 16.7, 16.10.2, 11.3, 11.a.1, 11.b.2

Implementing Entity: LGD, JICA

Implementation Period: 2018-2022

Beneficiaries: 1,129,015 (Male: 564,819, Female: 564,196)

Planning
Consultation
Meeting at
Ullapara Upazila



Broad-based Consultation Meetings help Efficient Identification of Local Needs and Undertake Pro-people Development Schemes

Background

Ullapara is a large Upazila in Sirajganj district with 14 unions and approximately 6 lakhs population. From the beginning of UICDP, Ullapara Upazila Parishad has been a pilot Upazila and received hands-on training to prepare FYP and AP. The stakeholders of the Upazila Parishad paid special attention to the identification of the bottom-up needs and also involved people representing all walks of life in the planning process. The broad involvement of stakeholders helped the Upazila Parishad to effectively identify the actual local development needs.

Actions Taken

Before the formulation of the annual development plan for FY 2020-2021, the unemployment rate was on the rise in Ullapara Upazila due to the outbreak of the COVID-19. In this circumstance, the Parishad organized a number of planning consultation meetings involving people from all walks of life, including underprivileged men and women, unemployed youth, people from backward communities, members of the transgender (Hijra) community, NGO representatives, media workers, civil society personalities, freedom fighters, public representatives and officials of various departments at the Upazila level. These consultation meetings paved the way for identifying the development needs of local people and formulating special priority schemes.

At a special planning consultation meeting, the Upazila Parishad and TLD members reached a consensus that the Upazila Parishad should take immediate actions to resolve the unemployment problem in the short and medium-term.



UCFBPLRM Meeting for the Formulation of AP



Technical Group of Planning (TGP) Meeting

It was unanimously decided by the members of the UCFBPLRM and TGP that a number of special schemes will be undertaken in the Annual Development Plan for FY 2020-21 with a view to generating sustainable self-employment, including schemes on computer training for the youth, and training on fish cultivation and cottage industries (Nakshi Katha).



Training on Cottage Industries (Nakshi Katha)

These special self-employment schemes were undertaken because of the exigency of the circumstances (COVID-19 induced). These were also in line with the goals of “human development” envisaged in Ullapara Upazila’s FYP. One woman named Rabeya Khatun, who took part in the “Nakshi Katha” (embroidered quilt) stitching training said, “I am truly happy that I will be now able to earn money by selling the Nakshi Katha from now on. My husband was unemployed mostly during the initial period of the COVID-19 outbreak. We suffered a lot. Now, even if the COVID-19

continues, I can earn money and support my family alongside my husband.”



Fish Cultivation Training



Computer Training for the Youth

A local village girl called Sharmin Akhter (20), who received computer training mentioned, “I am computer literate now. I want to start an online business soon and I am happy because I will keep on earning from now on and support my higher education.”



Members of the Hijra Community

During the process of collection of local demands and situation analysis for AP, participation of members of transgender community (Hijra) was ensured. This was a unique example of an inclusive development planning practice at the Upazila level. Based on needs of this disadvantaged community, a staircase for accessing the river (Ghatla) was constructed by the Upazila Parishad, using the funds from the Prime Minister’s Ashrayan Project-2.

The main lesson from this story is that if proper need assessment, situation analysis, and resource mapping can be ensured it is possible for the Upazila Parishad to undertake need-based development schemes and in the process.

Key Results

- With UICDP’s technical support, the Ullapara Upazila Parishad has been able to carry on the bottom-up planning practices and also establish a planning cycle at the Upazila.

Upazila Integrated Capacity Development Project (UICDP)

- The Upazila has undertaken an inclusive approach to implement need-based schemes for local people, following objective situation analysis based on factual data and information.
- The Upazila has been able to effectively respond to the needs of the people during the COVID-19 pandemic. The Upazila included schemes that ultimately contributed to the self-employment of the people of the Upazila and also helped them earn a sustainable income.

HIGHLIGHTS

- The broad-based consultation meetings with stakeholders help efficient identification of local needs.
- Ullapara Upazila is now able to identify the local development needs accurately and address them for optimum results based on the integrated development planning guidelines of UICDP.

Project Name: Upazila Integrated Capacity Development Project (UICDP)

Areas: Ullapara Upazila, Sirajganj District

Relevant SDG Targets: SDG1, SDG4, SDG14, SDG16.

Implementing Entity: LGD, JICA

Implementation Period: FY2020-2021

Beneficiaries: Direct beneficiaries: 167 trainees (80 Male, 70 Female, and Transgender 17), Indirect beneficiaries: Approximately 14,000

Upazila Governance and Development Project
(UGDP)



Covid-19 Interventions by UGDP: An Overview

Background

Since the first case of Covid-19 was detected in late December 2019 in China, the fast spread of the virus has placed the world in an unprecedented situation. Following the rapid escalation of the virus, it was declared a public health emergency of international concern in late January and a Pandemic on 11 March 2020 by WHO. The virus was confirmed to have spread in Bangladesh in March, too. The first three known cases of Covid-19 were reported in the country on 8 March 2020. Generally, a global pandemic unfolds in different ways in different countries; a globally standardized set of interventions may have severe implications on regions with dense population but limited resources like Bangladesh.

Moreover, it was assumed that developing countries, along with their fragile economic, educational, and health systems, might experience overwhelming Covid-19 impacts if no effective actions were taken. The coronavirus pandemic placed challenges on the healthcare system in Bangladesh. By observing how the healthcare systems of other countries dealt with the outbreak, it was assumed that the level of hospital care and intensive care units in Bangladesh was insufficient. Although some hospitals in Dhaka and other big cities had treatment facilities for Covid-19 patients, most of the hospitals at the District and Upazila levels were unable to treat these patients. In case of severe infection of Covid-19, most of the time, patients require hospitalization and intensive care. Experiences in the treatment process showed that a portion of coronavirus patients develop shortness of breath or a decline in the oxygen saturation level in their blood. Under such circumstances, a patient's condition may deteriorate rapidly without oxygen therapy.

But most hospitals were not equipped with necessary supplies to provide supportive treatment for Covid-19 infection. Hence, ventilation supports along with updated and effective medical supplies such as oxygen and medications in every hospital, clinic, and medical center seemed necessary.

The demand for oxygen cylinders has been high with the increasing number of COVID-19 patients at hospitals through a device called High-flow Nasal Cannula (HFNC). Among patients with acute hypoxic respiratory failure, HFNC was proven to avoid intubation compared to conventional oxygen devices. The primary strategy for Covid-19 patients is supportive care, including oxygen therapy for hypoxic patients, in which HFNC has been reported to be effective in improving oxygenation. At the very onset of the pandemic, there was no or limited knowledge among the health workers about the coronavirus and the disease caused by it. And the existing health care facilities were not ready to tackle the situation. The health workers at the grassroots level didn't know about the deadly coronavirus. Over the past two decades, the government engaged many community health workers to support the households across the country. They facilitate health check-ups and carry out health awareness and education activities in communities of the respective catchment areas. The government health sector authority decided to work through these community health workers to confront the Covid-19 pandemic in Bangladesh.

Actions Taken



Inauguration program of distributing oxygen cylinders in union health sub-centers of Noakhali Sadar Upazila, Noakhali

that could be procured locally. Finally, it was decided that UGDP would

Considering UGDP's coverage of wide areas and sectors, with a view to assessing the possibility of how it can contribute to coping with the Covid-19 pandemic, a special meeting was held between the Local Government Division and JICA Bangladesh office on 20 May 2020. In the meeting, the modality was discussed of how UGDP would be able to respond to the needs of Covid-19 spread at the Upazila level. Keeping the emergency situation into consideration, it was suggested that sub-projects could focus on necessary materials and equipment

implement the “Covid-19 response sub-project” for 357 Upazilas under its 4th Round (2019-20). In line with this decision, a letter was sent on 28 July 2020 to the Upazila Parishads, mentioning the instruction of mandatorily taking a health-related infrastructural sub-project of at least 10 lakh taka to deal with Covid-19 infection at the local level. Similarly, another letter was sent on 25 August 2020 mentioning the instruction of mandatorily taking at least one sub-project on capacity-building training regarding responding to the Covid-19 virus, its infection, and awareness raising. It is here to mention that UGDP provides 50 lakh taka for each eligible Upazila: 40 lakh taka for infrastructure sub-project (INFSP) and 10 lakh taka for capacity development sub-project (CDSP). In correspondence with the decision taken in the said meeting, every selected Upazila Parishad formulated the project proposals based on local health needs and implemented the sub-projects for responding to the existing Covid-19 pandemic locally.



Speakers in a training on the awareness regarding Covid-19 among the health workers at Mohonpur Upazila, Rajshahi

Key Results

A total of 355 Covid-related infrastructure sub-projects (INFSP) were implemented in all Upazilas selected for the 4th Round (Table 1). Of them, 121 sub-projects were the installation of the Central Oxygen Supply System (COSS), which is being used directly for the treatment of Covid-19 patients in Upazila Health Complexes. Seventeen of these 121 COSS were installed in combination with High Flow Nasal Cannula (HFNC), and 10 were accompanied by other medical equipment. Further, these 121 COSSs are connected to 2,165 patient beds through 2,165 outlets. On the other hand, the remaining 234 INFSPs include the installation of several medical



Oxygen cylinders arranged in the corner of Upazila Health Complex, Gomostapur, Chapai Nawabganj



Related devices for ensuring the effective use of the oxygen cylinders installed at Upazila Health Complex, Dagonbhuyan, Feni

facilities and the supply of various medical equipment (Table 2). Medical equipment was procured from various countries, including Japan. It was estimated that around 123,000 patients could be treated per year with the equipment and facilities of all the 355 INFSPs.

Table 1: Number of Covid-19-related INFSPs in 4th Round.

Total No. of INFSP	No. of INFSP with COSS		No. of INFSP involving medical equipment & facilities
	No. of COSS without HFNC	No. of COSS with HFNC	
355	104	17	234

Table 2: List of medical facilities and equipment supplied under INFSPs of 4th Round.

SI. No.	Name of the items	Quantity
01	Ambulance	11
02	Air conditioner for hospital ward/O.T.	27
03	Blood pressure machine	222
04	Digital thermometer/Infrared thermometer	43
05	ECG machine	29
06	Nebulizer	373
07	Oxygen concentrator	104
08	Pulse oximeter	262
09	Patient bed	378
10	Patient trolley/Wheelchair	55
11	Surgical bed for operation theatre	02
12	Ultra-sonograph machine	117
13	X-Ray machine	17
14	Patients' weight machine	36
15	Refrigerator for medical purposes	01
16	Construction of community clinic building	09
17	Construction of isolation ward	06
18	Construction of oxygen cylinder bank shed	80
19	Construction of delivery room at community clinics	06
20	O.T. room development	03
21	Repair of community clinics	18
22	Repair of family health centers	07
23	Repair of Upazila Health Complex buildings	09
24	Medical equipment (miscellaneous)	11,491



Oxygen cylinders installed at Upazila Health Complex, Mohonpur, Rajshahi



Ultra-sonography machine supplied at Upazila Health Complex, Tanore, Rajshahi



An ambulance supplied at Upazila Health Complex, Tanore, Rajshahi

Besides, a total of 453 Covid-19 response capacity development sub-projects (CDSP) were implemented in all the Upazilas selected for the 4th Round. Among these CDSPs, 401 trainings, 32 workshops, 10 orientation programs on Covid-19, 6 campaigns and 4 seminars were conducted, respectively. A total of 53,073 people, including health care providers and community health workers, were the beneficiaries of these programs. Although the decision to implement the “Covid-19 response sub-projects” was taken amidst Covid-19 Pandemic, the impact of the program would surely be manifold. The medical equipment and devices provided by UGDP to the Upazila Health Complexes could be used for treating patients with severe respiratory disorders and other emergency cases, even after the pandemic ends. Similarly, the health care providers and community health workers would be able to use their knowledge acquired through the training of CDSPs accordingly.



Training for health workers at Shalikhra Upazila was inaugurated by the Deputy Commissioner, Magura



DR. Nasima Akter, Civil Surgeon, Narail, was delivering speech in training on Covid-19 patients management at Narail Sadar Upazila

HIGHLIGHTS

- A decision to implement the “Covid-19 response sub-project” by UGDP for 357 Upazilas under its 4th Round (2019-20) activity was taken in a special meeting held between the Local Government Division and JICA-Bangladesh on 20 May 2020.
- It was set mandatory for every selected Upazila to implement a health-related infrastructural sub-project of at least 10 lakh taka to deal with Covid-19 infection at the local level and at least one sub-project on capacity-building training regarding responding to Covid-19 virus, its infection, and awareness-raising.
- Up to the end of April 2022, a total of 355 Covid-related infrastructure sub-projects (INFSP) were implemented in all Upazilas selected for the 4th Round. Among them, 121 sub-projects were the installation of the Central Oxygen Supply System (COSS) in Upazila Health Complexes, having 2,165 oxygen outlets. The facilities and equipment provided by all 355 INFSP has the capacity of treating around 123,000 patients per year. Moreover, a total of 53,073 people, including health care providers and community health workers, were given training on Covid-19 response-related matters through 453 capacity development sub-projects (CDSP) in all selected Upazilas.

Project Name: Upazila Governance and Development Project (UGDP)

Areas: 357 Upazilas

Relevant SDG Targets: SDG1, SDG3, SDG16

Implementing Entity: LGD, JICA

Implementation Period: 2019-2022

Beneficiaries: 123,000 patients per year and 53,073 people trained



Improved Governance and Better Service Delivery: Success stories from Chandpur Sadar Upazila

Background

Chandpur Sadar Upazila Parishad is a well-advanced Upazila in Chandpur District. This Upazila has been included as target Upazilas of Upazila Governance and Development Project (UGDP) since its 1st Round launched in 2017, based on the result of the Governance Performance Assessment. In the first Governance Performance Assessment of Upazila Parishads conducted by UGDP, Chandpur Sadar Upazila Parishad obtained 59 scores out of 100. This score was not quite high due to poor documentation and record-keeping. Since then, various initiatives and actions have been taken under UGDP to improve the governance performance of this Upazila Parishad, and as a result, significant changes have been made in the 5th Round of the project implementation.

Actions Taken

Total 5 times of Annual Governance Performance Assessments were conducted under UGDP, and this Upazila Parishad has been qualified in all 5 Rounds. Upazila received a total of BDT 29,000,000 Performance Based Allocations (PBAs), including incentives of 20 lac taka twice, in addition to the regular allocation of 50 lac taka five times, excluding Income Tax and VAT.

Governance Improvement:

Various actions for governance improvement at the Upazila level were taken by the Upazila Development Facilitator (UDF) deployed by UGDP. These actions include

facilitation and support in organizing Upazila Committee meetings regularly, proper documentation, preparation of Five-Year Plan, Annual Development Plan, Annual Budget, and Annual Financial Statement, and updating the Upazila Parishad Web-portal.

Multi-Sectoral program:

The Upazila Parishad implemented 33 Capacity Development Sub-Projects (CDSPs) and 9 Infrastructure Sub-Projects (INFSPs). These sub-projects were multi-sectoral and multi-dimensional, which benefited cross-sectoral stakeholders.

<i>Government Officials</i>	344	Public Service	
<i>Teachers</i>	280	Providers	
<i>Health Workers</i>	130	754	
<i>Construction Workers</i>	160	Grassroots beneficiaries 1,676	
<i>Agriculture Farmers</i>	880		
<i>Fishermen</i>	220		
<i>Women</i>	130		
<i>CNG Drivers</i>	106		
<i>Parents/Guardians</i>	95		
<i>Unemployed Youth</i>	85		
<i>Public Representatives</i>	30		Civil Society
<i>Religious Leaders</i>	30		Actors
<i>Marriage Registrars</i>	139		199
TOTAL	2,629		

Under CDSPs, the training participants were from (1) Public Service Providers, (2) Civil society actors, and (3) Grassroots beneficiaries. A total of 2,629 participants received training from Chandpur Sadar Upazila Parishad. All these training programs were designed and implemented by the concerned Line Departments under the guidance of the related Upazila Committees, using the UGDP funds. In addition, a large number of campaigns were arranged in different educational institutions where 7,465 adolescent boys and girls have participated. The sessions covered the topics like adolescent reproductive health, gender-based violence, drug abuse etc.

The trained participants are using their new knowledge and skills in their daily life and day-to-day work. While the Upazila Parishad handled necessary administrative processes to implement the sub-projects, UDF was involved in facilitating these

processes on a full-time basis at Rounds 1 and 2 and then remotely from Round 3 onwards.

Table 1: The List of Capacity Development Sub-Projects

Round1	Round2	Round3	Round4	Round5
<ul style="list-style-type: none"> ▪ Livestock Training for men and women ▪ Training in the cultivation of non-toxic crops ▪ Training on Child marriage, Reproductive health ▪ Tailoring training for bottom-line women ▪ Training on Citizen Charter and RTI ▪ Training on prevention of Early Marriage 	<ul style="list-style-type: none"> ▪ Training on non-communicable disease ▪ Training on using multimedia in the classroom ▪ Training on web portal and e-filing ▪ Livestock Training for men and women ▪ Training on cultivating pumpkin-type crops ▪ Tailoring training for poor women ▪ Workshop on the protection of Hilsa fish 	<ul style="list-style-type: none"> ▪ Training on capacity building on cow rearing ▪ Training on ICT multimedia classroom management ▪ Training in web portal and e-filing ▪ Training on block batik and crystal product ▪ Training in graphics design and freelancing ▪ Training on childcare and maternity health ▪ Training in mobile phone servicing ▪ Training in physical therapy 	<ul style="list-style-type: none"> ▪ Training on COVID-19 awareness ▪ Training on physical therapy for autistic children ▪ Training on the web portal, e-filing and digital office management ▪ Advance level training in graphic design & freelancing ▪ Training on digital class management ▪ Training on block-batik and showpiece making 	<ul style="list-style-type: none"> ▪ Training on COVID-19 awareness ▪ Training on e-mutation for professionals ▪ Skill development training for construction workers ▪ Training on Vegetable Cultivation for Farmers ▪ Awareness Training on Traffic Laws for CNG Drivers ▪ Training on the web portal, e-filing and digital office management

Table 2: The List of Infrastructure Sub-Projects

Round1	Round2	Round3	Round4	Round5
<ul style="list-style-type: none"> ▪ Deep Tube-well, Electric Filter, Fish Shed, Irrigation Drain ▪ Laptop/Computer, Printer, Scanner and Multimedia Projector, Supply of furniture for school 	<ul style="list-style-type: none"> ▪ School building (SWAPNA) for autistic children 	<ul style="list-style-type: none"> ▪ Classroom Construction 	<ul style="list-style-type: none"> ▪ Medical Equipment, oxygen cylinder for UHC ▪ Laptop, Desktop Computer & Printer for educational institutions ▪ Supplying High & Low Bench for educational institutions 	<ul style="list-style-type: none"> ▪ Construction of Irrigation Drain ▪ Hand Washing Basin & Installing Electric Water Filters

Summary of outputs from 9 INFSPs are as follows:

Health Sector:

Supplying oxygen cylinder (10 sets), pulse oximeter (60), blood pressure machine (60), portable nebulizer machine (50), body weight & height machines (57), mobile spotlight (3), digital thermometer (59), and electric water filter (35) in total 44 Community Clinics. Established handwashing basin and electric water filter in 30 Community Clinics within which 6 deep tube wells were also provided.

Education Sector:

Vertical extension of a primary school, having 4 rooms, furniture, and electric fittings. Constructed a school building, having 4 rooms, hygienic toilet, electric water filter, and furniture for autistic children. Distributed laptop and desktop computers, printers,

scanners, and multimedia projectors in 20 educational institutions. Provided 685 sets of modern high-low benches to 37 educational institutes.

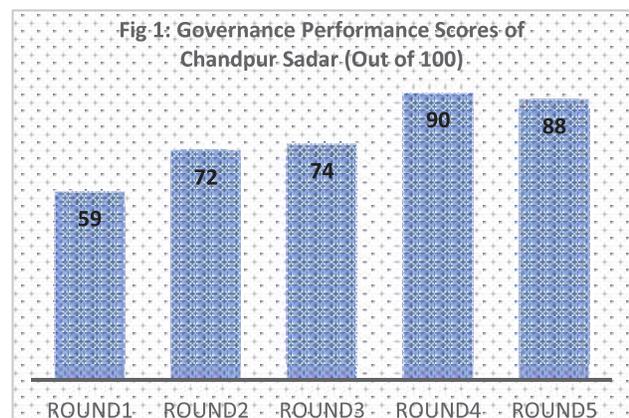
Agriculture Sector:

Constructed 1,100 meters of irrigation drain where farmers will be benefited directly through proper use of irrigation water.

Key Results

Governance Improvement: UGDP conducted five rounds of Performance Assessments for all Upazila Parishads to select qualified Upazila Parishads which can receive Performance Based Allocations (PBA) from UGDP. Chandpur Sadar Upazila Parishad was qualified in all rounds to receive PBA from UGDP. In Round 5, Chandpur Sadar Upazila obtained a score of 88, while in the 1st Round, the score was 59. This indicates a substantial improvement in the governance performance of the Upazila during 5 years of UGDP implementation.

For example, Project Selection Committee actively reviewed all the potential sub-projects and recommended some of them to the Upazila Parishad for approval. The Upazila Parishad Web Portal was improved with more updated information. Five Year Plan, Annual Development Plan & Budgeting are now taken as regular activities. All the CDSPs were implemented by Upazila Committees headed by Upazila Parishad Vice-Chairmen. By implementing a large number of CDSPs they are gaining confidence in planning and implementation of capacity development activities which eventually empower them. With Upazila Committees functioning, the quality of the training programs were better than the regular departmental training. Also, CDSP implementation by the Upazila Committee exerted more effectiveness than the implementation by a newly constituted separate Project Implementation Committee (PIC). The Open Tender Method now became familiar and ensures more transparency in the procurement process.



Also, as the results of the sub-project implementations with the funds allocated under UGDP that are specifically designed to meet local needs, significant improvements in following sectors are emerging.

Health Service Delivery: Oxygen Cylinder & Medical equipment supplied to all 44 Community Clinics in Chandpur Sadar Upazila facilitated the treatment of COVID-19 and many COVID-19 patients received benefits from this intervention. The health sector is highly benefited to combat COVID-19 and other diseases because of having a lot of medical equipment including the installations of 30 handwashing basins and 35 electric water filters to Community Clinics and within them 6 deep tube wells were also provided



Electric Water Filter installed for safe drinking water at Chapila Community Clinic at Balia Union, Chandpur Sadar Upazila

The health professionals providing better health care services to 20,000 to 25,000 patients in a year through 44 Community Clinics by utilizing the knowledge they gained from training and use of medical equipment. Around 70-80% patients are women. Asthmatic patients are getting nebulization free of cost. Through the Community Clinics people of the remote locations / villages are getting free medical services at their doorsteps.

Education Sector Improvement: The construction of a new school building for children with autism increased the educational opportunities for children and ensure the rights of the children with disabilities. Renovation and vertical extension of school buildings also increased the number of students in the school, and school management can offer a better learning environment and opportunities for rural children. The supply of furniture fixtures and computers/laptops improved the quality of education in the rural school settings. The education sector has become rich in ICT with the required number of computers, laptops, printers, multimedia projectors, scanners, etc. The education sector is now more efficient in terms of infrastructure, furniture, and teaching tools that help ensure quality education.



Irrigation drains constructed

Increased Agriculture Production:

Irrigation drain helped in different ways. It prevents the misuse of water in the dry season and facilitates low-cost production of paddy and other crops. This contributes to food security at large. Around 1,700 Farmers are using the irrigation facility supported by UGDP, and 300 acres of land are brought under the coverage of the irrigation. It will help in the production of around 500 metric tons of paddy, and 70,000 people will be indirect beneficiaries of this sub-project.



Inauguration of a skill development training for unemployed youth.

Economic Benefit: Around 1,200 beneficiaries are directly involved in various types of income generation activities (IGAs) and become earning members of their families, whereas indirectly, around 100,000 people are economically benefited.

School for Autistic Children built by Upazila Parishad: Ensure the Rights of Autistic Children



Autistic children of Chandpur Sadar Upazila had no opportunity to get a proper education. Upazila Social Welfare Office proposed to build a school for autistic children. Upazila Parishad approved the proposal and constructed a separate school for autistic children using UGDP fund.



*Project Name: Construction of SAPNA School for Autistic Children
 Project ID: INF-2017-18-201322-01
 Implementation Period: 2019-20
 Location: Collectorate School, Chandpur
 Relevant SDG Targets: 04
 Beneficiaries: (Male 100, Female 100)
 Total Investment: BDT. 41, 15,308.00*

Remarkable Changes in the Upazila Practice and Performances:

Vice-Chairman & Female-Vice Chairman became empowered by taking part in the process of planning and implementation of sub-projects through concerned Upazila Committees. It should be noted here that until UGDP has started, Upazila Committees generally have been inactive since there are no actual financial resources these committees can discuss about its usage. UGDP through its fund allocation provided the stimulant to activate Upazila Committees so that Vice-Chairs who are designated to chair these committees have also been motivated to play their roles to discuss and propose their sub-projects from these committees to monthly Upazila Parishad meetings for final approval.

Also, in this connection, UGDP enhanced the supervision and monitoring activities during sub-project implementation. which will ensure the sustainability of the development projects. During the implementation of the sub-projects, training venues and work sites are frequently visited by the concerned technical and supervisory staff and by the Upazila Parishad Chairman and Vice Chairmen to ensure the quality. It is expected that this practice established through UGDP will be continuously applied in the supervision of other ADP schemes, too.

"Health, Education, and Agriculture sectors are highly benefited from the operation of UGDP. Now, these sectors can ensure better service to their targeted community having a lot of capacity, input and infrastructure support from UGDP-JICA. I am expressing my heartiest thanks to UGDP and JICA."

Mr. Nurul Islam Nazim Dewan, Chairman, Upazila Parishad, Chandpur.

"UGDP is one of the most exceptional and potential projects taken by the Bangladesh Government. Through this project, Upazila Parishads, a very important tier of Local Government, have become more responsive by taking need-based development sub-projects mainly in education, health, and agriculture sectors. Besides, it is playing an effective role in building more skilled manpower in rural areas by providing skill development trainings I wish for the long-term sustainability of UGDP."

Ms. Sanjida Shahnaz, UNO, Chandpur Sadar, Chandpur.

HIGHLIGHTS

- Various types of sub-projects have been implemented for Capacity Development and Infrastructure Improvement for better public service delivery
- Most of the Transferred Line Departments working at the Upazila level were involved in the implementation of sub-projects
- Interests of the diverse group of stakeholders were considered in taking sub-projects
- Multi-sectoral development programs were designed and implemented based on the local needs and priorities
- High-level policymakers and government officials were kept in touch and updated about the Project

Project Name: Upazila Governance and Development Project (UGDP)

Areas: Chandpur Sadar Upazila, Chandpur District

Relevant SDG Targets: SDG 1, 2, 3, 8, and 16

Implementing Entity: LGD, JICA

Implementation Period: 2017-2022

Beneficiaries: as described in the article



Improved Public Service Delivery by Upazila Parishad: an example of Keraniganj Upazila Parishad

Background

Keraniganj Upazila is located on the southwest side of Dhaka City on the bank of the Buriganga river. It is a fast-growing township adjacent to Dhaka South City Corporation, and this is one of the most urbanized Upazilas in the Dhaka District. There are 12 Unions in this Upazila with a population of 603,060 in 166.7 square kilometers area.

The Upazila Parishad is one of the important tiers of local government where both the government officials and the peoples' elected representatives are required to work together to provide public services. As Keraniganj Upazila is adjacent to Dhaka city, an enormous number of migrated populations are permanently settling or temporarily living in this area, and the area has become densely populated, though government services are generally not sufficient to address their needs. Under such a situation, Upazila Parishad has substantially contributed to the delivery of public services in health care, water supply, sanitation, and education sectors with the support of UGDP.

Actions Taken

Keraniganj Upazila Parishad has been qualified to receive UGDP's funds from its

Upazila Governance and Development Project (UGDP)

1st Round. In total 5 times Annual Governance Performance Assessments (PA) conducted under UGDP, this Upazila Parishad has been qualified in all 5 Rounds. Upazila received a total of BDT 27,000,000 Performance-Based Allocations (PBAs) which consists of 5 times of 5 million added with two times of 1 million incentives each at the 4th and 5th Rounds.

In 5 years period, Keraniganj Upazila Parishad has implemented 30 Capacity Development Sub-projects (CDSPs) and 8 Infrastructure Sub-projects (INFSPs). 30 CDSPs are covering multiple sectors and sub-sectors: Agriculture and Irrigation, Fishery and Livestock, Health and Family Welfare, ICT, Land Administration, Public Health, Secondary and Madrasa Education, Skill Development and IGA, Women Development and Youth and Sports. For all these CDSPs, relevant Transferred Line Departments at the Upazila level have contributed to their designs and implementations.

Table 1: List of Capacity Development Sub-Projects (CDSPs)

Round1	Round2	Round3	Round4	Round5
▪Training on Safe Motherhood	▪Training on Adolescent Reproductive Health	▪Training o E-filing and Web Portal for GoB Officials	▪Training on Web Portal & E-filing for NBD Officials	▪Training on Digital Document, Web Portal and Office Management
▪Farmers' Training on Animal Meat & Milk Production	▪Social Awareness to combat Early Marriage	▪Training on Freelancing	▪Training on Land Tenure and Land Rights	▪Training on Reproductive Health for Newly Married Couple
▪ICT training on the use of Multimedia for teachers	▪Training on E-filing for TLD Officials	▪Training on IGA For Disabled People and Small Farmers	▪Training on COVID-19 Awareness for Health Workers	▪Training of Adolescent Reproductive Health Care
▪Training on Safe Agriculture Production	▪Training on Freelancing	▪Training on Rooftop Vegetables & Fruits Gardening	▪Training on ICT and Administrative Efficiency for Head Teachers	▪Training on ICT-related Teaching for the Secondary School Teachers
▪Block Batik Training for Youth	▪Training on Beef Fattening	▪Training on Mobile Servicing	▪Training on Mobile Servicing for Unemployed Educated Youth	▪Training on Fish Culture with Biofloc Method
▪Sewing Training for Women	▪Training on Beautification	▪Training of On-Farm Management for Milk Producer	▪Training on the Use of Hygienic Latrine for Community Leaders of Sikaritola	▪Training on Land Tenure and Land Rights

As for INFSPs, in 5 years period, Keraniganj Upazila Parishad has implemented 8

INFSPs in Health, Public Health, and Education sectors. This Upazila Parishad implemented relatively large INFSPs based on the people's needs with UGDP fund, which they could not implement through their regular Annual Development Program (ADP) allocation.

Table 2: List of Infrastructure Sub-Projects (INFSPs)

Round1	Round2	Round3	Round4	Round5
▪Construction of Baby Corner at Upazila Health complex	▪Supplying High-Low Benches for Examination Centre	▪Construction of Community Center, Drain, Latrine, and Water Pump at Harijan Community (integrated community development)	▪Supply of Medical Equipment and Oxygen Cylinders for Upazila Health Complex	▪Renovation of Union Health and Family Welfare Center
▪Construction of Library at Baghair High School			▪Construction of Sewerage Line	▪Supply of High-Low Benches in 25 Educational Institutions

Health Sector:

Under the health sector, one Baby Corner was constructed. Every day around 200-250 women come to the health complex for treatment, and most carry their small babies with them. But there was no breastfeeding room in the hospital and no safe place to keep their babies when visiting the doctors. To ensure quality health services, the construction of an additional large room with good decoration and playing materials for the babies, a separate breastfeeding room, a patient waiting room, and a doctor's room with flash doors were conducted. For operation, one Sub-Assistant Medical Officer is working in the baby corner on a rotation basis. In addition, a five members Baby Corner Management Committee has been formed, and doctors regularly monitor to ensure better services through this corner.

In order to handle the COVID-19 pandemic, oxygen cylinders and other related materials were provided to the Upazila Health Complex. This support from the Upazila Parishad facilitates better COVID-19 patient care at the Upazila level.

Also, the renovation of Kalindi, Jinjira and Kalatia Union Health and Family Welfare Centers (UHFWCs) in Keraniganj Upazila was implemented under UGDP. This is because this Upazila is located near Dhaka city, there is the concentration of poor people, and they generally come to UHFWCs for their treatment. However, all these 3 UHFWCs had damaged roof, no water supply, no proper facilities in the delivery rooms. To improve this situation, the major actions taken under UGDP are, repair of damaged roof, tiles fitting in the floor, construction/ repair of bathrooms,

installation of water supply system, supply of delivery bed and normal bed, air conditioner for delivery room and sucker machines.

Education Sector:

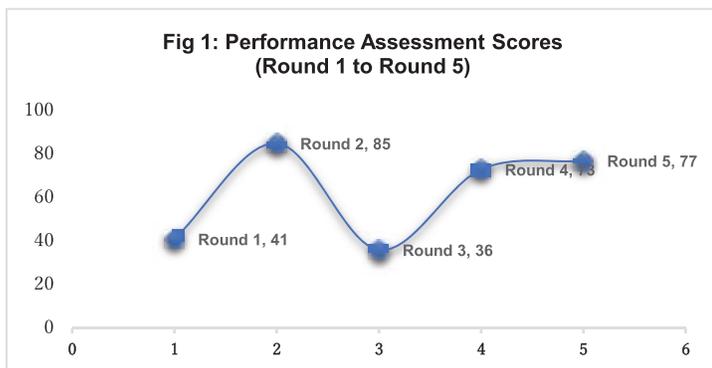
The school furniture like wooden desks and benches was generally rundown because the budget allocation from the central ministry has not been sufficient to cover such expenses. Also, after the lockdown period imposed by the COVID-19 pandemic, schools had to maintain a social distance, and it required a double number of student benches. Under such a situation, Upazila Parishad supplied 359 sets of High-Low Benches in 25 educational institutions from primary to higher secondary levels. In addition, 469 sets of High-Low Benches were also supplied to 7 secondary schools used as examination centers in Keraniganj. Furthermore, a library at Baghair High School was also constructed.

Public Health Sector:

Harijan (scheduled caste) community at Sikaritola has been deprived of basic services for a long time. In one Harijan community, through an integrated community development sub-project, various types of infrastructures were constructed to improve the living standards of the residents, which include one community center, 5 community latrines, 2 deep tube wells, a footpath, graveyards, and a drain. The training to the local residents on the use and maintenance of the facilities constructed was also implemented by the Upazila Parishad.

Upazila Parishad also constructed a 354 meters-long road sewerage line from Manu Bepari slope of Keraniganj Upazila to Bhagna Primary School to keep the environment pollution-free and provide better hygiene in the locality. This is an underground pipe drain for both sewage and rainwater.

Key Results



Governance Improvement:

Keraniganj Upazila scored 41 (out of a total maximum of 100) in the 1st PA, followed by radical fluctuations in 2nd and 3rd PAs, and became stable in 4th and 5th PAs. The reason for this fluctuation is that during the 3rd PA, some internal administrative issues arose in the Upazila, but various actions were taken

by Upazila Development Facilitator (UDF) dispatched by UGDP for the governance improvement, and at the end, significant changes were made in the governance performance of this Upazila.

Health Sector:

Through the combination of the construction of the Baby Corner and provision of oxygen cylinders and other equipment to combat COVID-19 at Upazila Health Complex and the renovation of 3 UHFWCs in Kalindi, Jinjira and Kalatia Unions, Keraniganj Upazila Parishad improved its health service delivery in multiple fronts. All these initiatives were based on the local needs for safe motherhood and COVID-19 response, and enabled local patients to receive better health care and treatments at the local level. Around 100-120 patients (Jinjira), 80-90 patients (Kalindi) and 60-70 patients (Kalatia) come for treatment in every working day to these UHFWCs. The numbers of delivery have also been increased and now the monthly numbers of normal deliveries are around 15-20 (Jinjira), 10-12 (Kalindi) and 6-7 (Kalatia). The patients are getting better health care services through these 3 centers as a result of the improved infrastructure and equipment.

Education Sector:

Supplying 828 High-Low Benches with long-term durability at 25 educational institutes and 7 secondary schools used as examination center which consist of 19% of total 171 education institutions in this Upazilas ensure a better education environment for the students successively enrolling into these schools for years.

Public Health Sector:

Through the integrated community development sub-project, better living conditions are ensured for 2,385 residents of a Harijan community which has been rather overlooked and reduce their suffering for safe drinking water, better hygiene, and communication network.

A road sewerage line constructed at the locality also helps to keep the environment pollution-free and provides better hygiene in this locality.

"Sitting arrangement for 150 patients (women and children) created. Children are happy because of toys. Mothers are happy as they can breastfeed their children in a safe place without any hesitation. Doctors are happy as they can provide health services without any noise".

Dr. Farah Diba, Child Specialist, Keraniganj Upazila Health Complex

Box 1: Construction of Baby Corner at the Upazila Health Complex facilitates better health service delivery



The Upazila Health Complex of Keraniganj Upazila is situated in Sakta Union. The Upazila Parishad constructed a Baby Corner on the 1st floor of the Upazila Health Complex with 945 sft space.

Sub-Project Name: Baby Corner at Upazila Health complex

Areas: Upazila Health Complex

Relevant SDG Targets: SDG 3

Implementing Entity: Department of Health and Family Welfare

Implementation Period: 2017-2018

Beneficiaries: On an average about 250 children and women receive baby corner facilities/services each working day

Total Investment: BDT. 1,972,643.00

Box 2: Integrated Community Development Sub-project improved the living conditions of a Harijan community



Harijan (scheduled caste) community had a bad communication network, insufficient sanitation facilities, scarcity of safe drinking water, and no space for their social and religious events. These were the main problems for 2,385 populations. Keraniganj Upazila Parishad Constructed one community center, 5 community latrines, Installed 2 deep tube wells for water supply, and constructed footpaths, graveyards, and a drain.

Sub-Project Name: Integrated Community Development in Horizon community

Areas: Horizon community at Sakura union.

Relevant SDG Targets: SDG 3

Implementing Entity: LGED

Implementation Period: 2018-2019 (3rd Phase)

Beneficiaries: 2,385 Harijan community residents

Total Investment: BDT. 4,467,983.00

HIGHLIGHTS

- Keraniganj Upazila Parishad is successfully providing public services for its residents. Education, Health, and Public Health are the main focus areas for both Infrastructure Sub-projects (INFSPs) and Capacity Development Sub-projects (CDSFs) under UGDP at this Upazila.
- Keraniganj Upazila Parishad implemented relatively large-size INFSPs that generate positive impacts on the target communities. This Upazila has been selected as a target Upazila for all 5 Rounds of UGDP continuously and implemented one or two INFSP(s) in each Round.
- By adopting the whole community approach, one INFSP constructed a community center, 5 community latrines, 2 deep tube wells, a footpath, graveyards, and a drain for the better living conditions of Harijan (scheduled caste) communities at Shakta Union of Keraniganj Upazila.
- Also, another innovative INFSP was implemented for young mothers, babies, and children. Upazila Parishad constructed an additional room to establish a Baby Corner at the Upazila Health Complex for better health service delivery for mothers and children.

Project Name: Upazila Governance and Development Project (UGDP)

Areas: Keraniganj Upazila, Dhaka District

Relevant SDG Targets: SDG1, 3, 4, 6, 10, and 16

Implementing Entity: LGD, JICA

Implementation Period: 2017-2022

Beneficiaries: as described in the article