



**Guidelines for
Upazila Integrated
Development
Planning**

**Mid- and Long-term
Strategy for
Upazila Parishad
Governance Improvement**

**Mid- and Long-term
Training Plan for
Upazila Parishad
Functionaries**

**Upazila Integrated Capacity Development Project
Local Government Division
Ministry of Local Government, Rural Development and Co-operatives**



The formation of a just nation requires the development of industry, agriculture, communication systems or other cultures, as well as revolutionary changes in thought and consciousness.

- Father of the Nation Bangabandhu Sheikh Mujibur Rahman
[Speech at Bangla Academy, 14 February 1984]



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Minister
Ministry of Local Government,
Rural Development and Cooperatives



মন্ত্রী
স্থানীয় সরকার, পল্লী উন্নয়ন ও
সমবায় মন্ত্রণালয়

Message

Father of the Nation Bangabandhu Sheikh Mujibur Rahman dreamt of building a hunger and poverty free Bangladesh. Following the path shown by the Father of the Nation, Bangladesh is a role model of development today under the visionary leadership of the Hon'ble Prime Minister. The role of local government institutions is essential in this path of development. Keeping the idea of inclusive development without discrimination in consideration, the present government expressed its commitment to expand urban facilities in rural areas in its election manifesto. Local Government Division is working relentlessly to attain this goal.

The Local Government Division has undertaken the Upazila Integrated Capacity Development Project (UICDP) to improve the Governance of Upazila Parishad. In order to ensure the overall capacity building of the Upazila Parishad, this project has highlighted many important issues relating to the overall capacity building of the Upazila Parishad which will provide basic and policy direction in the development of governance system of the Upazila.

Upazila Integrated Capacity Development Project (UICDP) is being implemented with the financial support of JICA. Under this project, Mid- and Long-term Strategy for Upazila Parishad Governance Improvement, Guidelines for Upazila Integrated Development Planning and Mid- and Long-term Training Plan for Upazila Parishad Functionaries have been formulated which will serve as a guide for proper management of upazila level development activities.

I believe that these documents would be very helpful in building the self-reliant and Sonar Bangla that the Father of the Nation Bangabandhu Sheikh Mujibur Rahman dreamt, and as well as in implementing the present government's Charter of Change and establishing good governance at the local level.

Joy Bangla, Joy Bangabandhu.

(Md. Tajul Islam MP)

Senior Secretary
Ministry of Local Government,
Rural Development and Cooperatives



সিনিয়র সচিব
স্থানীয় সরকার, পল্লী উন্নয়ন ও
সমবায় মন্ত্রণালয়

Message

The role of local government institutions in the overall development of the country is immense. In this reality, the present government has given special emphasis on the overall development of local government institutions. The government has enacted laws and regulations at different times and issued circulars and directives in an effort to activate and strengthen local government institutions. In continuation of this effort, the Local Government Division has prepared Mid- and Long-term Strategy for Upazila Parishad Governance Improvement, Guidelines for Upazila Integrated Development Planning and Mid- and Long-term Training Plan for Upazila Parishad Functionaries.

The Strategy Paper is prepared to provide basic and policy guidance on the Upazila governance system with a time span until June 2041 from July 2019. It covers the Legal and Institutional Structure of the Upazila Parishad, Financial Management, Development Planning, Monitoring and Evaluation, Training and other such important matters. The Development Plan Guidelines provide detailed insights regarding the Legal and Institutional Framework of the Upazila Development Plan in Bangladesh, the concepts of the Five-Year Plan and the Annual Plan, their Interrelationships, the Key Steps and Schedules for the formulation of these plans, and Plan Implementation, Monitoring and Evaluation. The Mid and Long-Term Training plan for the Upazila Parishad Functionaries is designed to increase the capacity of the stakeholders related to Upazila Parishad. As a result, it will play a special role in achieving the objectives of various training institutes and strategies of the Government.

These Documents have been prepared seeking opinion from various stakeholders of the Upazila with the help of Upazila Integrated Capacity Development Project (UICDP) funded by JICA. Each document includes an Implementation Monitoring System and there is a scope to update every of these documents based on implementation experience or changed circumstances.

Finally, I applaud this initiative and thank all those who are involved in this project and those who have given input at different stages of this project.

(Helal Uddin Ahmed)

Additional Secretary (Administration)
Local Government Division &
National Project Director, UICDP



অতিরিক্ত সচিব (প্রশাসন)
স্থানীয় সরকার বিভাগ এবং
জাতীয় প্রকল্প পরিচালক, UICDP

Message

The Government of Bangladesh is implementing a number of initiatives to increase the capacity of local government institutions. These initiatives are being implemented in the light of the Constitution of Bangladesh, SDGs, Five Year Development Plan, Local Government Act etc. The Upazila Parishad Act was first enacted in 1998 and in 2009 it was amended extensively. In the light of this law, Upazila Parishad elections have been held in 2009, 2014 and 2019. As a result, the responsibilities and duties of the Upazila Parishad as a mid-level local government body have been steadily increasing in recent times. For this reason, the government has undertaken the Upazila Integrated Capacity Development Project (UICDP) to improve the governance of the Upazila Parishad, which is expected to increase the overall capacity of the Upazila Parishads.

Upazila Integrated Capacity Development Project (UICDP) is a project of the Local Government Division which is being conducted with the financial support of JICA. Under this project, in the first phase, Mid- and Long-term Strategy for Upazila Parishad Governance Improvement, Guidelines for Upazila Integrated Development Planning and Mid- and Long-term Training Plan for Upazila Parishad Functionaries have been prepared. These documents have also been tested at the field level by selecting 8 upazilas of 8 districts under 8 divisions and in Ukhia and Teknaf upazila as pilot upazilas. In the process of finalizing the documents, the views and suggestions of various stakeholders at the field level and at the central level have been taken into consideration.

Finally, I applaud this initiative and sincerely thank all those who have worked tirelessly for the preparation of all these documents prepared for the Upazila Parishad and its stakeholders. I would also like to express my sincere gratitude to the concerned officials of the departments and other organizations who have cooperated with this endeavour time to time.

(Dipak Chakraborty)

Joint Secretary
Local Government Division &
Project Director, UICDP



যুগ্মসচিব
স্থানীয় সরকার বিভাগ এবং
প্রকল্প পরিচালক, UICDP

Message

According to the Constitution of the People's Republic of Bangladesh and the Law on Local Government Institutions, the scope of work for local government institutions is wide. It is therefore very important to increase the capacity of the Upazila Parishad as an important step for the local government institutions to carry out all these activities smoothly. Realizing the importance of this issue, the government has taken up the Upazila Integrated Capacity Development Project (UICDP) with the technical and financial support of Japan International Cooperation Agency (JICA).

The first of the three outputs of this project is 'Mid- and Long-term Strategy for Upazila Parishad Governance Improvement'. The strategy paper is designed to provide basic and policy guidance on the Upazila governance system. I hope that the strategy paper will contribute to achieving the vision set by the Government of Bangladesh to eradicate extreme poverty and become a high middle-income country by 2030 and a poverty free high-income country by 2041 through the development of governance in the Upazila Parishad.

The second output of this project is the 'Guidelines for Upazila Integrated Development Planning'. In addition to legal obligations, it is very important for the Upazila Parishads to formulate development plans as one of the important institutions of local government. One of the seven targets set out in the strategy paper is to formulate a five-year plan and an annual development plan by all the Upazila Parishads. The guideline has been formulated keeping this in mind. Divided into four chapters, the guideline discusses the development planning cycle, results-based management, development plans in Bangladesh, legal and institutional framework for development planning at the upazila level, concept and formulation of the five-year plan, and concepts and formulation of the annual plan in detail.

The third output of this project is 'Mid- and Long-term Training Plan for Upazila Parishad Functionaries'. It is prepared to increase the capacity of the Upazila Parishad Stakeholders. There is no alternative of training for capacity development. By receiving proper training, the concerned stakeholders would be able to perform their tasks more easily. This training plan initially identifies the training courses required for the stakeholders related to Upazila Parishad. These training courses would be attended by elected representatives of the upazila, UNO and officials of transferred line departments of the upazila, the computer operator and CA of the Upazila Parishad Chairman and the UNO. In addition, District Resource Teams (DRTs) will be formed in each district under this and DRT members will receive training from NILG at first. Then as a trainer they will provide training to the stakeholders of the upazila under the concerned district.

I sincerely thank Japan International Cooperation Agency (JICA) and everyone involved in the Upazila Integrated Capacity Development Project. I believe that these documents prepared through their efforts and labor will contribute to the capacity building of the Upazila Parishad.

(Saila Farzana)

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila-1

Memo No. 46.046.018.00.00.054.2021-

Date: June 24, 2021
Ashar 08, 1426

Sub: Regarding Mid and Long-Term Strategy for Upazila Parishad Governance Improvement, Guidelines on Upazila Integrated Development Planning and Mid and Long-Term Training Plan for Upazila Parishad Functionaries.

There is no alternative to strengthening local government to ensure administrative decentralization and local development. The Constitution of Bangladesh places special emphasis on the system of local government. The role of Upazila Parishad as a mid-tire local government body is very important in this regard. In this context, the Local Government Division is implementing the Upazila Integrated Capacity Development Project (UICDP) to improve the governance system of the Upazila Parishad. With the help of this project, three policy documents have been prepared to ensure the overall capacity of the Upazila Parishad and it has been approved by the Local Government Department after scrutiny at various stages and considering the views of all stakeholders. The documents are-

- *Mid- and Long-term Strategy for Upazila Parishad Governance Improvement*
- *Guidelines for Upazila Integrated Development Planning and*
- *Mid and Long-term Training Plan for Upazila Parishad Functionaries*

2. It is pertinent to note here that-

2.1. The strategy paper is primarily designed to provide basic and policy guidance on Upazila Governance system, which includes the legal and institutional structure of the Upazila Parishad, financial management, development planning, monitoring and evaluation, training and other such important issues. A working committee chaired by the Additional Secretary (Administration); Local Government Division has drafted the strategy. The strategy was then finalized with necessary amendments and refinements based on the views of the concerned stakeholders and the views of the concerned ministries/divisions and departments through workshops held at the district and upazila level.

2.2. The Development Plan Guidelines provide detailed instructions on the legal and institutional framework of the Upazila Development Plan in Bangladesh, the concepts of the Five-Year Plan and the Annual Plan, their interrelationships, the key steps and schedules for the formulation of these plans and the implementation, monitoring and evaluation of the plans. The guidelines have also been formulated and finalized in consultation workshops at district and upazila level and based on feedback received from various ministries and departments. It is to be noted that based on this guideline, the pilot upazilas of the first phase of the project have prepared five-year and annual plans.

2.3. The Mid and Long-Term Training Plan for the Upazila Parishad Functionaries is designed to increase the capacity of the Upazila stakeholders. The training plan was drafted by a working group chaired by the Director, Training from NILG and finalized with the views of various ministries and departments.

3. It is expected that these documents will serve as a guide for the proper conduct of development activities at the upazila level. It should be noted that each document includes a system for monitoring the implementation of such activities and there is also an opportunity to periodically update the documents based on the implementation experience or the changed situation.

4. The said 3 (three) documents approved by the Local Government Division are sent along with this letter and all concerned including all the Upazila Parishads are requested to follow the instructions and matters mentioned in these documents. In order to facilitate the work, relevant important circulars, orders etc. issued by the Local Government Division are also attached in this document.

5. It will take effect immediately.

Attachment: As described.

(_____)
Deputy Secretary
Upazila 1 branch
Phone:

Distribution:

1. Divisional Commissioner (All), Division
2. Director, Local Government (All), Department
3. Deputy Commissioner (All), District
4. Deputy Director, Local Government (All), District
5. Upazila Nirbahi Officer (All), Upazila, District
6. Vice Chairman (All), Upazila Parishad, District

Mid- and Long-term Strategy for Upazila Parishad Governance Improvement



Government of the People's Republic of Bangladesh
Local Government Division
Ministry of Local Government, Rural Development and Cooperatives

Supported by



Upazila Integrated Capacity Development Project
Japan International Cooperation Agency (JICA)

2020

Mid- and Long-term Strategy for Upazila Parishad Governance Improvement

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ABBREVIATIONS AND ACRONYMS

| | |
|-------|--|
| 7FYP | 7 th Five Year Plan |
| AAO | Assistant Accounts Officer |
| ADP | Annual Development Programme |
| AP | Annual Development Plan |
| BARD | Bangladesh Academy for Rural Development |
| BPATC | Bangladesh Public Administration Training Centre |
| BRDB | Bangladesh Rural Development Board |
| C&AG | Comptroller and Auditor General |
| CA | Confidential Assistant |
| DLG | Director, Local Government |
| DDLG | Deputy Director, Local Government |
| DPHE | Department of Public Health Engineering |
| DRT | District Resource Team |
| EALG | Efficient and Accountable Local Government |
| FY | fiscal year |
| FYP | Five-Year Plan |
| GOB | Government of Bangladesh |
| JICA | Japan International Cooperation Agency |
| LGD | Local Government Division |
| LGED | Local Government Engineering Department |
| LGI | local government institution |
| M&E | monitoring and evaluation |
| MIE | Monitoring, Inspection and Evaluation |
| MP | Member of the Parliament |
| NAPD | National Academy for Planning and Development |
| NILG | National Institute of Local Government |
| RDA | Rural Development Academy |
| SDGs | Sustainable Development Goals |
| TOT | training of trainers |
| UGDP | Upazila Governance and Development Project |
| UICDP | Upazila Integrated Capacity Development Project |
| UNDP | United Nations Development Programme |
| UP | Union Parishad |
| UZGP | Upazila Governance Project |

1. Introduction

1.1 Background

Bangladesh has a three-tier rural local government system: Zila (District), Upazila (Sub-District), and Union Parishads. In addition, for the urban local governments, Paurashavas (Municipalities) and City Corporations are established. The Government of Bangladesh (GOB) has recently been implementing the initiatives to strengthen the capacity of local government institutions (LGIs). This is in line with the provision of the Constitution of Bangladesh, SDGs, Five-Year Plans etc.

Among others, roles and responsibilities of Upazila Parishads, as a middle tier LGI, have been increasing steadily in recent years. The Upazila Parishad Act was first promulgated in 1998, and the comprehensive amendment was made in 2009. The Act was, then, amended further in 2011 and 2015. The elections of Upazila Parishad were conducted in 2009, 2014 and 2019. Furthermore, the Annual Development Program (ADP) for Upazila Parishad was restored and enhanced gradually.

The Upazila Governance Project (UZGP) supported by UNDP demonstrates the successful implementation of enhanced ADP in several pilot Upazilas, initiates overall capacity development for Upazila Parishad chairs and key staff of transferred government departments, and starts promoting Upazila long-term development planning. However, decentralization and governance improvement at the Upazila level still have many challenges. Furthermore, linkage between Upazila Parishad and Union Parishad (UP) and other LGIs in development coordination has room for further improvement.

The Upazila Governance and Development Project (UGDP) financed by JICA has launched in 2015. The project has been supporting the governance improvement of Upazila Parishads by strengthening capacity of Upazila Parishads as well as providing development fund to selected Upazilas based on their governance performance.

However, the capacity of Upazila Parishads still needs to be enhanced, and supporting system from the government has to be further upgraded. To effectively strengthen the capacity of Upazila Parishads, a comprehensive mid- and long-term strategy, covering key issues such as legal and institutional reform, development planning, financial management and human resource development, should be established with clear vision and targets. In this backdrop, the GOB has made a decision to formulate the Mid- and Long-Term National Strategy for Upazila Governance (hereinafter the “Strategy”).

The Strategy clarifies the roles and responsibilities of Local Government Division (LGD) in supporting and supervising Upazila Parishads in the long run. It also defines collaboration with line departments at the Upazila level. The roles and responsibilities of the National Institute of Local Government (NILG) and other training institutions are also defined in the strategy.

1.2 Purpose of the Strategy

The Strategy Paper is designed to provide basic and policy guideline to the Upazila governance system. It has laid special emphasis on setting a vision for the Upazila Parishad and has been formulated considering the potential needs of the Upazila Parishad during 2041. It highlights “coordination” as the core function of Upazila Parishads. It is undeniable that if all the development activities of the Upazila Parishad are effectively coordinated, it would be possible to improve the quality of services to the citizens including infrastructural development at Upazila level.

To achieve the mission above, the Strategy provides targets and strategic components, which identifies

the key thematic areas. It then offers concrete actions to be undertaken by Upazila stakeholders, including the public representatives of Upazila Parishads, officers of transferred departments, and the LGD, NILG, and other government departments. Finally, the Strategy presents a road map that describes detailed actions with timeline.

1.3 Responsible Entity

The Local Government Division (LGD) is responsible for the formulation, implementation, monitoring and evaluation, and revision of the Strategy. The LGD is the sole responsible entity for the LGI-related policies.

(Associate entity)

The following entities are the cooperative entities.

- Planning Commission
- Head offices of Local Government Engineering Department (LGED), Department of Public Health Engineering (DPHE), and other departments whose Upazila-level offices were transferred to Upazila Parishads
- National Institute of Local Governance (NILG)

(Supporting entity)

- Development partners who are providing technical and financial supports to the GOB for implementing projects with a focus on strengthening governance at the Upazila level such as JICA, UNDP etc.

1.4 Target Period

The target period of the Strategy is from October 2020 to June 2041.

2. Mid- and Long-Term Strategy

2.1 Mission

The Strategy shall align with the national development vision. GOB has set Vision 2041, seeking to eliminate extreme poverty and reach Upper Middle-Income Country status by 2030 and High-Income Country status around 2041 with poverty becoming non-existent. The Second Perspective Plan 2021-2041 was formulated to delineate required policies and programs to realize the vision.

The Strategy shall contribute to the achievement of Vision 2041 from the perspectives of Upazila governance improvement. Indeed, all Upazila Parishad shall contribute to the achievement of this national vision.

In this context, the mission statement of Upazila Parishad, which will contribute to Vision 2041, is set as follows.

Mission of Upazila Parishad

Public services delivered at the Upazila level are improved through the comprehensive coordination of all Upazila-level development activities.

The comprehensive coordination is highlighted in the mission. Planning of development projects is a crucial factor for Upazila Parishads to realize the comprehensive and integrated development of the whole Upazila areas. Integration of all the concerned entities, including Districts, Unions and Paurashavas, and transferred line departments is also crucial.

Development projects at the Upazila level need to be well coordinated to maximize their impacts. In this context, the comprehensive coordination is considered as the core function of Upazila Parishads. In fact, the legal provisions and national policies emphasized the importance of the coordination function. As a middle-tier local government institution, and as a unique institution to which line departments are transferred, Upazila Parishad is inherently required to coordinate among stakeholders such as Union Parishads, Paurashavas, and 17 transferred line departments.

At the Upazila level, both horizontal and vertical coordination is crucial. The former is coordination with the 17 transferred government departments, and the latter is coordination with Union Parishads and Paurashavas, and Zila Parishads. To ensure better coordination at the Upazila level, information should be widely shared among these stakeholders. The Upazila Parishads need to take into considerations the shared information when planning and implementing any development activities to maximize the impacts, ensure synergies, and avoid overlapping. Such information sharing is the first step for the coordination.

The coordination will contribute to the comprehensive development of Upazilas. Consensus building on “coordination as the core function” is essential among all stakeholders including LGD and other ministries and departments, Union Parishads, Paurashavas, and Zila Parishad. Such consensus will help Upazila Parishad better perform their coordination functions, and then contribute to the welfare of local residents in the long run.

2.2 Target and Indicator

2.2.1 Target

Following seven (7) targets have been set to evaluate if the vision of Upazila Parishad for 2041 is achieved. Although there are many other issues that need to be addressed to improve Upazila Parishad governance, these 7 targets are centered as they are directly related to the strengthening the coordination capacity of Upazila Parishad.

- Target 1: Both horizontal and vertical coordination is ensured by Upazila Parishad.
- Target 2: Upazila Committees are well functioning, and contributing to better coordination with transferred line departments.
- Target 3: Upazila Parishads prepare both Five-Year Plans and annual development plans.
- Target 4: Citizens' views are properly reflected to Upazila Parishads' budget as well as development plans (both Five-Year Plans and annual development plans).
- Target 5: Budget and annual financial statement are properly prepared in accordance with the relevant laws and guidelines.
- Target 6: Activities of Upazila Parishads are properly monitored by the concerned wing of LGD.
- Target 7: Training mechanism that covers all Upazila Parishads is established and implemented.

2.2.2 Indicator

The following indicators are set to confirm if the targets are achieved. The criteria to verify the achievement level are also presented.

| Target | Indicators |
|--|--|
| Target 1: Both horizontal and vertical coordination is ensured by Upazila Parishad. | 1-1. At least 80% of the transferred departments' share information on development projects/schemes with Upazila Parishads. 1-2. At least 80% of the transferred departments' development projects/schemes are incorporated into development plans of Upazila Parishad. 1-3. At least 80% of the Union Parishads submit their proposals of development projects/schemes to Upazila Parishads. 1-4. At least 80% of Union Parishads' development projects/schemes are incorporated into development plans of Upazila Parishad. |
| Target 2: Upazila Committees are well functioning, and contributing to better coordination with transferred line departments. | 2-1. At least 50% or more meetings of key Upazila Committees are held in Upazila. |
| Target 3: Upazila Parishads prepare and implement both Five-Year Plans and annual development plans. | 3-1. 80% of Upazila Parishads formulate both Five-Year Plans and annual development plans in accordance with the Guidelines for Upazila Development Planning. |
| Target 4: Citizens' views are properly reflected to Upazila Parishads' budget as well as development plans (both Five-Year Plans and annual development plans). | 4-1. Upazila Parishads hold at least 2 consultation meetings with citizens in terms of annual budget. 4-2. Upazila Parishads hold at least 2 consultation meetings with citizens in terms of both Five-Year Plans and annual development plans. |

| | |
|---|--|
| Target 5: Budget and annual financial statement are properly prepared in accordance with the relevant laws and guidelines. | <p>5-1. Upazila Parishads prepare budget in accordance with the relevant rules and guidelines and submit it to Upazila Parishad by May 30.</p> <p>5-2. Upazila Parishads prepare financial statement in accordance with the relevant rules and guidelines and submit it to Upazila Parishad by September 30.</p> |
| Target 6: Activities of Upazila Parishads are properly monitored by the concerned wing of LGD. | <p>6-1. LGD establishes a system to monitor all the activities of Upazila Parishads by June 2021, including those to check the indicators of the Strategy.</p> <p>6-2. LGD collects necessary information of at least 90% of Upazila Parishads.</p> |
| Target 7: Training mechanism that covers all Upazila Parishads is established and implemented. | <p>7-1. NILG establishes the training mechanism that covers all Upazila Parishads and LGD approves the mechanism.</p> <p>7-2. All Upazila Parishads receive the necessary training from GOB.</p> |

2.2.3 Responsibilities of Local Government Division to fulfil the targets

The Local Government Division will take the following steps to fulfil the above targets.

| Target | Responsibilities of Local Government Division |
|--|---|
| Target 2: Upazila Committees are well functioning, and contributing to better coordination with transferred line departments. | <ul style="list-style-type: none"> LGD prepares and implements the operational rules, guidelines and other legal and policy instruments for operating Upazila Committees. |
| Target 3: Upazila Parishads prepare and implement both Five-Year Plans and annual development plans. | <ul style="list-style-type: none"> LGD formulates the Guidelines for Upazila Development Planning, and update them on a regular basis. LGD, in consultation with NILG, provides trainings to Upazila Parishads on the development planning. |
| Target 5: Budget and annual financial statement are properly prepared in accordance with the relevant laws and guidelines. | <ul style="list-style-type: none"> 5-1. LGD reviews the relevant rules and guidelines for budget preparation and revises it. 5-2. LGD prepares the relevant guidelines and other legal and policy instruments for financial statements. |

2.3 Strategic Component

2.3.1 Legal Framework

(1) Clear definition of the roles and responsibilities of Upazila Parishads and other local government institutions

The roles and responsibilities of respective LGIs should be clearly defined and governed by a single coherent legal framework, separate laws or other legal instruments. In order to bring harmony, discipline, consistency and efficiency, the LGI system should be brought under a coherent and consistent legal framework. This helps all LGIs fully perform their functions and avoid overlapping activities.

(2) Concerned laws, rules and other legal instruments governing Upazila Parishads

LGD needs to identify the important provisions of Upazila Parishad Act, 1998 (amended 2015) where rules and legal instruments are necessary, and prepare necessary rules and other legal instruments in order for Upazila Parishads to become fully functional with proper legal framework. For instance, clear instructions including formats for the preparation of an annual financial statement shall be formulated and thereby Upazila Parishads can increase their transparency and accountability.

(3) Awareness raising of Upazila stakeholders for act, rules, circulars etc.

Upazila public representatives and transferred departments' officers should acquire knowledge and understanding of the roles and responsibilities of Upazila Parishads. Training should be provided to them in this respect. After the basic training on legal framework, follow-up training should be organized on a regular basis to raise their awareness.

In addition, a compendium of all the relevant Acts, rules, and circulars regarding Upazila Parishads needs to be prepared and also updated on a yearly basis. This will help all Upazila stakeholders understand their legal requirements properly. The compendium can be prepared in a soft form, and sent to all Upazila Parishads every year.

2.3.2 Institutional Strengthening

(1) Activation of Upazila Committee

Upazila Committees need to be activated because they have a potential to ensure internal accountability, essential local service delivery, and responsive and integrated planning at the Upazila level. In this context, practical measures to activate Upazila Committees need to be explored. LGD needs to provide Upazila Parishads with clear and detailed guidance on the Upazila Committees and committee meetings. Such measures may include identifying key Upazila Committees and holding joint meetings among Upazila Committees, and developing a mechanism to monitor the holding of Upazila Committee meetings on a regular basis. The resolution of the Committee meetings should be well taken up and discussed at the Upazila Parishad meeting. In addition, training for Vice-Chairs as a Chairmen of Upazila Committees shall be provided to enhance their capacities.

In the long run, it is also crucial to review the effectiveness of the current Upazila Committee system. Several issues may need to be examined, such as whether the frequency of the meeting is sufficient, and whether the current structure is appropriate. LGD needs to re-examine the current system, and take a leading role in making the Upazila Committees more functional.

(2) Increased accountability of transferred department officers to Upazila Parishad

The accountability of transferred department officers to Upazila Parishad should be strengthened. Such increased accountability will lead to the improvement of the quality of public service delivery at the Upazila level. As the first step for strengthening the accountability, an information sharing mechanism among Upazila Parishad and the transferred department offices should be explored. Activation of Upazila Committees may also contribute to such strengthening of their accountability. In this regard, it is also important for the LGD to assess the bottlenecks on this front and consider preparation of necessary clear and detailed rules and/or guidelines to ensure such accountability. Training of Upazila stakeholders on the details of the transferred functions will also help the Upazila Parishads make rapid headway on this important front. A personnel management system of the transferred department officers should also be explored in the long run.

(3) Human resources of Upazila Parishad

1) Appointment of required personnel according to the Upazila Parishad Act, 1998 (amended 2015)

As stipulated in Upazila Parishad Act, (amended 2015) the Assistant Account Officer (AAO) should be appointed immediately to all Upazila Parishads. Until the official appointment, Upazila Parishad may temporarily assign other staff to work as AAO. The roles and responsibilities of the existing key staff members such as a Steno Typist- cum- Computer Operator (or commonly known as Confidential Assistant) should be revisited and clarified further.

2) Assessment of the required human resources of Upazila Parishads

New positions for the Upazila Parishads may need to be created after an objective assessment of the sufficiency of the current manpower against the assigned responsibilities of Upazila Parishads. For instance, for the proper formulation of and monitoring on Upazila-level development plans, technical personnel such as the Parishad's own engineer may be needed.

Upazila Parishads should also be given authority to appoint its own staff members like Paurashavas if they can afford to pay from their own source income. On this front, the Local Government Division should provide necessary salary supplement to Upazila Parishads to hire necessary staff in case of those Upazila Parishads which are having weak financial base.

In this regard, rules or other legal instruments that enable Upazila Parishads to employ necessary staff may need to be revised.

Given the existing reality, there is no denying that the fulfillment of the human resource needs of Upazila Parishads remains a long-term challenge for Upazila Parishads. However, in the short term, Upazila Parishad may need to seek support from transferred department officers and staff members.

(4) Awareness raising of Union Parishad Chairman as a member of Upazila Parishad

Awareness of Union Parishad Chairmen as a member of Upazila Parishad needs to be enhanced. It is necessary for the UP chairs to be imparted training to raise their knowledge about Upazila's legal framework and its development vision.

LGD, in collaboration with NILG and other training institutions, needs to consider organizing training courses for the Union Parishad Chairmen and other Upazila Parishad members with a view to make them aware of their roles and responsibilities as the members of Upazila Parishads.

(5) Involvement of Paurashava Mayors in Upazila Parishad meetings

Practical measures to ensure the attendance of Paurashava Mayors need to be explored. For example, attendance of a representative from Paurashava instead of Mayors may be made legally acceptable. The Member of the Parliament (MP) may also play an instrumental role as the adviser to the Upazila Parishad to ensure Mayor's regular attendance in the Upazila Parishad meetings. The LGD needs to examine practical measures and give guidance to Paurashava Mayors and Upazila Parishad Chairmen.

2.3.3 Development Planning

(1) Establishment of development planning cycle at the Upazila level

Upazila Parishads need to have a good understanding of development planning and establish a development planning cycle at the Upazila level. They need to prepare the FYP in accordance with the national development plans. In addition to FYP, Upazila Parishad also needs to prepare an annual development plan (AP) in consistent with its FYP. The development plans prepared by Upazila Parishads need to align with the national development goals including Sustainable Development Goals

(SDGs).

In this regard, LGD needs to provide clear guidance for development planning which indicate the core concept, procedures, institutional set-up, formats and other key elements, and support Upazila Parishads to establish their development planning cycle, including providing training to Upazila-level stakeholders.

(2) Updating of the guidelines for development planning

The guidelines for the preparation and implementation of development plans for local government institutions, issued by LGD as an administrative circular (Memo No. 46.046.006.00.00.001.2012-1057 dated 2 November 2014) need to be revised and/or updated. The updated Guidelines should provide a clear direction as to what the development planning cycle is, how to create and manage it at the Upazila level, and also how the development planning cycle can be effectively synchronized with the result-based management, monitoring and evaluation for ensuring sustainability.

The following points should be provided in the updated guidelines.

- Overall concept and objectives of development planning at the Upazila level
- More detailed steps and processes in formulating the FYP and AP in close collaboration with the Unions and Paurashavas and the transferred government departments
- Key institutional framework for managing development plans
- Monitoring and evaluation, and reporting system
- Necessity of both FYPs and APs, and consistency among them
- Consistency with national development goals such as FYPs

In addition, the updated Guidelines shall clarify how the other initiatives of Upazila-level planning, including the master plan, are harmonized with and related to the Upazila FYP and AP.

(3) Improvement of the contents of development planning

Development plans of Upazila Parishads need to cover the key contents such as 1) statistics and other socio-economic data; 2) resource mapping; 3) situational analysis; 4) vision; 5) development goals, objectives and targets with measurable indicators; 6) prioritized sectors and/or projects/schemes; and 7) institutional mechanism for the implementation, M&E and reporting.

In this context, Upazila Parishads need to develop a mechanism to collect local data/information through Upazila Committees, Unions and Paurashavas, and other sources. Based on the collected data and information, Upazila Parishads need to conduct situation analysis in an objective manner. Based on the situation analysis, Upazila Parishads then are expected to set their visions, development goals, objectives and targets with measurable indicators, and select the prioritized sectors and/or projects. Upazila Parishad also needs to develop an implementation and monitoring mechanism of FYPs and APs.

(4) Ensuring linkage between AP and FYP of Upazila Parishads

Upazila Parishads should prepare their FYPs in consistent with national development plans, and implement and monitor the FYPs. They also prepare APs which aim to realize the overall goals and objectives of their FYPs, and thus their projects/schemes funded under the APs are consistent with their FYPs. In other words, APs is a year-wised breakdown of FYPs, and thus the linkage between FYP and APs are crucial.

In this regard, LGD needs to provide clear guidance on AP to Upazila Parishads. LGD also provide support for Upazila Parishad to have better understanding about FYP and AP.

(5) Ensuring consistency between AP and budget

Development plans should be prepared with adequate considerations of actual budgetary allocations. In particular, APs need to be prepared taking into account the estimated budgetary allocations for any given fiscal years. Only schemes/projects which can be financed within the estimated budgetary allocations for a fiscal year should be included in the AP. Some additional projects can be kept in the pipeline and implemented when additional funds are available.

Upazila Parishads, thus, need to pay due attention to the consistency between AP and budget. LGD needs to provide clear guidance on this, and encourage all Upazila Parishads to ensure such consistency. In addition, Upazila Parishad itself shall make efforts to increase its revenue within the purview of existing rules and regulations to ensure the implementation of necessary schemes/projects.

(6) Enhancement of vertical and horizontal integration in Upazila FYP

Upazila Parishads should pay due attention to both vertical and horizontal coordination in preparing their FYPs to the extent possible. For the vertical coordination, Unions, Paurashavas and Zila Parishads are the main stakeholders. Upazila FYP should also align with the national development plans. To ensure vertical coordination, communication among relevant LGIs should be enhanced. In particular, Union-level development needs should be well collected and analyzed. In this context, Ward-shava, a grass-root level forum where local people can express their views to local public representatives, can work effectively to gather local people's needs.

In terms of horizontal coordination, information on development projects of the transferred departments needs to be shared with a view to properly include such information in FYP. However, such information is not readily available at the Upazila-level offices of the transferred departments. As such information is crucial for formulating an effective FYP, it may be effective for LGD to facilitate the discussion at the inter-ministerial meeting to enable the relevant ministries and departments to share the information with Upazila-level stakeholders.

Both vertical and horizontal coordination and integration into FYPs will help all Upazila-level stakeholders in creating maximum synergy and complementarity, avoid duplications and utilize their limited resources in the most efficient and effective ways.

(7) Enhancement of the relevant ministries' and departments' understanding about vertical and horizontal coordination

The relevant line ministries and departments should also pay due attention to the alignment of their development programs and projects with Upazila FYP and AP. It is, therefore, recommended that LGD, in collaboration with the Cabinet Division and other relevant ministries, takes a leading role in enhancing line ministries' and departments' understanding about Upazila-level development plans.

Furthermore, it is worth encouraging the relevant line ministries and departments to provide their respective field offices with: 1) appropriate guidance as to ensure this horizontal coordination in FYP and AP formulations; and 2) necessary information and data regarding their respective development projects and programs funded by the respective line ministries and departments. They would be a great help for Upazila to undertake better situational analysis for their integrated development planning.

(8) Ensuring stakeholders' participation in Upazila planning process

Upazila Parishads need to involve as many stakeholders as possible in the process of the formulation of development plans as stated in Section 42 (3) of Upazila Parishad Act, 1998 (amended 2015) and the Planning Guidelines of 2014. Such stakeholders include public representatives, transferred department officers, local people, representatives from CSOs and NGOs, local enterprises, and journalists. Women and adolescents should also be involved in the process. Ward-shava, in the context of identifying local development needs, is of great importance. Such participation of a wide range of

stakeholders will help the plans more effective to address Upazilas' development needs. In this context, stakeholders' participation shall be highlighted.

In this regard, Upazila Parishads should organize workshops at the Upazila premises to share the draft contents of the FYPs and APs with wider stakeholders, and also solicit their views before finalizing them. Consultation procedures need to be detailed out in the updated planning guidelines.

In addition, the involvement of a wide range of stakeholders, including community-based organizations, shall not be limited to the planning process. In particular, the development needs of backward communities shall be taken into account. The stakeholders should be involved in the entire process, i.e., planning, implementing, monitoring and evaluating process. Such involvement should be explored in the long run.

2.3.4 Financial Management

(1) Assessment of Upazila's financial base

It is important for LGD to assess if Upazila Parishads' financial base is sufficient to perform its mandated functions and provide public services. Such assessment shall be conducted on a regular basis, and based on the assessment results, LGD needs to explore the ways to expand Upazila's financial base.

(2) Updating procedures and formats regarding budget formulation

Upazila Parishad Budget (Formulation and Approval) Rules 2010 provide the budget formats to be prepared by Upazila Parishads. However, the budget formats in the Rules were originally prepared in 1984. Although the formats were updated in 2010, there is still a room for amendment to make them more practical for Upazila Parishad. The current budget formats, therefore, should be reviewed and updated.

(3) Increased transparency of budget formulation process

Before finalizing the budget, the Upazila Parishad should seek public opinions, comments and suggestions of all stakeholders, including marginalized people, on its draft budget by organizing a special budget meeting prior to the Upazila Parishad's approval as per Section 38 of Upazila Parishad Act, 1998 (amended 2015).

The finally approved budget needs to be shared with all relevant stakeholders including MP, UPs, Paurashavas, Zila Parishads, local newspapers and journalists. It must also be posted on Upazila's web portal as well as its notice board.

LGD needs to assist Upazila Parishads in taking the above measures by providing clear and appropriate guidance. LGD also needs to provide training opportunities for the relevant stakeholders of Upazila Parishad on the budget management.

(4) Improved and predictable ADP allocation system

The ADP block grant is one of the major sources of Upazila's development expenditures. Thus, the indicative amount of the ADP grant allocation of the next financial year should be informed to all Upazila Parishads prior to the preparation of the annual budget, i.e., before April of the previous financial year. This will help all Upazila Parishads identify available resources of development expenditures, and prepare an annual budget in a more effective and efficient way. This will also help Upazila Parishad ensure the better use of the development funds.

Furthermore, more need-based and objective criteria for the ADP block grant allocation may be

needed for better development of each Upazila. In this context, the criteria of the allocation should be revisited to see if the current ADP allocation properly reflects Upazila's local needs.

The allocation timing of the ADP grant is also important. The disbursements of ADP block grant should be made on time to help Upazilas effectively implement their development activities. In particular, the last installment needs to be disbursed well before the end of the fiscal year.

In this context, the performance-based allocation system piloted by the Upazila Governance Project (UZGP) and Upazila Governance and Development Project (UGDP) also needs to be given due attention. Such performance-based allocation system is worth considering to further enhance the governance status of Upazila Parishads.

(5) Integration of transferred departments' budget into Upazila budget

Most of larger development initiatives at the Upazila level are implemented by the transferred departments. The budgets of the transferred departments are much larger than the Upazila Parishad's development budget, and have bigger impacts on the Upazilas' development. In this context, information on development budget of the transferred departments should be shared with Upazila Parishads. Even the indicative or incomplete information would be useful for Upazila Parishads to prepare effective budget. The transferred departments should share the information on ongoing development projects to Upazila Parishads at least.

To realize the effective horizontal coordination and the integration of transferred departments' budgets into Upazila Parishad's budget, the following measures need to be taken into account to identify the feasible level of the integration.

- **Short-term:** Sharing of information on transferred departments' budget with Upazila Parishads.
- **Mid-term:** Incorporation of transferred departments expenditures into budget and annual financial statement of Upazila Parishads as reference information.
- **Long-term:** Supervision of expenditures of transferred departments by Upazila Parishad.

(6) Enhancement of financial statement and audit

1) Financial statement

The annual financial statement is an important tool for Upazila Parishads to ensure the accountability to their citizens. All Upazila Parishads shall prepare the annual financial statement and report it to LGD as per Section 39 (2) of Upazila Parishad Act, 1998 (amended 2015).

LGD, therefore, needs to formulate rules, guidelines or other legal instruments for the preparation of annual financial statement of Upazila Parishad to encourage all Upazila Parishads to prepare the financial statement every year. Such legal instruments shall clarify the key contents, roles and responsibilities of stakeholders, and detailed preparation process.

In addition, LGD also needs to arrange necessary training for preparing the financial statement to Upazila Chairmen, Vice-Chairs, UNOs and other key officers and staff members of Upazila Parishads. In this context, the National Institute of Local Government (NILG) can also play a significant role in designing training modules, preparing training materials, and organizing training sessions.

2) Audit

As per Section 40 of Upazila Parishad Act, 1998 (amended 2015) the accounts of all Upazila Parishads shall be audited in a prescribed manner by auditors assigned by the government. The Comptroller and

Auditor General (C&AG), the central audit institution of the government, is responsible for the external audit, but the office only conducts sample auditing for Upazila Parishads.

The internal audit system, therefore, needs to be established within Upazila Parishads. In this regard, LGD needs to prepare necessary legal instruments to motivate Upazila Parishad to conduct internal audit for their accounts. LGD, in collaboration with NILG, also needs to provide training opportunities for the internal audit to Upazila Parishads.

(7) Regular disclosure of finance related information

It is important for Upazila Parishads to disclose finance-related information to its stakeholders and public at large. Such information includes budget documents of Upazila Parishads, financial statement report, audit-related documents and other financial reports to the Upazila Parishads or government. In this regard, an effective mechanism for sharing of Upazila Parishad's financial reports is required to fulfil the public's right to information beyond the traditional local noticeboards. As part of the mechanism, an online system to disclose key budget information, in addition to the other key documents, to all stakeholders may be recommended.

(8) Improvement of asset management system

Upazila Parishad Act, 1998 (amended 2015) and Upazila Parishad (Property Handover, Maintenance and Management) Rules, 2010 require Upazila Parishads to maintain its assets under its jurisdictions. Upazila Parishads should, therefore, introduce an effective asset management system and provide their staff with necessary training for asset management. An asset register should be prepared and kept at Upazila Parishads, and should be updated every year. LGD needs to help Upazila Parishads maintain and update asset register. In this context, guidelines can be prepared by LGD.

2.3.5 Monitoring and Evaluation

(1) Effective monitoring mechanism on Upazila development activities

Upazila Parishad is responsible for monitoring all the development projects/schemes implemented within the Upazila, including those of the 17 transferred departments. In this context, a mechanism for periodical monitoring on the progress of development plans will be suggested by the updated planning guidelines. The monitoring reports are to be prepared by the concerned Upazila Committees and submitted to the Upazila Parishad meeting for review and approval. Standard monitoring and completion reporting formats will also be provided by the guidelines and manual for development planning. When the monitoring and evaluation formats are prepared, due attention shall be given to ensure/maintain the consistency with the existing guidelines and other policy instruments.

In addition, the institutionalization of grievance redress system may worth considering for the proper implementation of activities listed in AP.

(2) Effective monitoring mechanism by the government

LGD monitors the activities of the Upazila Parishad through by DDLGs and DLGs. In order to make this monitoring system more effective and practical, Local Government Division may prepare monitoring tables and take necessary steps to ensure its use. It is also important for LGD to give more clear and practical guidance to DLGs and DDLGs to ensure the effective monitoring.

More delegated system may be worth considering in which DLGs and DDLGs receive all the reports from Upazila Parishads, and send the summary reports with their observations and recommendations to LGD, highlighting issues that the government's attention is required. The current contents/monitoring indicators of the existing monitoring format may need to be revisited based on lessons of

the recent initiatives such as UZGP and UGDP.

An electronic reporting and evaluation system in which UNOs will share the reports with DDLGs, DLGs and MIE Wing of LGD may be effective in the long run.

(3) Strengthening capacity of MIE Wing of LGD

MIE Wing of LGD is responsible for the monitoring of all tiers of local government institutions (LGIs) in Bangladesh. It is necessary to review the existing capacity of MIE Wing of LGD, and explore practical and realistic options to establish an effective and practical monitoring mechanisms. In particular, the following issues need to be taken into account.

- Manpower of MIE Wing and field monitoring mechanisms
- Improved logistic support to the MIE Wing of LGD
- More delegation of monitoring functions to DLGs and DDLGs

In terms of monitoring of governance performance of each Upazila Parishad, UGDP is conducting a performance assessment of Upazila governance. As the indicators covers a broad range of governance issues of Upazila Parishad, it is worth considering the institutionalization of the performance assessment system piloted under UGDP with necessary adjustments.

2.3.6 Capacity Development

(1) Capacity development of Upazila elected representatives and other stakeholders

A capacity development framework for Upazila Parishad shall be developed and officially approved by LGD, and widely disseminated to all the relevant training institutions. The contents of the trainings provided by the NILG also need to be examined and improved based on the Upazilas' needs. In particular, as the coordination function is highlighted as the core function of Upazila Parishad, horizontal and vertical coordination is a crucial topic of Upazila Capacity Development.

Basic training should be given to all Upazila elected representatives and other stakeholders. Refresher training courses should also be organized at the District levels.

(2) Capacity development of NILG and other training institutions

In Bangladesh, there are many training institutions providing training to Upazila Parishads, but NILG is the key institutions as its main responsibility is to provide training to LGIs including Upazila Parishads. The capacity of NILG needs to be further strengthened so that NILG can provide proper training to Upazila stakeholders and cover as many Upazilas as possible. Broadly speaking, the following issues need to be addressed.

- Institutional strengthening of NILG
- Training program improvement
- Arrangement to provide necessary training as many Upazila Parishads as possible
- Facility improvement

In addition to the above, an intensive training to deputed officers of NILG and other institutions should be provided at the beginning of their deputations.

To realize the above-mentioned issues, the Mid- and Long-Term Training Plan shall be formulated. The plan will detail out how NILG provides training to Upazila stakeholders.

(3) Exploring feasible options for increasing the coverage of training

It is necessary to explore practical ways to increase the training coverage of Upazila Parishad elected representatives and other key stakeholders. Feasible options to increase the coverage of training shall

be explored such as:

- Certification system in which trainers of training institutions and NGOs are trained and certified to provide training to Upazila stakeholders.
- District Resource Teams (DRTs) who will provide training to Upazila stakeholders could be formed at each District level.
- A short training could be given as an overall orientation to all Upazila elected representatives.
- Introduction of e-learning system utilizing ICT could be developed for LGIs' stakeholders to acquire basic knowledge and information.

3. Implementation and Monitoring Mechanism

3.1 Strategy Implementation Committee

After the formulation of the Strategy, the Committee for the Implementation of the Mid- and Long-Term Strategy (hereinafter the “Strategy Implementation Committee”) will be established. The Strategy Implementation Committee will monitor the implementation status of the Strategy, and will give necessary guidance to ensure fruitful outputs.

The meetings of the Strategy Implementation Committee will be held every six months in principle. In addition to the regular meetings, the Strategy Implementation Committee can also hold special meetings if needed.

(1) Structure

The structure of the Strategy Implementation Committee is basically the same as that of the Working Committee for the Mid- and Long-Term Strategy. Members of the committee are listed below. Some more members can be co-opted as per necessary.

| | |
|------------------|--|
| Chairman | Additional Secretary (Administration), LGD |
| Member | Additional/Joint Secretary (Upazila), LGD Deputy/Senior Assistant Secretary (Upazila-1), LGD Project Directors of Upazila-related projects, LGD Representative, General Economic Division (GED), Planning Commission Representative, MIE Wing, LGD Representative, Cabinet Division Representative, Upazila Governance and Development Project (UGDP) Representative, LGED Representative, DPHE Representative, NILG/ Deputy Project Director (NILG), UICDP Representative, development partners such as UNDP and JICA |
| Member Secretary | Deputy Secretary/ Senior Assistant Secretary (Upazila-2), LGD |

Note 1. Additional/Joint Secretary (Upazila), LGD may serve as the Chairman instead of Additional Secretary (Administration), LGD.

Note 2. Other members, such as representatives of NGOs and selected Upazila Parishad Chairmen, can be co-opted if needed.

Note 3. Representative(s) of development partners may include representatives from UNDP who supports the EALG project, the World Bank, and other relevant development partners.

(2) Function

The major functions of the Strategy Implementation Committee are presented below.

- Monitor the implementation status of the Strategy, and give guidance on the implementation to ensure better outputs.
- Discuss and examine the key legal and policy documents listed in the Strategy, including the Guidelines for the Integrated Upazila Development Planning and the Mid- and Long-Term Training Plan, and submit them to the LGD for its approval.
- Identify key issues related to the Strategy implementation from Upazila Parishad Chairmen, Vice-Chairs, UNOs and other transferred department officers.
- Review the latest development of the policy environment, and recommend the amendment of the Strategy on a regular basis.
- Monitor the progress of the roadmap for the strategic components, and revise the roadmap if

- needed.
- Develop the Action Plan for specific years to ensure the implementation of the Strategy.
- Coordinate outputs and activities of relevant projects, including UGDP, EALG, and UICDP.

In addition to the above, the Strategy Implementation Committee can discuss any matters if deemed necessary.

(3) Focal point

In addition to the members of the Strategy Implementation Committee, it is recommended that some key government departments, such as the Local Government Engineering Department (LGED), the Department of Public Health Engineering (DPHE) and the National Institute of Local Government (NILG), whose Upazila-level offices are transferred to the Upazila Parishads appoint a focal point of the Strategy implementation. In addition, key ministries such as the Cabinet Division and Planning Commission are also required to appoint the focal point.

As some strategic actions are closely related to the transferred government departments, collaboration with the key ministries and departments is critical to ensure proper implementation of the Strategy.

The focal points are taking a leading role within their ministries and departments in collaborating with the Strategy Implementation Committee. In particular, the focal points are responsible for planning and implementing the activities in the Action Plan which the Strategy Implementation Committee develops every year.

In this light, LGD shall request the relevant ministries and departments to appoint the focal points. An inter-ministerial committee could facilitate the appointment of the focal points at all relevant ministries and departments.

(4) Strategy Implementation Desk

The Strategy Implementation Desk needs to be established to facilitate the implementation of the Strategy. As the Deputy Secretary/ Senior Assistant Secretary (LGD, Upazila-2) is the member secretary of the Strategy Implementation Committee, the unit will be established within its office.

The Strategy Implementation Desk will provide administrative and logistic support to the Strategy Implementation Committee. It will assist the Committee in holding its meeting, preparing the minutes of the meeting, keeping the record of the meeting materials and minutes, and performing all other necessary activities.

For the first few years, UICDP, in collaboration with other relevant projects, will support the Strategy Implementation Desk to better perform its functions. The UICDP's support will be gradually reduced year by year, and necessary tasks will be handed over to the office of the Deputy Secretary/ Senior Assistant Secretary (Upazila-2) of LGD so that the office can fully function as the Strategy Implementation Desk in the future.

3.2 Working Group

The working group for the implementation of respective strategic components may be established as necessary. Such a group consisting of members with practical expertise and experiences can ensure intensive discussion to produce fruitful outputs effectively. For instance, the Working Group for the Mid- and Long-Term Training Plan was established to facilitate the process of the formulation of the

plan.

The Strategy Implementation Committee, therefore, can form working group for specific issues based on the discussion at the committee meeting.

3.3 Amendment of the Strategy

The Strategy is a living document that needs to be updated and amended continually as per the changing policy environment regarding LGIs. Thus, the Strategy needs to be reviewed and amended on a regular basis. In particular, the amendments at the following timing need to be considered.

- 1) When major national policies such as Five-Year Plan are amended and/or newly formulated.
- 2) When the legal framework regarding Upazila Parishads and other LGIs is amended
- 3) When major projects to support the capacity development and/or governance improvement of Upazila Parishads are started, implemented, and/or ended.

More specifically, the years of 2020, 2025, 2030, 2035 and 2040 would be good-timings as the national Five-Year Plans are expected to be formulated in these years. The Strategy Implementation Committee shall review the contents of the national Five-Year Plans and progress of the Strategy in these years, and revise the Strategy accordingly.

4. Roadmap of Strategic Component

As the Strategy covers 21 years from 2020 to 2041, there should be a roadmap for 2041 indicating milestones of each strategic component. The roadmap will also contribute to proper planning of actions to be undertaken, and proper monitoring on the progress of the Strategy.

The Strategy Implementation Committee needs to monitor the roadmap on a regular basis, and can revise it if deemed necessary.

The roadmap is presented from the next page.

Roadmap of the Strategic Components

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|---|--|---|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| Strategic Component 1: Legal Framework | | | | | | |
| (1) Clear definition of the roles and responsibilities of Upazila Parishads and other local government institutions | 1-1. Define the roles and responsibilities of respective LGIs. | LGD (Admin. Wing) LGD (Upazila Wing) LGD (Union Wing) LGD (Urban Wing) | | | | |
| | 1-2. Establish a coherent and consistent legal framework to bring harmony, discipline, consistency and efficiency. | LGD (Admin. Wing) LGD (Upazila Wing) LGD (Union Wing) LGD (Urban Wing) | | | | |
| (2) Concerned laws, rules and other legal instruments governing Upazila Parishads | 1-3. Identify the important provisions of Upazila Parishad Act where rules and legal instruments are necessary. | LGD (Upazila Wing) | | | | |
| | 1-4. Prepare necessary rules and other legal instruments in order for Upazila Parishads to become fully functional with proper legal framework. • Guidelines for the preparation of an annual financial statement | LGD (Upazila Wing) | | | | |
| (3) Awareness raising for legal requirements of Upazila stakeholders | 1-5. Prepare a compendium of all the relevant Acts, rules, and circulars regarding Upazila Parishads. | LGD (Upazila Wing) | | | | |
| | 1-6. Update the compendium on a yearly basis, and send it to all Upazila Parishad every year in a soft form. | LGD (Upazila Wing) | | | | |
| | 1-7. 1-8. Provide training to Upazila public representatives and transferred departments' officers so that they can acquire knowledge and understanding of the roles and responsibilities of Upazila Parishads. | LGD (Upazila Wing) NILG | | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|---|--|----------------------------|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| | 1-9. Provide follow-up trainings on a regular basis to raise their awareness. | LGD (Upazila Wing) NILG | | → | → | |
| Strategic Component 2: Institutional Strengthening | | | | | | |
| (1) Activation of Upazila Committee | 2-1. Explore practical measures to activate Upazila Committees. | LGD (Upazila Wing) | → | | | |
| | 2-2. Provide Upazila Parishads with clear and detailed guidance on the Upazila Committees and committee meetings. <ul style="list-style-type: none"> Identify key Upazila Committees and hold joint meetings among Upazila Committees Develop a mechanism to monitor the holding of Upazila Committee meetings on a regular basis. | LGD (Upazila Wing) | → | | | |
| | 2-3. Review the effectiveness of the current Upazila Committee system in the long run. <ul style="list-style-type: none"> whether the frequency of the meeting is sufficient whether the current structure is appropriate. | LGD (Upazila Wing) | → | → | → | |
| | 2-4. Take a leading role in making the Upazila Committees more functional. | LGD (Upazila Wing) | → | → | → | → |
| (2) Increased accountability of transferred department officers to Upazila Parishad | 2-5. Explore an information sharing mechanism among Upazila Parishad and the transferred department offices to strengthen the accountability of transferred department officers to Upazila Parishad. | LGD (Upazila Wing) | → | | | |
| | 2-6. Assess the bottlenecks to increase the accountability of transferred department offices. | LGD (Upazila Wing) | → | | | |
| | 2-7. Prepare clear and detailed rules and/or guidelines to ensure such accountability. | LGD (Upazila Wing) | → | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|---|----------------------------|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| | 2-8. Provide training of Upazila stakeholders on the details of the transferred functions. | LGD (Upazila Wing) | → | | | |
| | 2-9. Explore a personnel management system of the transferred department officers in the long run. | LGD (Upazila Wing) | → | | | |
| (3) Human Resources of Upazila Parishad | 2-10. Appoint the Assistant Account Officer to all Upazila Parishads. | LGD (Upazila Wing) | → | | | |
| | 2-11. Revisit and clarify the roles and responsibilities of the existing key staff members such as a Steno Typist- cum- Computer Operator (or commonly known as Confidential Assistant). | LGD (Upazila Wing) | → | | | |
| | 2-12. Conduct an objective assessment of the requirements of Upazila Parishads against its assigned responsibilities. | LGD (Upazila Wing) | → | | | |
| | 2-13. Revise rules or other legal instruments that enable Upazila Parishads to employ necessary staff as necessary. | LGD (Upazila Wing) | → | | | |
| (4) Awareness raising of Union Parishad Chairman as a member of Upazila Parishad | 2-14. Provide training to the Union Parishad Chairmen to enhance the awareness as a member of Upazila Parishad, and raise their knowledge about Upazila's legal framework and its development vision. | LGD (Upazila Wing) NILG | → | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|---|--|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| (5) Involvement of Paurashava Mayors in Upazila Parishad meetings | 2-15. Explore practical measures to ensure the attendance of Paurashava Mayors to Upazila Parishad meeting. <ul style="list-style-type: none"> Attendance of a representative from Paurashava instead of Mayors Seeking an advice from the Member of the Parliament Guidance from LGD to Paurashava Mayors and Upazila Parishad Chairmen | LGD (Upazila Wing) LGD (Urban Wing) | → | | | |
| Strategic Component 3: Development Planning | | | | | | |
| (1) Establishment of development planning cycle at the Upazila level | 3-1. Provide clear guidance for development planning which indicate the core concept, procedures, institutional set-up, formats and other key elements, and support Upazila Parishads to establish their development planning cycle. | LGD (Upazila Wing) | → | | | |
| | 3-2. Prepare the Five-Year Plan (FYP) in accordance with the national development plans. | LGD (Upazila Wing) Pilot Upazila | → | | → | |
| | 3-3. Prepare an annual development plan (AP) in consistent with its FYP. | LGD (Upazila Wing) Pilot Upazila | → | → | → | |
| (2) Updating of the guidelines for development planning | 3-4. Update the existing guidelines for the preparation and implementation of development plans for local government institutions (Memo No. 1057 dated 2 November 2014). | LGD (Upazila Wing) | → | | | |


| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|---|--|--------------------|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| (3) Improvement of the contents of development planning | 3-5. Give clear guidance to Upazila Parishads on the key contents of the development plans. 1) statistics and other socio-economic data 2) resource mapping 3) situational analysis 4) vision 5) development goals, objectives and targets with measurable indicators 6) prioritized sectors and/or projects/schemes 7) institutional mechanism for the implementation, M&E and reporting | LGD (Upazila Wing) | ➔ | | | |
| (4) Ensuring linkage between AP and FYP of Upazila Parishads | 3-6. Provide clear guidance on AP to Upazila Parishads, and support Upazila Parishads to have better understanding about FYP and AP. | LGD (Upazila Wing) | ➔ | | | |
| (5) Ensuring consistency between AP and budget | 3-7. Provide clear guidance to all Upazila Parishads on the consistency between AP and budget, and encourage all Upazila Parishads to ensure such consistency. | LGD (Upazila Wing) | ➔ | | | |
| (6) Enhancement of vertical and horizontal integration in Upazila FYP | 3-8. Provide clear guidance to all Upazila Parishads on ensuring both vertical and horizontal coordination in preparing their FYPs. | LGD (Upazila Wing) | ➔ | | | |
| (7) Enhancement of the relevant ministries' and departments' understanding about vertical and horizontal coordination | 3-9. Enhance the relevant ministries' and departments' understanding about Upazila-level development plans in collaboration with the Cabinet Division and other relevant ministries. | LGD (Upazila Wing) | ➔ | | | |
| | 3-10. Encourage the relevant ministries and departments to provide their respective field offices with: 1) appropriate guidance as to ensure this horizontal coordination in FYP and AP formulations; and 2) necessary information and data regarding their respective development projects and programs funded by the respective line ministries and departments. | LGD (Upazila Wing) | | ➔ | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|---|----------------------------|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| (8) Ensuring stakeholders' participation in Upazila planning process | 3-11. Provide clear guidance to all Upazila Parishads on ensuring stakeholders' participation in Upazila planning process by delineating the consultation procedures. | LGD (Upazila Wing) | ➔ | | | |
| Strategic Component 4: Financial Management | | | | | | |
| (1) Assessment of Upazila's financial base | 4-1. Assess if Upazila Parishads' financial base is sufficient to perform its mandated functions and provide public services. | LGD (Upazila Wing) | ➔ | | | |
| (2) Updating procedures and formats regarding budget formulation | 4-2. Review the budget formats in the Upazila Parishad Budget (Formulation and Approval) Rules 2010, and amend them to make them more practical for Upazila Parishad if necessary. | LGD (Upazila Wing) | ➔ | | | |
| (3) Increased transparency of budget formulation process | 4-3. Provide clear guidance to all Upazila Parishads on the organization of a special budget meeting prior to the Upazila Parishad's approval as per Section 38 of Upazila Parishad Act. | LGD (Upazila Wing) | ➔ | | | |
| | 4-4. Provide clear guidance to all Upazila Parishads on sharing the finally approved budget with all relevant stakeholders, and posting it to Upazila's web portal as well as its notice board. | LGD (Upazila Wing) | ➔ | | | |
| | 4-5. Provide training opportunities for the relevant stakeholders of Upazila Parishad on the budget management. | LGD (Upazila Wing) NILG | ➔ | | | |
| (4) Improved and predictable ADP allocation system | 4-6. Inform the indicative amount of the ADP grant allocation of the next financial year to all Upazila Parishads prior to the preparation of the annual budget. | LGD (Upazila Wing) | ➔ | | | |
| | 4-7. Revisit the criteria of the allocation to see if the current ADP allocation properly reflects Upazila's local needs. | LGD (Upazila Wing) | ➔ | | | |
| | 4-8. Make a timely disbursements of ADP block grant to help Upazilas effectively implement their development activities. | LGD (Upazila Wing) | ➔ | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|--|------------------------------------|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| | 4-9. Review the results of the performance- based allocation system piloted by the Upazila Governance and Development Project (UGDP). | LGD (Upazila Wing) | → | | | |
| (5) Integration of transferred departments' budget into Upazila budget | 4-10. Encourage the sharing of the information on development budget and development projects of the transferred departments with Upazila Parishads. | LGD (Upazila Wing) LGED DPHE | → | | | |
| | 4-11. Identify the feasible level of the integration as follows. <ul style="list-style-type: none"> • Short-term: Sharing of information on transferred departments' budget with Upazila Parishads. • Mid-term: Incorporation of transferred departments expenditures into budget and annual financial statement of Upazila Parishads as reference information. • Long-term: Supervision of expenditures of transferred departments by Upazila Parishad. | LGD (Upazila Wing) LGED DPHE | → | → | → | |
| (6) Enhancement of financial statement and audit | 4-12. Formulate rules, guidelines or other legal instruments for the preparation of annual financial statement of Upazila Parishad. | LGD (Upazila Wing) | → | | | |
| | 4-13. Arrange necessary training for preparing the financial statement to Upazila Chairmen, Vice-Chairs, UNOs and other key officers and staff members of Upazila Parishads. | LGD (Upazila Wing) NILG | → | → | | |
| | 4-14. Provide clear guidance to all Upazila Parishads to motivate them to conduct the internal audit for their accounts. | LGD (Upazila Wing) | → | | | |
| | 4-15. Provide training for the internal audit to all Upazila Parishad stakeholders. | LGD (Upazila Wing) NILG | | → | | |
| (7) Regular disclosure of finance related information | 4-16. Provide clear guidance to all Upazila Parishads on the disclosure of finance-related information to its stakeholders and the public. | LGD (Upazila Wing) | → | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|---|--|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| | 4-17. Explore an effective mechanism, including an online system, for sharing of Upazila Parishad's financial reports beyond the use of the traditional local noticeboards. | LGD (Upazila Wing) | → | | | |
| (8) Improvement of asset management system | 4-18. Provide clear guidance to all Upazila Parishads on maintaining and updating asset register. | LGD (Upazila Wing) | → | | | |
| Strategic Component 5: Monitoring and Evaluation | | | | | | |
| (1) Effective monitoring mechanism on Upazila development activities | 5-1. Provide a clear guidance to all Upazila Parishads on the Upazila's monitoring mechanism in the updated planning guidelines. | LGD (MIE Wing) LGD (Upazila Wing) | → | | | |
| (2) Effective monitoring mechanism by the government | 5-2. Develop an effective and practical monitoring system on activities of Upazila Parishads by DDLGs and DLGs. | LGD (MIE Wing) LGD (Upazila Wing) | → | | | |
| | 5-3. Review the current contents/ monitoring indicators of the existing monitoring format, and develop and disseminate practical monitoring formats. | LGD (MIE Wing) LGD (Upazila Wing) | → | | | |
| | 5-4. Provide training to Upazila Parishad stakeholders to ensure the use of the monitoring formats. | LGD (MIE Wing) LGD (Upazila Wing) NILG | → | → | | |
| | 5-5. Explore an electronic reporting and evaluation system in which UNOs will share the reports with DDLGs, DLGs and MIE Wing of LGD in the long run. | LGD (MIE Wing) LGD (Upazila Wing) | → | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|---|--------------------------------------|------------------------------|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| (3) Strengthening capacity of MIE Wing of LGD | 5-6. Review the capacity of MIE Wing of LGD, and explore practical and realistic options to establish an effective and practical monitoring mechanisms. In particular, the following issues need to be taken into account. <ul style="list-style-type: none"> Manpower of MIE Wing and field monitoring mechanisms Improved logistic support to the MIE Wing of LGD | LGD (MIE Wing) | → | | | |
| | 5-7. Review the result of the performance assessment of Upazila governance piloted by UGDP, and explore the feasibility of the institutionalization of the performance assessment system with necessary adjustments. | LGD (Upazila Wing) LGD (MIE Wing) | → | → | | |
| Strategic Component 6: Capacity Development | | | | | | |
| (1) Capacity development of Upazila elected representatives and other stakeholders | 6-1. Develop a capacity development framework for Upazila Parishad, and widely disseminate it to all the relevant training institutions. | NILG LGD (Upazila Wing) | → | | | |
| | 6-2. Provide basic training to all Upazila elected representatives and other stakeholders, and refresher training at the District levels. | NILG LGD (Upazila Wing) | → | → | → | |
| (2) Capacity development of NILG and other training institutions | 6-3. Strengthen the capacity of NILG as the key training institutions responsible for training to LGIs. <ul style="list-style-type: none"> Institutional strengthening of NILG Training program improvement Arrangement to provide necessary training as many Upazila Parishads as possible Facility improvement | NILG LGD (Upazila Wing) | → | → | → | |
| | 6-4. Formulate the Mid- and Long-Term Training Plan. | NILG LGD (Upazila Wing) | → | | | |

| Strategic Component | Component | Responsible Entity | Timeframe | | | |
|--|---|----------------------------|---|----------------------------|-----------------------------|----------------------------------|
| | | | Short-Term FY 20/21-23/24 | Mid-Term FY 23/24-25/26 | Long-Term FY 25/26-30/31 | Superlong-Term FY 30/31-40/41 |
| (3) Exploring feasible options for increasing the coverage of training | <p>6-5. Explore practical ways to increase the training coverage of Upazila Parishad elected representatives and other key stakeholders.</p> <ul style="list-style-type: none"> • Certification system in which trainers of training institutions and NGOs are trained and certified to provide training to Upazila stakeholders • District Resource Teams (DRTs) who will provide training to Upazila stakeholders • A short training as an overall orientation to all Upazila elected representatives • Introduction of e-learning system utilizing ICT for LGIs' stakeholders to acquire basic knowledge and information | NILG LGD (Upazila Wing) |  | | | |

Guidelines for Upazila Integrated Development Planning



Government of Bangladesh
Local Government Division
Ministry of Local Government, Rural Development and cooperatives

Supported by



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Abbreviations and acronyms

| | |
|----------|--|
| ADP | Annual Development Programme |
| AP | Annual Plan |
| CSO | Civil Society Organization |
| DC | Deputy Commissioner |
| DDLG | Deputy Director, Local Government |
| DLG | Director, Local Government |
| FY | Fiscal Year |
| FYP | Five-Year Plan |
| GoB | Government of Bangladesh |
| LGI | Local Government Institutions |
| LGD | Local Government Division |
| MDG | Millennium Development Goals |
| M&E | Monitoring and Evaluation |
| MoLGRD&C | Ministry of Local Government, Rural Development and Cooperatives |
| MP | Member of Parliament |
| NGO | Non-Governmental Organization |
| NILG | National Institute of Local Government |
| PSC | Project Selection Committee |
| PDCA | Plan-Do-Check-Act |
| SDG | Sustainable Development Goal |
| TGP | Technical Group for Planning |
| TLD | Transferred Line Department |
| TLCC | Town Level Coordination Committee |
| UC | Upazila Committee |
| UCFBPLRM | Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization |
| UDCC | Union Development Coordination Committee |
| UNO | Upazila Nirbahi Officer |
| UP | Union Parishad |
| UZP | Upazila Parishad |

Introduction

Formulation of development plans at the Upazila level is a relatively recent phenomenon. The Constitution of Bangladesh (Article 59) clearly mentions about formulation of economic development plans at the local level. In the light of the provisions of the Constitution, Acts were enacted later on in Parliament to impose obligation to prepare Development Plans on various levels of local government (Union Parishad, Upazila Parishad, Zila Parishad, Pourashava and City Corporation). Nevertheless, this obligation has not been taken seriously at any level of local government. It is important to note that formulation of a proper five-year development plan will have a significant bearing on rejuvenating developmental activities at the grass-root level including Upazila. In 2014, LGD issued a generic Guideline for the formulation and implementation of development plan meant for LGIs in Bangladesh. There is no denying the fact that development needs generally vary across different LGIs and therefore it is ideal and efficient to have LGI-specific development planning guidelines. As such, at present, there exists no detailed guidelines to guide the Upazila level stakeholders with regard to the formulation, implementation and monitoring of their development plans. Given that, the current guidelines will serve that purpose.

The Guidelines also intend to facilitate more improve and participatory planning cycle where all development actors in a local government (including NGOs, CSOs and communities) can effectively participate in and contribute to achieving their common strategic local development goals.

Why do we need “the Guidelines for Upazila Integrated Development Planning”?

Upazila Parishads are mandated to prepare their own development plans by law. In this context, the Local Government Division (LGD) issued an administrative circular (Memo No. 46.046.006.00.00.001.2012-1057 dated 2 November 2014), containing **the Guidelines for preparation and implementation of development plan for Local Government Institutions**. The guidelines provide the overall framework of the FYP, but in some cases, the more generic principles were suggested for all tiers of local government institutions to follow. Thus, formulation of a tailor-made Upazila Parishad specific guidelines with a view to address the specific development needs of the Upazila, is deemed to be crucially important.

While maintaining consistency with some key contents of the 2014 guidelines, the present **Guidelines for Upazila Integrated Development Planning** shall be an updated version, with a more comprehensive and integrated framework for development planning with a clear focus on Upazila Parishads. The Guidelines also provide Upazila Parishads with a clear understanding of a) what is the development planning cycle; b) how it is created and managed at the Upazila level; and c) how the development planning cycle can be effectively synchronized with the result-based management and the PDCA (plan, do, check and act) cycle for ensuring sustainability. In addition, attempts are made to have the guidelines as user friendly as possible.

The Guidelines are designed to serve the following specific **objectives and purposes**:

- a) Provide the users with better understanding of the basic principles of development planning and a simple but comprehensive and integrated framework for development planning cycle (e.g. formulation, implementation, M&E and reporting) at the Upazila level.
- b) Help the users have a better understanding of the process of result-based management. Thereby Upazilas' development plans shall be more result based and measurable for all stakeholders. They are also aligned with the goals of the national development plans such as the Perspective Plan 2010-2021 as well as the 8th Five-Year Plan 2021-2025.
- c) Introduce the users to overall concepts and principles of a Five-Year Plan (FYP) and an Annual Plan (AP) at the Upazila level and the key contents, steps and processes in formulating the development plans by effectively utilizing the development financial resources available at the Upazila level.
- d) Provide users with some practical steps and recommendations on how to formulate, implement, M&E, and reporting Upazila development plans by strengthening the institutional framework and accountability and transparency measures for sustainability.

As Upazila Parishads are the middle-tier local government institutions, the Guidelines shall especially emphasize the importance of vertical and horizontal linkages and collaborations. The vertical linkages refer to the Upazila development plans being aligned not only with the district development plan and the overall national development's strategic directions and sectoral development goals and perspective plans, but also with the development initiatives of the Unions and the Pourashavas. This gives the Upazila development plans consistency and coherence. The horizontal linkages refer to the Upazila development plans being linked with other development activities financed by other development funds (e.g. national development plans, Members of the Parliament, NGOs, CSOs, the private sector and other funding organizations). Here the development activities funded by Union Parishads and Pourashavas should also be considered with a view to ensure a broad-based resource mapping. It is estimated that the development funds managed by an Upazila Parishad are approximately 5-7% of the total development resources spent in that Upazila in any given year. Some 80-90% of the total development resources come from the national development plans. It is therefore very important to have the Upazila development plans create maximum synergy and avoid duplications between development initiatives funded by the Upazila and national development plans. This can be done by enhancing close coordination with the Transferred Line Departments within the Upazila Parishad. Horizontal linkages also need to be extended to other stakeholders, such as non-governmental organizations (NGOs), civil society organizations (CSOs), the private sector and to citizens more generally.

The Guidelines stress the importance of result-based management in order to ensure that the plans will accomplish the expected targets and outcomes and thereby attain the original goals and objectives, which can be assessed against the measurable indicators set at the time of formulation of development plans. Similarly, the Guidelines emphasize the PDCA cycle to ensure the sustainability of development planning at Upazila level.

Section One: Concepts of Development Planning Cycle, Result Based Management and PDCA cycle

1.1 Key elements of development planning

When the Constitution and the Upazila Act, 1998 clearly state that Upazila Parishads are fully responsible for their own development plans, it is a requirement for Upazila Parishads to formulate their own development plans. In this context, it is important to understand the basic principles of development planning.

Key elements for development planning at the national level are discussed below. These issues are applicable for every level of the local government institutions including the Upazila Parishads.

1.1.1 Development Planning

Development planning is traditionally a set of national processes for decision-making and actions that determine and regulate the future social, economic and environmental prospects of a country. It usually includes time-based benchmarks.

1.1.2 Importance of Development Planning

Development planning is important as it provides a vision for a nation which the government shall collectively aim to achieve for the nation and its people.

1.1.3 Process of Preparing Development Plans

Based on a long-term vision, a five-year plan is developed as a medium-term plan for a nation to achieve its concrete development goals. With them, the government can create its development strategy and allocate its financial and human resources most effectively and efficiently with a view to achieve the medium and long-term goals. An annual plan can be formulated to correspond to any given fiscal year in order to realize the five-year plan.

1.1.4 Different Stakeholders of Development Plans

Development plans need to be people-centered. Thus, citizens must be consulted before and during the preparatory phases of development planning and these consultations will help getting citizen's endorsement of the plans. Especially important is to collect opinions from different professionals, labors and marginalized people. Once this endorsement is sought and given, it is expected that the citizens would be motivated to contribute to the attainment of the goals envisaged in the plans. Besides, the citizens would spontaneously become responsible for monitoring the outcomes of the plans, evaluate the results and also assess its impact at the end.

1.1.5 The Concept of Development Planning Cycle

A common goal of development planning and strategy is to improve people's lives. Once formulated, development plans need to be implemented; then, monitored and evaluated against the set goals and indicators. The lessons learned will be fed-back into the next development plans. Good development planning, therefore, is not a one-time exercise, rather, it involves a whole cyclical process of planning, implementation, monitoring, evaluation, learning and feeding back to the next plans. In order to manage the development planning cycle, it is also important to have a good institutional framework supported by sufficient financial and human resources.

1.2 What are results-based management (RBM) and PDCA cycle?

Results-based management (RBM) is defined as “a broad management strategy aimed at achieving improved performance and demonstrable results.” Planning, monitoring and evaluation come together as RBM. Good development plans entail management for development results. And this “**managing for development results**” applies the basic concepts of “**results-based management**”. Good RBM is an ongoing process. This means that there is continuous feedback, learning and subsequent actions for improvement. Existing plans are regularly modified based on the lessons learned through monitoring and evaluation, and future plans are developed based on these lessons.

Monitoring is also an ongoing process. The lessons from monitoring are discussed periodically and used to inform actions and decisions. Evaluations should be conducted for programmatic improvements while the plan is still ongoing and also inform the preparation of the new plans. This ongoing process of **PDCA (plan, do, check and act) cycle** is what is referred to as the **RBM life-cycle** approach.

RBM practices and systems are most effective when they are accompanied by clear accountability arrangements and appropriate incentives that promote desired behavior. In other words, RBM should not be seen simply in terms of developing systems and tools to plan, monitor and evaluate results. It must also include effective measures for promoting a culture of results orientation and ensuring that persons are accountable for both the results achieved and their actions and behavior.

Similarly, as per the PDCA cycle, the Guidelines shall be also reviewed periodically and revised/updated when it is needed. Accordingly, the Local Government Division (LGD) will issue any revision, corrigendum and/or addendum to the Guidelines for Upazila Integrated Development Planning.

Section Two: Development Plans in Bangladesh, the Legal Framework for Upazila Development Planning and the Institutional Framework for Development Planning Cycle at the Upazila Level

2.1 Development plans in Bangladesh

In Bangladesh, the Planning Commission was established in 1972 after the country's independence and entrusted with the responsibility to formulate the national development plans.

(1) National Plans

The national plans include, Second Perspective Plan 2021-2041, Eighth Five-Year Plan 2021-2025, Bangladesh Delta Plan 2100, Annual Development Programme¹ etc. As the central planning organization of Bangladesh, the Planning Commission is responsible for translating the ideas, aspirations and political agendas of the government into macro and micro economic policies, and incorporating them into long, medium and short-term plans. The Planning Commission is responsible for preparing, processing and approving the development plans.

The main themes of the Eighth FYP and the Second Perspective Plan are to eradicate all forms of poverty and become a high-income country by 2041 by ensuring through a) good governance; b) expansion of democracy; c) decentralization; and d) capacity development.

In addition, having gained significant progress in each of the MDGs in 2015, Bangladesh has made clear commitments to attain the SGDs by 2030 and aim to be a middle-income country by 2021.

(2) Sector Development Plans

A sectoral plan is a long-range plan for a specific sector, for instance, agriculture, fisheries, education, public health and communication. Such sectoral plans are prepared with a clear vision to develop a particular sector in a systematic and sustained manner. The Planning Commission and the line ministries are responsible for preparing, approving and implementing the sector development plans in line with the National Plans described in (1) above.

For instance, the two sector strategy papers (**Local Government and Rural Development Sector and Power and Energy Sector**) were developed in consultation with the concerned line ministries and divisions and approved by the Planning Commission in 2018. For the infrastructure and communication, the **Bangladesh Road Mater Plan of 2007**, and for the health sector, the **Health, Population and Nutrition Sector Strategic Plan of 2010** are the

¹ Planning Commission Website: <http://www.plancomm.gov.bd/functions/>

examples of those sectoral plans. The **National Livestock Extension Policy of 2013** also provides a planning framework for the livestock sector. In addition, the sector development policies and plans include: the **National Agriculture Policy 2018** and the **National Water Management Plan 2004**. These sectoral plans are formulated at different levels, and no single rule or guideline is issued by the government for the sector plans. However, such sectoral plans shall be consistent with the national plans. Thus, the Upazila Parishad plans shall be aligned with those sector plans as well.

2.2 Development plans at the Upazila level

(3) Upazila-level Plans

At the Upazila level, the Upazila Parishads shall formulate the Five-Year Plan (FYP) and the annual plan (AP) based on their situation analysis, local needs and priorities, capacity and available resources. These development plans shall cover needs and priorities of Union Parishads and Transferred Line Departments' working within the Upazila (horizontal harmonization). Moreover, these development plans need to be consolidated and comprehensive plans of these institutions. At the same time, the plans shall also be consistent with the focus of the national and sectoral plans, and contribute to achieving the national targets through different local interventions (vertical harmonization).

- **Upazila Five-Year Plan (FYP)**

The FYP is a mid-term development plan of Upazila Parishad. It usually corresponds to an electoral period of Upazila Parishads. It is expected that it will be comprehensive in nature and inclusive to reflect the needs and challenges of all stakeholders such as the Unions, Pourashavas, Transferred Line Departments, NGOs, private sector and the citizens of the Upazila. It should entail the vision, goals, development outcomes (expected changes with measurable indicators), and timeframe indicating the implementation schedules. It should also include monitoring and evaluation (M&E) mechanisms. The FYP is to be formulated in a way that is consistent with and can contribute to the development plans at the district as well as the national levels.

- **Upazila Annual Plan (AP)**

The Annual Plan (AP) is the annual breakdowns of the Upazila FYP. This contains further detailed goals, objectives, targets with measurable indicators and specific projects/ schemes, costs involved and sources of funding, implementation modalities, implementing agencies, monitoring mechanism and other relevant information.

2.3 Key legal frameworks of development planning at the Upazila level in Bangladesh

Preparation and implementation of development plans are the legal requirements for all local

government institutions (LGIs). In Article 59 of **the Constitution** of the People’s Republic of Bangladesh, the issue of preparing and implementation of the plans of LGIs related to public services and economic development is noted. Furthermore, Section 23 (read with serial no 1 of Schedule-II) of **Upazila Parishad Act, 1998** stipulated that the formulation of development plans including Five Year Plan is a mandatory function of the Upazila Parishad. Section 42 indicated the process and content of the same.

A. Constitution of People’s Republic of Bangladesh

“59. Local Government

- (1) Local Government in every administrative unit of the Republic shall be entrusted to bodies, composed of persons elected in accordance with law.
- (2) Everybody such as is referred to in clause (1) shall, subject to this Constitution and any other law, perform within the appropriate administrative unit such functions as shall be prescribed by Act of Parliament, which may include functions relating to-
 - (a) administration and the work of public officers;
 - (b) the maintenance of public order;
 - (c) the preparation and implementation of plans relating to public services and economic development.”

“60. Powers of local government bodies

For the purpose of giving full effect to the provisions of article 59 Parliament shall, by law, confer powers on the local government bodies referred to in that article, including power to impose taxes for local purposes, to prepare their budgets.”

B. Upazila Parishad Act 1998

Section 23: Tasks of Parishad

- 1) The tasks listed in the second schedule would be the task of Parishad and the Parishad will perform its tasks in accordance with its financial capability.

First tasks listed in the second schedule is as follow:

- (1) Upazila Parishad will prepare and implement five-year plan and plans for various time frame.

Section 42: Development Plans

- (1) Based on financial capacity, the Parishad may formulate and implement development plans of various duration including Five-year plan and the Parishad, in formulating the Plan, may consult with the Union Parishads within its jurisdiction or Non-Government Organizations or any individual involved actively in development activities in that area.
- (2) Such plans shall have the following directives as to: a) how the plans shall be financed,

implemented and supervised; b) by whom the plans shall be implemented; and c) necessary matters related to planning.

- (3) The Parishad, before implementation of any plan (subject to approval of the concerned Member of Parliament) shall send a copy of each development plan to the government and publicize those in manners deemed appropriate by the Parishad. The Parishad, after taking recommendation of the concerned Member of Parliament on the plan, shall send a copy to the government before implementation of the plan and may publish the same for information of the people in a way deem fit to the Parishad or may take appropriate actions considering their opinions and suggestions.

C. Upazila Parishad (Programme Implementation) Rules, 2010

Section 5: Without deviating from the Act, the following financial, developmental, operational, coordination and miscellaneous issues shall be presented at the Parishad meetings for the purposes of discussion and making decisions.

Developmental:

- (2) Preparing and updating Five Year Plan, Annual Development plans, and plan books of the Parishad.

D. Upazila Parishad Budget (Preparation and Approval) Rules, 2010

Section 13: Budget allocation for development projects or sectors shall be made in light of the Five-Year Plan as well as Annual Development Plan and Budget allocation shall not be kept for any new project which is not included in the plan book.

2.4 The other plans and guidelines relating to development planning at Upazila level

The **7th Five-Year Plan (FY 2016-20)** provides the proposed activities related to development planning at the Upazila level (**Section 7.2.6**). Such activities include: ensuring the consistency among national-level development plans and local development plans, development of planning and budgeting capacities at the local level, necessity of annual and five-year plans, guidelines for local-level plans to be developed by the Planning Commission, and technical assistance to LGIs to prepare five-year plans.

The Guidelines for Development Planning and Implementation, Memo No. 46.046.006.00.001.2012-1057 dated 2nd November 2014, issued by the Local Government Division (LGD) provides the overall framework for the preparation of the FYP at the Upazila level. Though they are more generic, there are nonetheless some relevant key contents, which include: MDGs (now SDGs) linkages, gender mainstreaming, consistency with national and district level plans, and inclusive and participatory planning at the Upazila level planning.

2.5 The institutional framework in support of development planning cycle at Upazila level

As stated in Section One, good development planning is not a one-time exercise, rather, it involves the management of a development planning cycle. Therefore, it is of the utmost importance to have a solid institutional framework. The following are the key institutions recommended to manage the development planning cycle:

(1) Upazila Parishad

Upazila Parishad Act, 1998 gives the Upazila Parishad a full responsibility to formulate and implement its development plans. Equally important is that Upazila Parishads shall ensure that preparation and implementation of FYPs and APs involve wider stakeholders and development partners and that they become more inclusive and participatory². As needed, the Upazila Parishad set aside an appropriate budget from the revenue budget to hold such stakeholder meetings to ensure the development planning cycle be inclusive and participatory. As the Upazila Parishad is the final decision-making body in regards to its development plans, Upazila Parishad holds an ad hoc meeting as needed to make key decisions regarding development plans on a timely basis without any delay in the processes. Some due consideration is to be given for proper scheduling of the FYP work plan as the Upazila elections normally take place in batches in the period of March to June every five years.

(2) Upazila Committees

In order to effectively manage the development planning cycle, it is important to revitalize the Upazila Committees. They are the mandatory committees at the Upazila level, playing critical functions during the situation analysis in coordinating development activities and schemes in respective sectors and sharing the critical information amongst them. In particular, the **Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM)**³ has the prime responsibility to lead the management of this development planning cycle (i.e. formulation, implementation, M&E, reporting of the development plans) in close collaboration with the Upazila Parishad and TLDS.

(3) Technical Group for Planning (TGP)

In addition to the Upazila Committees, the Upazila Parishad Development Fund Utilization Guidelines envisage the formation of a committee involving the members of the Upazila Parishad members and non-Parishad members⁴ for assessing the project proposals before

² Upazila Parishad Act 1998, Section 42 (1)

³ The members and terms of reference of Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization is attached in Annex 1

⁴ Guidelines for Upazila Parishad Development Fund Utilization Guidelines, on 10 November 2014

approval. Thus, A Technical Group for Planning (TGP) can be created to assist UCFBPLRM and Upazila Parishad in managing the processes of development planning cycle on a regular basis. This is a technical group, consisting of 5-8 members, headed by the Upazila Nirbahi Officer (UNO). 3-6 members can be selected from TLDs and 1-2 members from the NGOs and/or private sector. TGP's key functions include:

- To gather necessary data and information for development plans and prepare key formats and tables for development plans under the guidance of the Upazila Parishad and the UNO.
- To closely work with the Union Parishads, Pourashava, TLDs, Upazila Committees and the Bangladesh Bureau of Statistics to gather key information and data for development plans.
- To create the resource and project mapping of the Upazila from other sources.
- To review and analyze situation analysis undertaken by the TLDs and set priorities in consultations with Upazila Committees and Union Parishads through consultation meetings.
- To consult ideas with other stakeholders including NGOs, CBOs, CSOs and private sector.
- To scrutinize the project/scheme proposals based on the goals and priorities set by the Upazila Parishad.
- To draft an integrated Upazila FYP and AP.
- To review monitoring and evaluation to consolidate all the comments of the stakeholders, including Upazila Parishad, concerned Union Parishads and TLDs on the draft FYP, and assist in preparing the final draft. The final draft will be submitted to the Upazila Parishad for approval.
- To reports of the individual projects and make necessary AP progress and accomplishment reports, advice and recommendations to Upazila Parishad via UCFBPLRM.

(4) Project Selection Committee (PSC)

In accordance with the priority sectors, goals and objectives determined by the Upazila Parishad, the Project Selection Committee (PSC) shall examine the projects and schemes to be funded by the AP from a long list of the proposals submitted by the TLDs, Unions and the Pourashava.

(5) Transferred Line Departments (TLDs)

In accordance with the Upazila Act, the TLD officers shall be part of the Upazila Parishad while they are fulfilling their responsibilities for providing their respective sectoral services to the citizens in the Upazilas. Being stationed at the regional and field offices at the lowest administrative units, those TLD officers shall be responsible for gathering sectoral

socioeconomic and demographic data, information and development needs and challenges in the communities at the Upazilas and information regarding development initiatives ongoing and planned in the Upazila by other sources (e.g. national development plan, the member of parliament, NGOs, the private sector, Unions' ADPs, etc.). Therefore, the TLD officers are in the best positions of undertaking the situation analysis for the respective sectors.

Section Three: Formulation of Upazila Five-Year Plan (FYP)

3.1 Background

Five-Year Plan (FYP) is a comprehensive document showing a medium-term development policy and strategy of the Upazila. It presents a set of priorities by establishing the vision, FYP goals, and expected outcomes with measurable indicators. The set of priorities need to reflect the views and desires of the people of the Upazila. In accordance with the timelines established for the FYP, therefore, Upazila Parishad must follow its accountability and transparency mechanisms to ensure that the contents of FYPs are shared with the people in the Upazila and the status are periodically reported to them.

The FYP is to be generally coherent with the Upazila local election cycle.⁵ For the elected officials of the Upazila Parishad, the FYP is an important instrument to realize the expectations of their constituencies during their terms by demonstrating development plans and strategy to address the local needs of the people in the Upazila.

Being the principle document concerning Upazila's development for a given five-year period, the FYP shall be an integrated, comprehensive and self-explanatory document for all stakeholders and partners. It shall be constantly referred during the given period. In addition, it shall serve as the basis for formulating an annual plan (AP) each year during the period.

3.2 Key contents of the FYP

The FYP will consist of the following key contents (please also refer to the suggested table of contents in 3.3.7):

3.2.1. Situation Analysis

It refers to the analysis of the internal and external factors that affect the lives and livelihoods of people residing in the Upazila. It helps to identify development needs and challenges, possible interventions and potential impacts. Good situation analysis can be done by strengthening (vertical and horizontal) coordination among different development plans (e.g. national, regional, district, Union, Pourashava) and gathering socio-economic data and information from wider stakeholders.

In situation analysis, it is also important for the Upazila Parishad to understand what development initiatives and funds are ongoing and/or planned in the Upazila. The development resources managed by the Upazila Parishad are approximately 5-7% of the total

⁵ Upazila elections usually take place in groups in the period of March to June every five years. Thus, it is not feasible for start the preparation of the FYP prior to the inoculations of the elected representatives, especially Upazila Parishad Chairmen. Thus, preparation of the FYP/AP shall begin in June/July for the election year.

development resources utilized. A large sum of the development funds come from other sources such as development plans of national, district, Pourashava, Unions, NGOs/CSOs, and the private sector. By mapping those development initiatives funded by other sources, therefore, Upazila Parishad cannot only avoid duplications and create maximum synergies and linkages (horizontal), but also strategically allocate its own resources most efficiently and effectively.

Comprehensive review and analysis of those data and information shall lead to an objective assessment of Upazila's key development potentials, opportunities, constraints and challenges. It will also help setting local development priorities. Based on the situation analysis, Upazila can set a vision, FYP goals and expected outcomes with measurable indicators.

Key Sustainable Development Goals (SDGs)⁶ indicators are important as the Government of Bangladesh identifies them as critical in the Vision 2021 and 2041 as well as the 8th Five Year Plan. The Government has also established the monitoring and evaluation framework of SDGs in 2018.⁷

It is also important for Upazila to learn the lessons from the past experiences (e.g. from the past APs and FYP). What has been achieved and not been achieved and why? What development initiatives have worked and what have not worked? What approaches need to be strengthened or be suspended? Upazila shall draw lessons from the past development activities to use for future planning. It is also stressed in Section One, 1.2 for PDCA cycle of the Guidelines.

3.2.2. Vision

Each Upazila Development Plan should have a 'Vision'. It is a picture of the desired future that the Upazila Parishad wants to achieve in the long run. The Vision of the Upazila must be determined on the basis of national plan and policy as the Five-Year Plans of the Upazila will play a vital role in achieving the National Development Plan and its goals. 'Vision' will be the basis for the Development Plan and Development Strategy of the Upazila.

3.2.3. FYP Goals

Based on the situation analysis and in line with the selected vision statement, FYP goals are what the FYP will be aiming to achieve during the next five years. They should more specifically define key sector development which can contribute to make changes within the vision. The process for setting FYP goals should also be inclusive and participatory for

⁶ SDGs are intergovernmental set of aspirational goals adopted at the United Nations in September 2015. 17 goals with 169 targets are to be achieved by 2030.

⁷ Monitoring and Evaluation Framework of Sustainable Development Goals (SDGs): Bangladesh Perspective, General Economics Division, Planning Commission, Ministry of Planning, March 2018

ensuring the ownership of the stakeholders in the Upazila.

3.2.4. Expected Outcomes with Measurable Indicators

Expected outcomes are the changes to be made as a result of development initiatives by the FYP and APs. All development plans must be result-based. Therefore, the expected outcomes (results) must be measurable with a set of indicators. The Government of Bangladesh provides various socio-economic national targets in its long and medium-term development plans. At the same time, the government is also relentlessly striving to achieve SDGs. Keeping the above in view, Upazilas are required to follow these goals and targets based on their local needs and priorities. It is important to note that Upazilas' needs and priorities should always be consistent with the national development plans and new strategies which are adopted by the national government. Therefore, the targets of the FYP of Upazila may be revised in accordance with the most recent national plan, priorities and targets.

3.2.5. Development Strategy and Prioritization

The development strategy is a medium-term policy direction that focuses on what development approaches would most effectively and efficiently help realizing the vision, FYP goals and desirable outcomes (results). This also guides the prioritization of projects/schemes/ initiatives which are to be funded by the APs during the period of FYP. Upazila must take into account the closeness (vertical) between Upazila development plans and strategy and other development plans at the national, regional, district, Pourashava and Unions considering how much of the development funds being utilized for development in Upazilas are being sourced from the national and other development plans.

3.2.6. Monitoring and Evaluation (M&E) Plan

The monitoring of FYP is to be conducted on an annual basis. The UCFBPLRM with the help of the TGP, compiles with a FYP annual monitoring report by consolidating the AP monitoring reports. Please refer to the **Format 7** FYP Annual Monitoring Report in the annexes of the Guidelines. Effective M&E is a result-based process. The FYP annual monitoring report determines expected outcomes and indicators established at the beginning. M&E measures the attainments of those outcomes and indicators during the implementation of the FYP. Once the M&E reports are approved by the Upazila Parishad, these will be reported to the District (Zila) as well as Unions/Pourashavas for the purposes of transparency and accountability. At the mid-term (Year 3), a mid-term evaluation shall be undertaken. If needed, the FYP can be amended in accordance with the recommendations therein. FYP may also be amended when any drastic change happens to the Upazila and/or the people in Upazila during the period, such as a natural disaster or pandemic. At the end of the FYP, a final evaluation shall be conducted to draw the lessons learned which will eventually help the preparation of the next FYP.

3.3 Key steps for Upazila FYP cycle

In preparation of FYP, Upazila Parishad shall undertake the following key steps described as follows (**Figure 1**). Each step is designed in the logical sequences and therefore it is important for each Upazila to go through each step rigidly and systematically while ensuring the maximum vertical and horizontal coordination and collaboration among the concerned stakeholders and partners.

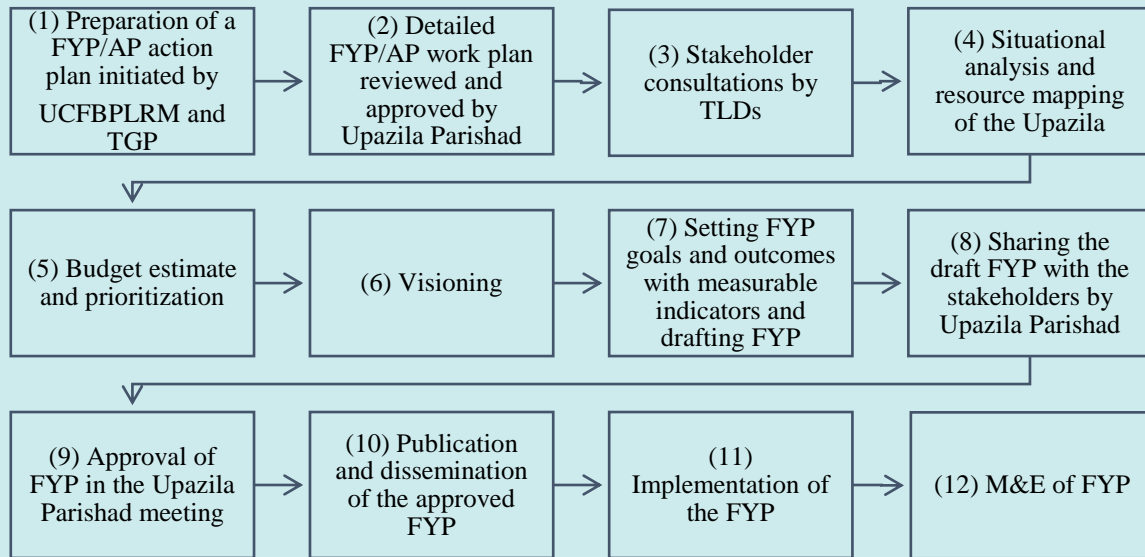


Figure 1. Key Steps for Upazila FYP Cycle

3.3.1. Preparation of the FYP (/AP) action plan initiated by the Upazila Committee on Finance, Budget, Planning and Local Resource Mobilization (UCFBPLRM) and the Technical Group for Planning (TGP)

At the beginning of the FYP formulation process, the core planning team should discuss on the planning exercise. The core team consists of the UCFBPLRM and the TGP members. TGP provides technical support to UCFBPLRM. The first task of the core team is to prepare a FYP (/AP) action plan. It should be noted that every five years, Upazila will formulate a FYP along with an AP and thus important is to develop the action plan for both. The action plan shall be approved by the Upazila Parishad for immediate implementation.

Table 1 below exhibits a suggested format of the action plan for FYP. The work plan needs to be adjusted to fit appropriately with the calendar of the Upazila.

Table 1: Work Plan for FYP Formulation

| FYP Preparation Tasks | Responsible Person | Timeline | Remarks |
|--|--|-----------------|---|
| Preparation of a FYP/AP action plan | UCFBPLRM with TGP | August | Within a month after the Upazila Parishad is formed after the election |
| Decision making on the action plan and tasks by Upazila Parishad | Upazila Parishad | August | First Upazila Parishad meeting |
| Stakeholders consultations | Upazila Committees/ TLDs and Pourashava and Unions | August | Discussions via TLDs/ Upazila Committees |
| Situation analysis of the Upazila | Upazila Committees/ TLDs | September | Socio-economic data and information gathering |
| Analysis and prioritization | TGP/UCFBPLRM | September | Compilation and recommendation |
| Development resource and activities mapping | TGP with TLDs, Unions, Pourashava, NGOs/CSOs | September | TLDs consult with the line ministries of the GoB TGP gathers other sources |
| Visioning exercise | Upazila Parishad with UCs and TGP support | September | Discussions, analysis and decision making |
| Setting FYP goals and outcomes and drafting a FYP | UCFBPLRM with TGP support | September | Discussions, analysis, decision making and drafting |
| Sharing the draft FYP with stakeholders | Upazila Parishad with UCFBPLRM support | September | Ensuring inclusive and participatory consultations |
| Approval of the FYP by Upazila Parishad | Upazila Parishad | October | Decision making |
| Publication and dissemination of the FYP | Upazila Parishad with UCFBPLRM and TGP | October | Reporting to LGD, DDLG and the people in Upazila |
| Implementation of the FYP | TLDs and other implementing agencies | Continuous | |
| M&E of the FYP | UCFBPLRM and TGP | Continuous | Annual monitoring and revision as needed |

3.3.2. Detailed FYP/AP action plan reviewed and approved by the Upazila Parishad

Upazila Parishad makes a decision on the FYP and AP action plan prepared by UCFBPLRM. Upazila Parishad may require an ad hoc meeting to decide several critical decisions regarding its development plans. The Upazila Parishad discusses key steps and timelines in preparing the FYP/AP and assigning the necessary responsibilities to each Upazila officials and stakeholder.

3.3.3. Stakeholder consultations by Transferred Line Departments (TLDs)⁶

In this process, the Upazila Parishad may invite opinions from the concerned Union Parishads, Pourashava, NGOs, professional groups and informed general citizens. The opinions of these stakeholders will be recorded and preserved by the Upazila Parishad⁸. The TLDs are responsible for the needs assessment at the Union and Pourashava level. They are also responsible for participatory planning process at the Unions and Pourashava by holding consultation meetings with Town Level Coordination Committee (TLCC) and Union Development Coordination Committee (UDCC) and with communities, NGOs, CBOs, CSOs and private sector entities to identify sectoral needs at the Union/Pourashava levels.

3.3.4. Situation Analysis and resource mapping of Upazila

A situation analysis entails a “snapshot of the existing ground realities.” It is the most important process of planning by taking stock of current problems and issues as well as future requirements and wants, and systematically identifying the most effective ways of resolving those issues and achieving desired outcomes. Such analysis involves gathering, analyzing, and synthesizing data to make decisions along the lines of the strategic objectives using the available resources. The key data and information for situational analysis include: a) democratic data; b) socioeconomic data; c) SDGs indicators; d) needs assessment; e) environment impacts; and f) hazards mapping. At the end of the Guidelines attached for use is the Format 1: Basic democratic, infrastructure and socio-economic data and information and the Format 2: Format for situation analysis. While the TGP consolidates the Format 1 and 2 for UCFBPLRM and Upazila Parishad, the TLDs are responsible for gathering necessary sectoral data and information as well as the development needs and analysis from Union Parishads (e.g. UDCC), Pourashava (e.g. TLCC) and NGOs and the development partners at the Upazila level. Basic demographic and socio-economic data are available at the TLDs and the Bangladesh Bureau of Statistics.

In preparation of situation analysis, the TGP in close collaboration with the TLDs officials shall undertake the resource mapping for the FYP by taking into account of ongoing and projected development initiatives in the Upazila level. It can consist of different sources. They include the development activities by national development plans (i.e. sector development plans), Member of the Parliament (MP), LGIs (i.e. Unions and Pourashava), NGOs and even private entities and other sources. TLDs play important roles in gathering that information from both national sector development planning and Union and Pourashava development plans and thus they shall maintain close communications and networks with the respective

⁶ Transferred Line Departments (TLDs) are decentralized from key line ministries/offices of the central Government of Bangladesh offices and become part of the Upazila Parishad.

⁸ Section 12, the Guidelines for Preparation of Development Plan and Implementation, Memo No. 1057, 2 November 2014

central ministries/regional departments as well as Unions and Pourashava within the Upazila on a regular basis. It is an important step in part of the situation analysis. The Format 3 is used for the development funds utilized in the Upazila from different sources. The resource mapping can be adjusted every year when the AP is prepared.

3.3.5. Budget estimates and prioritization

As for the budget estimate for the FYP, often it is difficult to obtain the development resources for multiple years (5 years). In such cases, the FYP may give the projections (estimates) based on the estimated budget for the current year (use the Format 4) multiply by 5. Similarly, as for the resource mapping, Upazila may use ongoing sector development initiatives and projects in the Upazila multiply by 5. Resource mapping exercise can be more effective and meaningful when Upazila prepares its AP.

By reviewing the outcomes of the situation analysis in all different sectors by the TLDs, the Upazila Parishad shall determine which areas (sectors) the Upazila should determine as the priority (focused) areas for development for the next five years. The Upazila Parishad also must determine the level of financial resources available at the Upazila for the next five years. With those two criteria, Upazila Parishad can decide the scope of the FYP and focused areas for development.

The Upazila Parishad may request the higher-level authorities at the district and national level of the Transferred Line Departments for those areas which are given priority but beyond the capacity of the Upazila in the existing financial and technical condition.

3.3.6. Visioning

Based on the situation analysis, the Upazila Parishad sets its vision, FYP goals and expected outcomes so as to address the problems (development challenges) in the next five years.

Based on people's opinion, the Vision of the Upazila is an image of desired future with a realistic reflection of what the Upazila wants to do in its development activities and where the Upazila wants to go at a given time. It has been stated earlier that, in Upazila's Vision, it is reasonable to have a long-term desired image and the process of formulating it should be inclusive and participatory. Because, through this, the expected future of the livelihood is determined.

3.3.7. FYP goals and outcomes with measurable indicators setting and drafting the FYP

FYP goals are directly linked with the vision statement. Upazila Parishad given the situation analysis, sets their own FYP goals to be achieved within a period of five years. In setting FYP goals, Upazila shall focus on some key sectors (not all sectors) which they consider to be the most important for development planning in the next five years. From the priority sectors,

FYP goals are formulated to address the specific development challenges and problems. Then, Upazila Parishad also comes up with desirable outcomes. An outcome is usually described in the form of an outcome statement, i.e. what changes or results for which the Upazila will aim within the five-year period through the FYP. Upazila Parishad establishes an associated indicator to measure the outcome (change/result). **Format 5** (please see in the annexes to the Guidelines) provides the standard format for setting the FYP (sector) goals and outcomes.

In drafting the FYP, it is important to keep in mind that the FYP is a comprehensive document showing a medium-term development policy and strategy of the Upazila in five years. It presents a set of priorities by establishing the vision, FYP goals, and expected outcomes with measurable indicators. It also describes the institutional framework and the roles and responsibilities of the Upazila Parishad to manage the FYP cycle. Being a principle document concerning Upazila's development for a given five-year period, the FYP shall be a living document, which is constantly referred to and used as the basis for formulating an annual development plan (AP) during the period.

The UCFBPLRM with support from the TGP formulates a draft FYP and submits it to the Upazila Parishad for approval. In preparing the draft, the following **FYP table of contents** can be used. They include:

1. Cover page
2. Foreword
3. Map of the Upazila
4. Basic demographic and socio-economic data and information (use Format 1)
5. Situation analysis (use Format 2)
6. FYP Upazila development programs from different sources (resource mapping) (use Format 3)
7. Budget summary (use Format 4)
8. Vision statement
9. Sector Goals and Outcomes (use Format 5)
10. FYP planning format (use Format 6)
11. M&E plan
12. List of the members of Upazila Parishad, UCFBPLRM and TGP

In drafting the FYP, it is also important to have good explanations what conclusions are reached at each step (e.g. each key heading of 4-10 in the above Table of Contents). Especially responding to the following questions may be helpful:

- What analysis was given to reach a conclusion (e.g. rationales)?
- What decision(s) was (were) made (e.g. final conclusions)?
- How the decisions were made (e.g. consultations with wider stakeholders)?

By doing so, the FYP becomes a self-explanatory document for all stakeholders and partners.

The readers of the FYP can easily read and understand the development policy and strategy of the Upazila.

3.3.8. Sharing of draft plan with the stakeholders

Once the draft FYP is prepared and reviewed at the Upazila Parishad, the Upazila Parishad sends the draft FYP to the MP, DC, DDLG, all Union Parishads, and Pourashava. The Upazila Parishad shall invite representatives from different professional groups and the civil society to this meeting to discuss the drafted FYP. As per the provision of the Upazila Parishad Act, 1998 it may also invite any individual with special skills or expertise to the Parishad's meeting for providing his/her opinions on a specific matter⁹.

A summary of the draft FYP shall be posted on the notice boards and website of the Upazila Parishad and sent to other important offices for public view comments.

3.3.9. Approval of the FYP by the Upazila Parishad

Having reflected the views and comments from the stakeholders and partners, the Upazila Parishad shall approve the final FYP in an Upazila Parishad meeting. As needed, the Upazila Parishad may hold an ad hoc/special meeting to approve the FYP.

3.3.10. Publication of the approved FYP

The Upazila Parishad publishes the FYP after the approval for wider distributions to the LGD, MP, DC, DDLG, all Unions and Pourashava and other local institutions and media. The Information Book of the Upazila may include the FYP, annual plan (AP) and annual budget related information along with other information.

It will also be put up in the notice board of Upazila Parishad and other important offices, and posted on the websites of Upazila Parishad, and District Web portal for wider dissemination.

3.3.11. Implementation of FYP

The Five-Year Plan (FYP) provides a basic medium-term framework for the Upazila's development. The annual plan (AP) is a building block of realizing the FYP and an instrument for implementing the FYP. Therefore, the AP prepared each year shall be within the framework of the FYP. All development activities (projects/schemes) listed in the AP need to be in line with the FYP goals and expected outcomes. The annual budget of the first year AP is prepared to ensure a clear linkage with the FYP and AP.

⁹ Upazila Parishad Act 1998, Section 28, Sub section 2.

3.3.12. Monitoring and Evaluation (M&E) of FYP

As for the institutional setup for M&E, Upazila Parishad is responsible for monitoring and supervising the operations of the development activities, utilization of resources and their results. Upazila Nirbahi Officer (UNO) is responsible to provide support to the Upazila Parishad¹⁰ for the execution of the development plans, and supervision and reporting on the progress.

Monitoring involves a regular collection and analysis of information to identify the progresses and achievements of the FYP against its goals and expected outcomes with measurable indicators. Monitoring of the FYP is done by the UCFBPLRM with the support of the TGP on an annual basis. TGP analyzes Upazila's socio-economic data and information to see if there is any change against the baselines and reviews the AP monitoring and accomplishment reports to see if they are on track attaining the expected targets an output of the year. Based on the major findings, UCFBPLRM submits a monitoring report to the Upazila Parishad on an annual basis. Please use the **Format 12**: FYP Annual Monitoring Report.

In the third year of the FYP implementation, Upazila Parishad conducts a **mid-term review** of the FYP. At the mid-term review, the FYP can be revised and/or updated as needed. The review points may include the following:

- Delay of the progress and its reasons;
- Changes in situation, needs or priorities of the local people;
- Urgent needs, such as disasters, accidents and others;

The FYP can be revised in case any significant incident happens and drastically changes the scope of the development planning and resources (e.g. natural disasters, pandemics to respond to the state of emergency and/or disaster).

At the end of the FYP, Upazila Parishad undertake the **final evaluation**. It shall be done by the third party. The result of the evaluation must be reported to the LGD and also be known to the citizens of the Upazila. Key lessons learned should be reflected in the preparation of the next FYP, which is an important process of PDCA cycle.

¹⁰ Charter of Duties of the officials of the transferred departments, Circular no: 1422, Dated 17-06-2014

Section Four: Formulation of Annual Plan (AP)

4.1. Main contents of AP

The Upazila Parishad is required to prepare the FYP and the APs¹¹. The APs are annualized development plans to realize FYP goals and expected outcomes in line with a medium-term vision. The APs describe more concrete AP goals, objectives and targets attainable in a given year. The contents of the AP include: a) what projects/schemes the Upazila Parishad will implement in a given year; b) what targets will be achieved; and c) how project activities will be executed and managed. It also describes the clear deliverables (outputs). Thus AP goals, objectives, targets and projects are within the scope of the FYP and consistent with the FYP goals and expected outcomes.

4.2. Key steps for Upazila AP cycle

According to the LGD Guidelines¹², the Upazila Parishad is responsible for managing the AP cycle corresponding to each fiscal year of the Upazila.¹³ Each AP within the five-year period is an important building block in realizing the medium-term development planning cycle (i.e. FYP).

Some key steps for AP preparation are described in Figure 2 below. The key steps for AP preparation are similar to the ones for FYP preparation. Every five years when the FYP is prepared, some steps for AP (e.g. socioeconomic data collection, situation analysis, resource mapping) can be combined with the steps for FYP. In any other years, Upazila updates those information and data for the AP preparation.

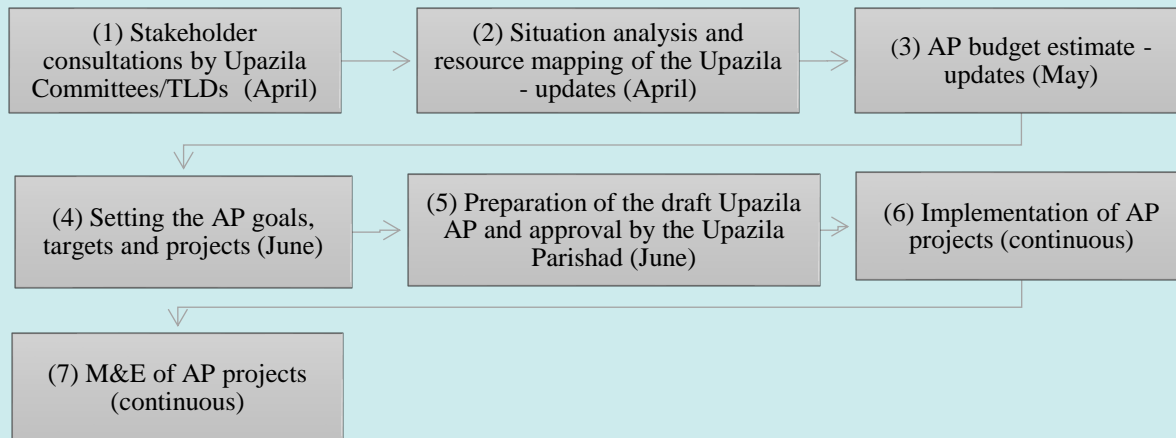


Figure 2. Key steps in preparing AP

¹¹ Section 42 of the Upazila Parishad Act, 1998

¹² Section 3 of the Guidelines for Development planning and implementation, Memo No. 1057 dated 2nd November 2014

¹³ The AP cycle corresponds each fiscal year starting from 1 July to 30 June. Because the Upazila elections usually take place in the period of March – June every five years, the preparation of the FYP and the first year AP would only start from June. For the subsequent APs of the FYP cycle, however, the AP preparation process should start as early as March/April so that the AP shall begin implementing its projects/schemes from the start of the fiscal year (1 July).

4.2.1. Stakeholder consultations by Upazila Committees and/or TLDs

In preparation of the AP, the Upazila Parishad may invite opinions from the concerned Unions, Pourashava, NGOs, professional groups and general citizens. The Upazila Committees and the TLDs can also solicit their needs and recommendations. Such consultations must be held at the Upazila every time when the AP formulation process starts. Thereby the development planning can be more inclusive.

4.2.2. Situation Analysis of the Upazila

While the FYP provides the situation analysis of the Upazila, the AP situation analysis shall take note and update it if there are any changes. The processes involve in gathering, analyzing, and synthesizing the Upazila's socioeconomic data and information. When the AP is prepared at the same time as the FYP every five years, this process can be combined with the situation analysis for the FYP.

Majority of data and information and the updates of the situation analysis shall be undertaken by the TLDs. The UCFBPLRM with support from the TGP, consolidate the situation analysis and updated data and information for the Upazila Parishad's consideration and decision. In analyzing the current Upazila's situations, the following questions may be addressed.

- Are there any significant changes in socio-economic data and information in the Upazila since the ones prepared for the FYP? (e.g. emerging problems and needs which were not captured as the priorities in the FYP but may require for urgent actions and/or responses in the AP)
- Is the situation would be getting improved or deteriorating?
- What are possible actions which Upazila could take to address those emerging needs and problems? (projects / interventions)
- What budget will be available to execute the projects for the year?

Based on the situation analysis (See **Format 2** annexed to the Guidelines), the Upazila Parishads prepare their strategies and list the priority projects and schemes funded under the AP.

The importance of resource mapping is stressed in the formulation of the FYP because the development resources (budget) which Upazila Parishad directly manages under its authority normally represents only 5-10% of the total development funds being spent within the Upazila for development in a given year. In the preparation of the FYP, this resource mapping is done. For the first year AP, the same information/data can be used. For the following year APs, however, it is important the resource mapping information and data are updated each year. Thereby the Upazila Parishad can consider how best it can use the scarce resources of AP budget to maximize the development results in any given year. By ensuring better coordination and collaboration with the national, district, Pourashava and Union Parishad's

development plan, complementarity and synergies can be created.

4.2.3. AP budget estimate

In estimating the AP budget, it is important to know how much funds would be available for funding development projects/schemes in the Upazila for any given year. Upazila Parishad is responsible for managing the development funds and using them in most effective and efficient manners. Needless to say, that any Upazila cannot fund projects beyond the financial resources available for the year.

In order to maintain a good financial management and control, **Format 4:** AP budget (Table 2) can be used for estimating the budget for the AP next year.

Table 2: Budget of Upazila Parishad (for total AP budget estimate)

| Particulars | | Actual of Previous year | Budget or revised budget for current year | Estimated budget for next year |
|-------------|---------------------------------------|-------------------------|---|--------------------------------|
| Part 1 | Revenue account/receipt | | | |
| | Revenue | | | |
| | Grant | | | |
| | Total income | | | |
| | Expenditure from revenue account | | | |
| | Revenue surplus / deficit (A) | | | |
| Part 2 | Development Account/Development Grant | | | <u>Amount D</u> |
| | Other grant and contribution | | | |
| | Total (B) | | | |
| | Total resources available (A+B) | | | |
| | Expenditure from development account | | | |
| | Total budget surplus / deficit | | | |
| | Carry over (1 st July) | | | Amount C |
| | Closing balance | | | |

In Table 2, a total of **Amount C** and **Amount D** will be the estimated budget for the development activities of the AP next year. **Amount C** is part of the estimated total revenue surplus from the current year to the following year, of which the Upazila Parishad transfers to the development funds for the following year. **Amount D** is the ADP given by the Government (for the AP planning, the same ADP amount of current year should be used) and other development budgets (e.g. UGDP).

4.2.4. Setting AP Goals, Objectives, Targets and Projects

The Upazila Parishad sets AP goals, objectives and targets to address the problems in a given year. The vision statement and the FYP (sector) goals become the guiding principles in setting of more specific AP goals, objectives and annual targets for the Upazila. **Format 5** (which is annexed to the Guidelines) provides the standard guidance for setting these AP goals, objectives, and targets. The AP goals need to be prioritized among those FYP (sector) goals and limited to 3-5 sectors within the range of the AP estimated budget.

Once the prioritized AP goals and objectives are set, Upazila can formulate project proposals to be funded by the AP. Please use **Format 11** for the purpose. Upazila can keep development project/scheme proposals in the inventory (roster) and ensure their qualities throughout the year and thereby when they are selected for AP funding, they can jump start their tendering and/or implementation at the beginning of the new fiscal year. In accordance with the AP goals set by the Upazila Parishad, Upazila also can invite the Unions and other institutions to propose project proposals for AP funding.

The project proposals are reviewed and selected by the **Project Selection Committee (PSC)** in accordance with the AP goals and objectives. TGP will compile those selected proposals and list them in the project summary (**Format 10**). It covers only those prioritized projects/schemes which can be funded by the AP estimated budget. It should not include any other projects/schemes whose funding are beyond the financing capacities of the Upazila for the given year. A few additional projects can be listed as the ‘projects in waiting’ or ‘pipeline projects’. They can be funded only when any additional funds become available in the AP. The Upazila Parishad approves the final AP project list at its regular meeting.

4.2.5. Preparation of the draft AP and approval by the Upazila Parishad

In preparing the AP, it is important to always refer to the FYP and consider how best the vision statement, FYP goals and expected outcomes can be realized by implementing the AP each year. In addition, the Upazila Parishad shall keep good coordination and collaboration with concerned stakeholders such as Unions (through UDCCs), Pourashava (through TLCC), NGOs and private sector. The process of AP formulation should be always inclusive and participatory.

The AP’s contents are somewhat similar to the ones of FYP. But they contain more specific and updated information for the year. The **main AP’s table of contents** are as follows:

1. Cover page
2. Foreword
3. Map of the Upazila
4. Basic demographic and socio-economic data and information
(use Format 1 at the end of the Guidelines)

5. Situation analysis (use Format 8)
6. Resource mapping (use Format 3)
7. Budget estimate (use Format 4)
8. Vision statement and FYP goals (copied from the FYP)
9. AP Goals, Objectives and Targets (use Format 9)
10. Project summary (use Format 10)
11. M&E plan

In addition to the above table of contents, the following project outlines can be attached as annexes to the AP:

12. Scheme Proposal (use Format 11)

Being a self-explanatory document, the annual development plan (AP) must contain all necessary information for all stakeholders and partners to read and understand the development initiatives in the Upazila for a given year. In drafting the AP, therefore, it is crucially important to have good logical framework between each steps by providing detailed explanations to each heading (4 to 10) of the contents along the line of the following questions:

- What analysis was given to reach a conclusion (e.g. rationales)?
- What decision(s) was (were) made (e.g. final conclusions)?
- How the decisions were made (e.g. consultations with wider stakeholders)?

After having prepared the draft AP, the Upazila Parishad shall share it with the concerned stakeholders such as Union Parishads, Pourashava, Zila Parishad, Upazila Committees, MP, DC/DDLG, and private sector entities and citizens by posting it on the website. A copy of the AP should also be put up on the Upazila Parishad's notice board for public display. Open meeting can be organized to collect feedbacks and comments from wider stakeholders.

After having finalized the AP with the comments and feedbacks received, the Upazila Parishad shall approve the AP. The final AP can be published. It will also be submitted to the DDLG and DLG and posted in the Upazila website for public view.

4.2.6. Implementation of AP

After the approval of the AP, the Upazila Parishad implements the development projects in accordance with the administrative procedures.¹⁴ The Upazila Parishad continues to be primarily responsible for the implementation of all development schemes/projects/ activities listed in the AP. For the schemes which require higher technical capacity of design and supervision, the Upazila Parishad may seek assistance of the Transferred Line Departments

¹⁴ the Public Procurement Rules

(TLDs) such as the Executive Engineer of LGED.

At the beginning of the fiscal year, the Upazila Parishad may not have the first ADP allocation. In order to avoid any delay in implementing the AP projects, the Upazila Parishad may utilize the revenue surplus funds to fund some AP projects at the beginning.

As part of the good practices, Upazila can keep up the inventory (roster) of good project proposals throughout the year and/or improve the qualities of the proposals by providing necessary training to the stakeholders (e.g. Unions, NGOs, etc.) by TLDs and/or Upazila Engineer. They will help the Upazila Parishad to implement the AP projects/schemes without any delay.

4.2.7. Monitoring and review of AP

The implementation of the AP is monitored by the Upazila Parishad. The Chairman takes the leading role in monitoring the AP implementation, while UNO assists him in this regard. Each implementing agency of the project is responsible for submitting a progress report quarterly to the UCFBPLRM. The TGP helps UCFBPLRM in compiling the progress reports into a quarterly monitoring report. Then it is submitted to a regular meeting of the Upazila Parishad for review on a quarterly basis (in October, January and April). Use **Format 12** for quarterly monitoring reports.

The Upazila Parishad, in its review of ongoing projects/schemes, shall give a special attention to see if the projects/schemes are on track in terms of the target indicators and/or the expenditures to date. The Upazila Parishad may make a decision to revise the suspension of the projects and/or the reallocation of the resources for other purposes (e.g. newly emerging needs and priorities or emergencies) if needed.

The timeframe and processes for review of the AP are closely aligned with the budget process to ensure that plans and budgets are well integrated. The review and revision will take place in April of each year and before the preparation of the Upazila Parishad's annual budget. If required, the annual development plan can be revised along with the revision of the fiscal year's budget. This revision must be approved by the Upazila Parishad in a formal meeting.

At the end of the fiscal year (in July), AP accomplishment report shall be prepared (**Format 13**) by UCFBPLRM with the help of TGP. It shall contain not only the accomplishments of each project against each expected outputs and estimated budget but also the overall accomplishments against the AP goals and objectives. Important lessons, including good practices shall be drawn from the current AP. They shall be incorporated in preparation of the next AP (the PDCA cycle).

Annexure

Format 1: FYP/AP Basic demographic, infrastructure and socio-economic data and information

| Topics | Quantity / Number | | Source/ Year |
|--|---|--|-----------------------|
| Outline of Upazila | | | |
| Area | sq. km. | | District Census 11 |
| Populations | (Male - ; Female - Third Gender-) | | |
| Households | | | |
| Number of population with disability | (Male - ; Female - Third Gender-) | | |
| Number of voters | | | |
| Population density | per sq. km. | | |
| No. of Municipalities | | | |
| No. of Unions | | | |
| No. of Villages | | | |
| Important Public Infrastructure | | | |
| Hat-bazaars | | | |
| Growth centers | | | |
| Hospitals | | | |
| Health sub-centers/ Community Clinic | | | |
| Bank branches | | | |
| Post offices | | | |
| Primary schools | | | |
| Secondary schools | | | |
| Universities/Colleges | | | |
| Mosques | | | |
| Temples | | | |
| Graveyards | | | |
| Boat jetties (Ghat) | | | |
| Technical training institutes | | | |
| Public toilets | | | |
| Libraries | | | |
| Park/Open places | | | |
| Number of ponds | | | |
| Number of rivers | | | |
| Key indicators for SDGs and its targets | Baseline data (year) at the national level | Latest data at the Upazila (year) | Target by 2030 |
| 1.2.1 Proportion of population living below the national poverty line (%) (SDG1, target 1.2) | 24.3% (World Bank, 2016) | | 9.7% |
| 2.2.2 Prevalence of malnutrition among children under 5 years of age (%) (SDG2, target 2.2) | 14.3% (BDHS) | | Wasting: <5% |

| | | | |
|--|---------------------------|--|---|
| 3.1.1 Maternal mortality rate (per 1,000 live births) (SDG3, target 3.1) | 181 (SVRS, 2015) | | 70 |
| 4.2.2 Participation rate in organized learning (one year before the official primary entry age) (%) (SDG4, target 4.2) | 39% (APSC, 2015) | | 100% |
| 5.5.1 Proportion of seats held by women in local government (%) (SDG5, target 5.5) | 23% (LGD, 2016) | | 33% |
| 6.1.1 Proportion of population using safely managed drinking water services (%) (SDG6, target 6.1) | 42.6% (MICS, 2019) | | 100% |
| 7.1.1 Proportion of population with access to electricity (%) (SDG7, target 7.1) | 78% (SVRS, 2015) | | 100% |
| 8.6.1 Proportion of youth (aged 15-24 years) not in education, employment, or training (%) (SDG8, target 8.6) | 28.88% (QLFS, 2015-16) | | 3% |
| 9.c.1 Proportion of population covered by a mobile network, by technology | 2G: 99% 3G: 71% | | 2G &3G: 100% 4G launched in 2018 |
| Dropout rate of students | | | |
| Family of hygienic toilet users (%) | | | |

Format 2: FYP Format for Situation Analysis

| Sector | Description of problems/development challenges | | | | Recent, ongoing and/or planned activities addressing the problems | Given the ongoing and planned activities, what would be the situation after 5 years? | Based on the situation forecasted in 5 years, what are the recommendable actions/ counter measures in the FYP? |
|--------|--|----------------|---------------------|--------------------------------------|---|--|--|
| | Major Problems (Challenges) | Location/ Area | Quantity/ Magnitude | Reasons contributing to the problems | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Format 3: FYP/AP Upazila development programmes from different sources (resource mapping)

| Sector | Plan/ Project Title | Brief description including target groups, and outcomes/ outputs | Location (names of Upazilas | Duration /Budget |
|---|---------------------------|---|--------------------------------------|---------------------|
| National Plan and projects (to be completed by TLDs for all national sector development initiatives) | | | | |
| | | | | |
| | | | | |
| Development projects of MP | | | | |
| | | | | |
| | | | | |
| Development projects of local government institutions (to be completed by TLDs for all Union/Pourashava development initiatives) | | | | |
| | | | | |
| | | | | |
| Projects of NGOs and CSOs | | | | |
| | | | | |
| | | | | |
| Industry/trade entrepreneurship | | | | |
| | | | | |
| | | | | |
| Others projects/Development programmes | | | | |
| | | | | |
| | | | | |

Format 4: FYP/AP Budget**Form A**

Fiscal Year _____

| Particulars | | Actual of previous year | Budget or revised budget for current year | Budget for next year |
|--------------------|---|--------------------------------|--|-----------------------------|
| Part 1 | Revenue account/ Receipt | | | |
| | Revenue | | | |
| | Total Income | | | |
| | Expenditure from revenue account | | | |
| | Revenue surplus / deficit (A) | | | |
| Part 2 | Development Account | | | |
| | Other grants and contribution | | | |
| | Total (B) | | | |
| | Total resources available (A+B) | | | |
| | Expenditure from development account | | | |
| | Total budget surplus / deficit | | | |
| | Carry over (1 July) | | | |
| | Closing balance | | | |

Format 5: FYP Goals and Outcomes with Measurable Indicators

| No | FYP goals | Sector | Outcomes/Outputs | Measurable indicators |
|----|-----------|--------|------------------|-----------------------|
| 1 | | | | |
| | | | | |
| 2 | | | | |
| | | | | |
| 3 | | | | |
| | | | | |

Format 6: FYP Planning Format

Period: FY _____ To: FY _____

| Project Description | | | | | | Location | Schedule of Implementation | | | | | Investment | | Source of Proposal | |
|---------------------|--------------------|-------------|-------------------|--|--------|------------------------------------|---------------------------------|---|---|---|---|------------------|----------------|--------------------|--------------------|
| ID Tag | Name of the Scheme | Description | Target / quantity | Expected Beneficiary Male/ Female, Children, People with special need / others | Sector | Location (UP/ Pourashava-Ward No.) | Proposed Year of Implementation | | | | | Executing Agency | Estimated Cost | Sources of Fund | Scheme Proposed by |
| | | | | | | | 1 | 2 | 3 | 4 | 5 | | | | |
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |
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Format 7: FYP Annual Progress Report

| Summary of overall assessment of FYP status (including progress, impact, expenditure, problem, solution, good practice, lessons learned, etc.) | | | | | |
|---|------------------|------------------------------------|---|---|---|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| No. | FYP Goals | Date of Start/ Duration | AP Goals/ activities/ targets with measurable indicators | Achievements to date (% of the targets achieved) | Budget/ Disbursement to date (%) |
| 1 | | | | | |
| Any issues to be highlighted during the period: | | | | | |
| 2 | | | | | |
| Any issues to be highlighted during the period: | | | | | |
| 3 | | | | | |
| Any issues to be highlighted during the period: | | | | | |
| 4 | | | | | |
| Any issues to be highlighted during the period: | | | | | |
| 5 | | | | | |
| Any issues to be highlighted during the period: | | | | | |
| 6 | | | | | |

Format 8: AP Format for Situation Analysis

| Sector | Description of problems/development challenges | | | | Recent, ongoing and/or planned activities addressing the problems | Given the ongoing and planned activities, what would be the situation after 1 year? | Based on the situation forecasted in 1 year what are the recommendable actions/ counter measures in the AP? |
|--------|--|----------------|----------------------|--------------------------------------|---|---|---|
| | Major Problems (challenges) | Location/ Area | Quantity / Magnitude | Reasons contributing to the problems | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Format 9: AP Goals, Objectives and Targets with Measurable Indicators

| No | AP Goals | Sector | Objectives | Annual measurable targets |
|----|----------|--------|------------|---------------------------|
| 1 | | | | |
| | | | | |
| 2 | | | | |
| | | | | |
| 3 | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Format 10: AP Project Summary

FY: _ _ _ _

| Project Description | | | | | Location | Schedule of Implementation | | | Investment | | Monitoring | | |
|---------------------|----------------------|-------------|-------------------|--|----------|----------------------------|------------|----------|------------------|----------------|-----------------|--------------------|-------------------------|
| ID Tag | Title of the project | Description | Target / quantity | Expected Beneficiary Male/ Female/ Third Gender/ Children, Disable | Sector | Location | Start Date | End Date | Executing Agency | Estimated Cost | Sources of Fund | Responsible Agency | Reference [SN-2 of FYP] |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | |

Format 11: Project (Scheme) Proposal: Fact Sheet

| | | | |
|--|--|---|--|
| 1. Project title | | | |
| 2. Name of implementing agency | | 3. Project location(s) | |
| 4. Proposed starting date | | 5. Project duration | |
| 6. Project budget and breakdown | | 7. Counterpart contributions (other inputs) | |
| 8. Brief description of the project / scheme | | | |
| 9. Objectives | | | |
| 10. Expected results (measurable outputs) | | | |
| 11. Implementing arrangements | | | |

(Signature of the concerned officer)

Name:

Date:

Format 12: AP Quarterly Monitoring Report

Quarterly Monitoring Report _____
 Reporting Period: _____ to _____

Name of Upazila: _____
 District: _____

Narrative Summary:

- Overall progress toward the FYP/AP goals, any problems/challenges encountered and solutions, total expenditures incurred against the total budget, good practices identified, lessons learned, etc. during the quarter.
 -

- Summary and overall situation of the key performance at the end of the quarter regarding the Annual Plan goal 1:
 -

- Summary and overall situation of the key performance at the end of the quarter regarding the Annual Plan goal 2:
 -

| No. | AP Goals | Sector | AP Objectives/ Activities | Target Indicator | Actual accomplishment | AP Project Title | Achievements to date (% of the targets achieved) | Budget/ Total disbursement to date (%) (Taka) |
|-----|----------|--------|---------------------------|------------------|-----------------------|------------------|--|---|
| 1 | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

Format 13: AP Accomplishment Report

Accomplishment Report
Reporting Period: _____ to _____

Name of Upazila: _____

District: _____

Narrative Summary:

- Overall accomplishments against the FYP/AP goals, any problems/challenges encountered and solutions, total expenditures incurred against the total budget, good practices identified, lessons learned, etc. at the end of AP.
 - Overall accomplishments:
 - Problems/challenges encountered:
 - Any solutions:
 - Total AP expenditures against total AP budget:
 - Any good practices identified:
 - Any lessons learned during the year to be incorporated in the next AP:
- Summary of accomplishment(s) of the projects regarding the Annual Plan Goal 1:
 -

- Summary of accomplishment(s) of the projects regarding the Annual Plan Goal 2:
 -

| No. | AP Goals | Sector | AP Objectives/ Activities | Target Indicator | Actual accomplishment | AP Project Title | Achievements to date (% of the targets achieved) | Budget/ Total disbursement to date (%) (Taka) |
|-----|----------|--------|---------------------------|------------------|-----------------------|------------------|--|---|
| 1 | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

Mid- and Long-term Training Plan for Upazila Parishad Functionaries (2020-2030)



Government of the People's Republic of Bangladesh
Local Government Division
Ministry of Local Government, Rural Development and Cooperatives

Supported by



Upazila Integrated Capacity Development Project
Japan International Cooperation Agency (JICA)

2020

Mid- and Long-term Training Plan for Upazila Parishad Functionaries

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Abbreviations and Acronyms

| | |
|----------|--|
| AAO | Assistant Accounts Officer |
| ADP | Annual Development Program |
| AP | annual development plan |
| BRDB | Bangladesh Rural Development Board |
| CA | Confidential Assistant |
| DANIDA | Danish International Development Agency |
| DC | Deputy Commissioner |
| DDLG | Deputy Director, Local Government |
| DPHE | Department of Public Health Engineering |
| DRT | District Resource Team |
| EALG | Efficient and Accountable Local Governance |
| FY | Fiscal Year |
| FYP | Five-Year Plan |
| GoB | Government of Bangladesh |
| JICA | Japan International Cooperation Agency |
| LGD | Local Government Division |
| LGED | Local Government Engineering Department |
| LGIs | Local Government Institutions |
| MDGs | Millennium Development Goals |
| MoLGRD&C | Ministry of Local Government, Rural Development and Cooperatives |
| MoPA | Ministry of Public Administration |
| NILG | National Institute of Local Government |
| SDGs | Sustainable Development Goals |
| SDC | Swiss Agency for Development and Cooperation |
| TLD | transferred line department |
| TNA | Training Needs Assessment |
| ToR | Terms of Reference |
| ToT | Training of Trainers |
| UGDP | Upazila Governance and Development Project |
| UICDP | Upazila Integrated Capacity Development Project |
| UNO | Upazila Nirbahi Officer |
| UZGP | Upazila Governance Project |
| WG | Working Group |

Mid- and Long-term Training Plan for Upazila Parishad Functionaries

Executive Summary

This *Mid- and Long-term Training Plan for Upazila Parishad Functionaries* (hereafter the “Training Plan”) aims to contribute to the achievement of the mission of Upazila Parishad for 2041 that is set in the *Mid- and Long-term Strategy for Upazila Parishad Governance Improvement* (hereafter the “Strategy”) from the capacity development aspect.

In fact, there have been several initiatives to provide capacity development programs to Upazila functionaries by the GoB and different development partners so far in the past. However, the absence of a national framework for capacity development of Upazila Parishad functionaries makes it difficult to determine the capacity development direction to follow and to design training programs in a harmonized and coordinated way with other concerned stakeholders.

As the only mandated local government capacity building institute of Bangladesh, the National Institute of Local Government (NILG) has been providing training courses in different aspects of local governance also for Upazila functionaries so far. Yet, along with the progress of decentralization from the central government to LGIs over the last years, it is expected that the role of the NILG also change to meet the growing needs of Upazila functionaries in the new era.

Based on these background, this Training Plan was formulated with the purposes of; (1) To define the direction of the capacity development of Upazila functionaries from a mid-and long-term perspectives rather than a single year plan, 2) To clarify the role and responsibility of the NILG in strengthening the capacity of Upazila functionaries, and 3) To identify required training courses for Upazila functionaries, under the initiative of the NILG with the guidance of the Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C).

This Training Plan essentially identifies the training courses required by Upazila functionaries that are to be delivered by the NILG on regular basis during the target period of this Training Plan of July 2020 to June 2030. This Training Plan identifies three target groups of Upazila functionaries, namely; (1) Upazila elected representatives, (2) UNO and Upazila officers of the transferred line departments (TLDs), and (3) CAs to Upazila Parishad Chairman and CAs to UNO. In addition to these three groups, members of District Resource Team (DRT) is also a target of the training program in this Training Plan. DRT is formed at each district and firstly receives ToT from the NILG, and then delivers the training to the Upazilas in the district as trainers. It is noteworthy that the Training Plan suggests introducing DRT mechanism to provide trainings to all the Upazilas with the limited resource of the NILG in a short period. It should also be noted that the Training Plan regards CAs as one of the target groups of the training program.

Upazila Parishad election is conducted every 5 (five) years as stipulated in the Upazila Parishad Election Rules. The training courses to Upazila functionaries are provided in line with this five year of Upazila election cycle on regular basis. This Training Plan shows the roadmap and action plans for the implementation of the training delivery with required budget for each fiscal year until 2030.

Training courses for Upazila functionaries shall be delivered with the overall coordination and management of the NILG with mid- and long-term perspective following the roadmap and action plans. This Training Plan also suggest the measures for the NILG to run the training management cycle more efficiently and effectively.

Though the primary responsible entity of the Training Plan is the LGD, NILG is responsible for the implementation of the Training Plan under the necessary guidance and supervision of the LGD.

Chapter 1 Introduction

1.1. Background

1.1.1. Mid- and Long-term Strategy for Upazila Parishad Governance Improvement

Mid- and Long-term Strategy for Upazila Parishad Governance Improvement (hereafter the “Strategy”) has been prepared by the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). Its purpose is to clarify the necessary legal and institutional arrangements for Upazila Parishad to deliver public services at the Upazila level through the comprehensive coordination of all Upazila level development activities. It covers areas such as legal and institutional framework, financial management, development planning, monitoring/ evaluation, capacity development and other key similar important areas.

The Strategy sets the mission of Upazila Parishad for 2041 as follows.

Mission of Upazila Parishad for 2041

Public services delivered at the Upazila level are improved through the comprehensive coordination of all Upazila-level development activities through planned and integrated process of all Upazila-level development activities.

The Strategy sets the seven (7) targets described below to evaluate whether the above mission of Upazila Parishad for 2041 can be achieved. Target 7 mentions the training mechanism for the Upazila Parishad.

Targets

| | |
|-----------------|---|
| Target 1 | Both horizontal and vertical coordination is ensured by Upazila Parishad. |
| Target 2 | Upazila Committees are well functioning, and contributing to better coordination with transferred line departments. |
| Target 3 | Upazila Parishads prepare both Five-Year Plans and annual development plans. |
| Target 4 | Citizens’ views are properly reflected to Upazila Parishads’ budget as well as development plans (both Five-Year Plans and annual development plans). |
| Target 5 | Budget and annual financial statement are properly prepared in accordance with the relevant laws and guidelines. |
| Target 6 | Activities of Upazila Parishads are properly monitored by the concerned wing of LGD. |
| <u>Target 7</u> | <u>Training mechanism that covers all Upazila Parishads is established and implemented.</u> |

The Strategy sets indicators to confirm whether the targets are achieved. The indicators for Target 7 are set as follows.

Indicators for the Target 7

| | |
|------|---|
| 7-1. | NILG establishes the training mechanism that covers all Upazila Parishads and LGD approves the mechanism. |
| 7-2. | All Upazila Parishads receive the necessary training from the GoB. |

The Strategy also sets the six (6) strategic components as follows: 1) Legal Framework, 2) Institutional Strengthening, 3) Development Planning, 4) Financial Management, 5) Monitoring and Evaluation, and 6) Capacity Development. The Strategic Component 6: “Capacity Development” sets the components for the capacity development of Upazila Parishads stakeholders as shown in the table below.

Table 1: Strategic Component 6: Capacity Development of the Strategy

| Strategic Component 6: Capacity Development | |
|--|--|
| (1) Capacity development of Upazila elected representatives and other stakeholders | 6-1. Develop a capacity development framework for Upazila Parishad, and widely disseminate it to all training institutions. |
| | 6-2. Provide basic training to all Upazila elected representatives and other stakeholders, and refresher training at the District levels. |
| (2) Capacity development of NILG and other training institutions | 6-3. Strengthen the capacity of NILG as the key training institutions responsible for training to LGIs. <ul style="list-style-type: none"> • Institutional strengthening of NILG • Training program improvement • Arrangement to provide necessary training as many Upazila Parishads as possible • Facility improvement |
| | 6-4. Formulate the Mid- and Long-Term Training Plan. |
| (3) Exploring feasible options for increasing the coverage of training | 6-5. Explore practical ways to increase the training coverage of Upazila Parishad elected representatives and other key stakeholders. <ul style="list-style-type: none"> • Certification system in which trainers of training institutions and NGOs are trained and certified to provide training to Upazila functionaries • District Resource Teams (DRTs) who will provide training to Upazila functionaries • A short training as an overall orientation to all Upazila elected representatives • Introduction of e-learning system utilizing ICT for LGIs' stakeholders to acquire basic knowledge and information |

This Mid- and Long-term Training Plan for Upazila Parishad Functionaries (hereafter the “Training Plan”) shall contribute to the achievement of the mission of Upazila Parishad for 2041 that is set in the Strategy from the capacity development aspect. The Training Plan provides the practical measures to achieve the Strategic Components 6: Capacity Development of the Strategy.

NILG formulated its Training Policy and Training Strategy for all the tiers of LGIs and submitted it to the LGD in 2019. This Training Plan that targets Upazila functionaries is placed as a lower level document of them and contributes also to the achievement of the Training Policy and Training Strategy by indicating the direction of the capacity development especially for Upazila functionaries.

1.2. Purpose of the Training Plan

The Training Plan aims to indicate practical directions and actions to be undertaken by the stakeholders for the capacity development of Upazila functionaries to achieve the Strategic Components 6: Capacity Development of the Strategy. The Training Plan situates the National Institute of Local Government (NILG), which is the sole government training institution established to build the capacity of local government institutions (LGIs), as the responsible body to provide regular training programs to Upazila functionaries under the guidance and supervision of the LGD.

The purposes of the Training Plan are as follows:

Purposes of the Training Plan

- To define the direction of the capacity development of Upazila functionaries from a mid-and long-term perspectives rather than a single year plan.
- To clarify the role and responsibility of the NILG in strengthening the capacity of Upazila functionaries.
- To identify required training courses for Upazila functionaries.

1.3. Basic Framework of the Training Plan

1.3.1. Training Targets

To provide training programs effectively and efficiently, target Upazila functionaries are separated into following three (3) groups.

- Upazila elected representatives
- UNO and Upazila officers of the transferred line departments¹ (TLDs)
- CAs² to Upazila Parishad Chairman and CAs³ to UNO

In addition to the above three groups, members of the District Resource Team (DRT) is also a target of the training in this Training Plan. DRT is formed at each district to deliver the training to Upazila functionaries at district HQ. DRT shall firstly receive ToT from the NILG, and then deliver the training to the Upazilas in the District as trainers⁴.

Article 15 (3) of the Upazila Parishad Act amended in 2011 stipulates that all Upazilas shall have an Assistant Account Officer (AAO). It seems that AAOs are expected to play a critical role in a Upazila in the area of financial management and accounting, and it is worth considering a training program for them. However, as it is difficult to anticipate when they would be recruited by the government and then deployed to Upazilas during the period of formulation of this Training Plan. Therefore, the Training Plan does not deal with the training program for AAOs. Once the plan of the recruitment and the deployment of AAOs is announced and known to everyone, NILG should then begin the consideration of the inclusion of AAOs as one of the targets of the training for Upazila functionaries without delay in consultation with the LGD.

1.3.2. Scope

Until today, there is no training program covering all the Upazilas on a consistent basis by the GoB, and considering this, it should be regarded as an urgent issue as to how to make NILG provide such a regular training program to Upazila functionaries with its own budget as the apex training institution which is

¹ 17 transferred line department officers are; 1) Upazila Youth Development Officer, 2) Upazila Nirbahi Officer, 3) Upazila Fisheries Officer, 4) Upazila Livestock Officer, 5) Upazila Health and Family Welfare Officer, 6) Upazila Family Planning Officer, 7) Upazila Women Affairs Officer, 8) Upazila Education Officer, 9) Upazila Engineer of the Local Government Engineering Department, 10) Assistant/Sub-Assistant Engineer of Department of Public Health Engineering Department, 11) Upazila Rural Development Officer, 12) Upazila Cooperative Officer, 13) Upazila Agriculture Officer, 14) Project Implementation Officer, 15) Upazila Social Welfare Officer, 16) Upazila Secondary Education Officer, 17) Upazila Environment and Forestry Officer.

² Official title is “Stenotypist cum Computer Operator”. Since the position is commonly known as CA (Confidential Assistant), this Training Plan uses “CA” to mention the position.

³ Though several staff may work at a UNO’s office with different titles, it mentions a staff working under UNO regardless of his/her official title. UNO may appoint one of staff who receives the training if there are some staff working under UNO.

⁴ The detail of the mechanism of DRT is mentioned later.

responsible for the capacity building of all the LGIs including Upazila under LGD (as mandated by the National Institute of Local Government Act, 1992). Therefore, this Training Plan essentially identifies the training courses required by Upazila functionaries that are to be delivered regularly by the NILG keeping in view of the mid- and long-term perspectives. Technical or sector-specific training programs that may be provided by other training institutions are outside the scope of this Training Plan.

This Training Plan also specifies the training delivery mechanism for the identified training courses to be delivered regularly in a sustainable manner with a clearly laid down roadmap and action plans for the NILG.

1.3.3. Target Period

The target period for the implementation of this Training Plan is between July 2020 and June 2030. The contents of the Training Plan may be amended flexibly according to the changes of the circumstances and based the policy priorities of the GoB. As the target period of the Strategy is from July 2019 to June 2041, it is recommended that another Training Plan for the next decade is prepared in 2030 as the replacement of this Training Plan.

Annual Training Schedule of the NILG should be prepared based on this Training Plan.

1.3.4. Responsible Entity

The primary responsible entity of the Training Plan is the LGD. NILG is responsible for the implementation of the Training Plan under the necessary guidance and supervision of the LGD. The progress of the implementation of the Training Plan will be monitored by the Strategy Implementation Committee that is established in the LGD to monitor the progress of the implementation of the Strategy⁵.

⁵ WG for the Implementation of the Training Plan established in the NILG shall report the progress of the implementation of the Training Plan to the Strategy Implementation Committee. The detail is described in the Chapter 4.

Chapter 2 Situation Analysis

2.1. Overview of the Capacity Development of Upazila Functionaries

Elected representatives of a Upazila Parishad and its functionaries, particularly government officers of the transferred line departments are basically entrusted to work for the development of Upazila as a whole. There are increasing expectations to their performance and ability to respond more efficiently and effectively to the development needs of the citizens of the Upazila through the coordination with other stakeholders in complex and challenging environment. Thus, the capacity development of elected representatives as well as officers of transferred line departments is a crucial important and urgent issue.

However, training of those personnel is still inadequate and there is a lot of room for improvement in the training system. There is no regular training for Upazila functionaries and irregular training opportunities are made available to them mainly through government projects with support of the development partners and occasionally some training programs are organized by some government training institutions. In the absence of a mid- and long-term comprehensive training plan of the government for Upazila functionaries, such projects and government training institutions need to determine training areas and trainees based on their respective need assessment and expertise of their own. They also need to consider project objectives and design, and financial and human resources available to them without enough coordination with other stakeholders in most cases. Consequently, training is generally provided on an ad-hoc basis and on a limited scale in terms of duration and coverage of trainees without considering the real needs at the field situation and the sustainability of the training program.

2.2. Capacity Development Initiatives for Upazila Functionaries to Date

There is a commonly held view that it is important to develop the capacity of elected representatives and other functionaries who are the key resources of Upazila for ensuring good governance. Keeping this realization in mind, several initiatives aiming at the capacity development and improvement of good governance at the Upazila level have been implemented by the GoB in collaboration with some development partners in recent years in Bangladesh.

In the recent past, the Upazila Governance Project (UZGP) (2011-2017) supported by the UNDP and others demonstrated the successful implementation of enhanced ADP in several pilot Upazilas. It also initiated overall capacity development for Upazila Parishad members and key transferred line department officers and supported formulation and implementation of Upazila long-term development plans. It aimed to strengthen Upazila Parishads as an effective tier of local government through capacity building, policy support and ensuring participatory citizen engagements in local development, effective service delivery and attainment of the then Millennium Development Goals (MDGs). UZGP supported Upazila functionaries to equip the capacity to perform their mandated responsibilities effectively.

Upazila Governance and Development Project (UGDP) (2016-2021), a Yen loan project financed by JICA, is being implemented to enhance the capacity of Upazila Parishad to deliver more effective and responsive public services to citizens through providing additional development funds and a series of capacity development opportunities to concerned stakeholders. It is an important project supporting Bangladesh's comprehensive decentralization measures that strengthen Upazila, as a pivotal local government institution, promotes need-based rural infrastructure development by Upazila Parishad and ensures closer linkage between Upazila and Union as well as between local government institutions and line departments to provide better service delivery to the local communities. The project will gradually cover all the 492 Upazilas. UGDP conducted "Basic Training on Upazila Parishad Plan and Service Delivery for Upazila Parishad Functionaries" for elected representatives of Upazila Parishads in 2019.

This training program was attended by Union Parishad Chairmen, UNOs, and other TLD officers of all the 492 Upazilas (12 personnel from each Upazila). This was the only comprehensive training program for Upazila functionaries on Upazila governance that covers all the Upazilas across the nation at the timing of the formulation of this Training Plan.

Upazila Integrated Capacity Development Project (UICDP) (2017-2022), the JICA assisted technical assistance project, is being implemented in ten (10) pilot Upazilas of nine (9) districts under (8) eight Divisions since August 2017. The core objective of the project is to establish a framework to improve “comprehensive coordination capacity” of Upazila Parishad, i.e., capacity of Upazila Parishad to formulate and implement a Upazila development plan (both Five-Year Plan (FYP) and annual development plans (AP)) in coordination with all the stakeholders including Union Parishads, Paurashavas and transferred line departments. The main focus of the project is that citizens’ needs are reflected in FYP, which would be a basis to formulate an AP of the Upazila Parishad and the needs of each sector is expected to be properly integrated in the said plan. The project will continue up to July 2022.

Efficient and Accountable Local Governance (EALG) (2017-2022) is a project implemented by UNDP in collaboration with SDC and DANIDA aiming at the strengthening the capacities of local government and other stakeholders to foster participatory local government service delivery for the SDGs. EALG has three components, namely, 1) Inclusive and Accountable Upazila Parishad (IAUZP), 2) Sustainable and Democratic Union Parishad (SDUP), and 3) Policy for Effective Local Governance (PELG). Among the three components, IAUZP especially targets strengthening governance framework of Upazila Parishad for inclusive, effective and accountable planning and improved service delivery. EALG is operating in sixteen (18) Upazilas where it is piloting different governance improvement related initiatives.

In fact, different projects are providing a variety of training-related assistance to Upazila functionaries as per their objectives. However, it seems that the absence of a national framework for capacity development of Upazila Parishad makes it difficult for the GoB and development partners to determine the capacity development direction to follow and to design capacity development program in a harmonized and coordinated way with other concerned stakeholders.

2.3. Current Situation of NILG and its Challenges

The National Institute of Local Government (NILG) was established as the Local Government Institute by the then East Pakistan Government in 1969, and reformed it into the National Institute of Local Government in 1980 by the GoB. It is now governed by a board of directors formed under National Institute of Local Government Act, 1992. The NILG is the only mandated local government capacity building institute of Bangladesh, which promotes training and research activities to make the local government strong, effective, dynamic and service oriented. The main objective of the NILG is to improve the knowledge, skill and attitude of the local government functionaries by providing professional training. In fact, the NILG has been providing training in different aspects of local governance for elected representatives and functionaries of LGIs since its inception.

Along with the progress of decentralization from the central government to LGIs over the years, it is expected that the role of the NILG also change to meet the requirements of the GoB and LGIs of the new era. The major challenges that NILG is currently facing are described below.

(1) Large Number of the Target Trainees of LGIs

One of the major challenges of the NILG is that the large number of target trainees who the NILG is mandated with in order to deliver training. Bangladesh has five (5) tiers of LGIs (i.e., Union Parishad,

Upazila Parishad, Zila (District) Parishad, Paurashava, and City Corporation), and the NILG is expected to deliver training to the elected representatives, officers and staff who are working at these LGIs. Considering the limited resources (faculty, classroom, accommodation, etc.) of the NILG, it is a serious challenge for the NILG to allocate their limited resources to the areas that need improvement urgently with the prioritization of LGIs and their trainees. In order to increase the coverage of the training, it is an option to consider alternative mechanisms of training delivery, such as: 1) certification system in which trainers of training institutions are trained and certified to provide training to Upazila functionaries, and 2) District Resource Teams (DRTs) formed at district level and provide training to Upazila functionaries for instance.

(2) Training Planning with Mid- and Long-term Perspectives

It is necessary for the NILG to have mid- and long-term training plan for each LGI (Union Parishad, Upazila Parishad, Zila Parishad, Paurashava, and City Corporation) with a view to ensure the proper resource allocation and the planned training management of the NILG. The absence of mid- and long-term training plans result in the current training delivery of the NILG on ad-hoc basis by merely responding to the request of the LGD and/or development partners in most of the cases except the training to Union Parishad that is delivered on regular basis. The core training on the basics of local governance should be delivered to elected representatives and other functionaries of the respective LGIs by the NILG on a regular basis so that they can maintain their knowledge base at a certain required level to perform their designated duties. For the delivery of effective training opportunity to all the tiers of LGI, the NILG needs to plan training program from a mid-and long-term perspective with a mid-and long-term training plan rather than a single year perspective.

(3) Strengthening of Training Cycle Management

The most important function of the NILG is to manage the training program properly. The training management cycle includes five (5) steps, they are: 1) Analysis, 2) Design, 3) Development, 4) Implementation, and 5) Evaluation. The faculty members of the NILG need to pay more attention not only to the “Implementation” but also to the other processes of the training management cycle for the improvement of training programs. Recognition of the training cycle as a series of continuous processes of training management and its improvement as a NILG-wide initiative will lead to the efficient training delivery with uniformed and standardized way.

2.4. Required Capability and Training Needs of Upazila Functionaries

2.4.1. Capability Needed for Upazila Functionaries

Article 23 and Schedule 2 of the Upazila Parishad Act 1998, promulgated in 2009, and its subsequent amendments in 2011 and 2015 stipulated eighteen (18) specific functions of Upazila Parishad. Three (3) other functions were added according to the LGD circular issued in November 2011. The specific functions of Upazila Parishad are as shown in the box below.

Table 2: Specific Functions of Upazila Parishad

- | |
|---|
| <ol style="list-style-type: none"> 1. Formulation of five-year plan and other development plan of various terms. 2. Implementation of the programs of various government departments transferred to Upazila Parishad, and supervision and coordination among the departments’ programs. 3. Construction, repair and maintenance of inter-union link roads. 4. Adaptation and implementation of small-scale irrigation projects, in accordance with the directions of the Government, for the purpose of the best utilization of the surface water. 5. Ensuring the services of public health, nutrition and family planning. |
|---|

6. Improvement of sanitation and sewerage systems, and adoption of proper measures for supplying safe drinking water.
7. (a) encouraging and facilitating the extension of education at the Upazila level, (b) supervising and supporting related institutions to improve the quality of secondary and madrasah education.
8. Taking initiative for the establishment and extension of small and cottage industries.
9. Supporting and coordinating the activities of cooperative societies and non-government voluntary organizations.
10. Supporting and implementing the programs of women, children, social welfare, youth, sports and cultural activities.
11. Adopting and implementing programs for the development of agriculture, livestock, fisheries and forest resources.
12. Review of the activities of the police department along with the development of law and order situation in the Upazila, and sending reports regularly by the Chairman to the higher authorities.
13. Adopting and implementing own programs to generate self-employment and reduce poverty, while providing necessary assistances for the implementation of other Government programs in this realm.
14. Coordinating, monitoring and supporting the development activities undertaken by Union Parishads.
15. Generating public opinion and taking other preventive measures to resist the crimes against women and children, etc.
16. Creating public awareness and taking other preventive measures against the crimes of terrorism, theft, robbery, smuggling, abuse of drugs, etc.
17. Undertaking social forestry and other programs with the aims of preservation and development of the environment.
18. Other activities assigned by the government from time to time.
19. Coordination of all activities related to disaster management.
20. Cooperation with other institutions engaged in activities similar to those of Upazila Parishad.
21. Introducing and encouraging e-governance.

Source: Translation from 1) Upazila Parishad Act promulgated in 2009, and its amendment in 2011 and 2015, 2) LGD circular issued in November 2011

Among the functions listed above, 1, 2, and 14 need to be emphasized as not-sector specific general functions of Upazila Parishad. Supposing that the capacity of Upazila Parishad is not sufficient to perform these functions as required by the Upazila Parishad Act, filling this gap should be the primary goal of the capacity development of Upazila functionaries.

More specifically, the fundamental capabilities needed for a Upazila Parishad are specified in the Table 3.

Table 3: General Capability Needed for Upazila Parishad

- Prepare development plans including Five-Year Plans (FYP) and annual plan (AP), and implement it.
- Implement, supervise and coordinate the programs of the activities of transferred line departments. [Horizontal Coordination]
- Coordinate and assess the development programmes undertaken by Union Parishads and provide them with necessary cooperation. [Vertical Coordination]

2.4.2. Training Needed for Upazila Functionaries

(1) Training Needed for Upazila Elected Representatives

Upazila elected representatives tend not to be necessarily familiar with the mandate of Upazila Parishad. Since they are elected by Upazila election conducted every five years and their backgrounds (education level, work experience, etc.) are different, it is necessary to consider that there is a gap in their knowledge of the public administration of Upazila.

Primary responsibility of elected representatives is to make decisions through discussions at the Upazila Parishad meetings. As the decisions of the Upazila Parishad are implemented by UNO and concerned transferred line department officers, elected representatives are not necessarily required to be familiar with the detailed practical procedure of the implementation of the activities. Therefore, training to Upazila elected representatives should focus more on the important Acts and rules on Upazila Parishad and the basic matters of Upazila governance so that they understand what they are expected to do as elected representatives of the Upazila Parishad.

(2) Training Needed for UNO and other Officers of Transferred Line Departments

On the other hand, since UNO and transferred line department officers in a Upazila are expected to implement development activities based on the development plans prepared by the Upazila Parishad paying attention to the horizontal and vertical coordination, their training needs to be more practical so that they can carry out their mandated duties without any uncertainty and confusion.

For this reason, practical procedures for the formulation and the implementation of development plans should be taught in the training to UNO and transferred line departments officers.

(3) CA to Upazila Parishad Chairman / CA to UNO

As CAs tend to be playing an important role in the governance of a Upazila, it is reasonable to consider CAs as one of the target groups of the training program meant for Upazila functionaries. Not like UNO and other officers of transferred line departments, CAs to UNO remain in the Upazila comparatively longer period and accumulate the Upazila specific knowledge though he/she is transferable to other Upazilas. CAs to Chairman are never transferred to any other Upazilas as he/she is a staff of a particular Upazila Parishad. Training to CAs should be designed as they can apply their accumulated knowledge on all matters related to Upazila governance including financial management for effective and efficient Upazila management to support Chairman and UNO, but not only giving the general idea of office management.

Chapter 3 Training Strategies

3.1. Capacity Development Goal, Objectives, and Strategies for the Capacity Development of Upazila Functionaries

The Training Plan sets the structure of the goal, the objectives, and the strategies for the capacity development of Upazila functionaries as its framework. Relations among the goal, the objectives, and the strategies are shown in the Figure below.



Figure 1: Goal, Objectives and Strategies for the Capacity Development of Upazila Functionaries

3.1.1. Capacity Development Goal

The capacity development goal for Upazila functionaries for 2030 is set as follows.

Capacity Development Goal for Upazila Functionaries for 2030

Elected representatives of Upazila Parishads understand their roles and responsibilities, and implement development activities in collaboration with UNO and other officers of transferred line departments.

3.1.2. Capacity Development Objectives

The capacity development targets for Upazila functionaries for 2030 are set as follows.

Objective 1

Training programs on basic laws and rules related to Upazila Parishad are provided to Upazila elected representatives in a timely manner in their term of service.

Objective 2

Training programs on the implementation of the activities of Upazila Parishad including development planning are provided to Upazila transferred line department officers and CAs.

| | |
|--------------------|---|
| Objective 3 | Coordination mechanism is established through the formulation and implementation of development plans such as Five-Year Plan and annual development plan at the Upazila level. |
| Objective 4 | NILG functions as a responsible training body to provide quality training to Upazila functionaries with the cooperation from other training institutions and local administrations. |

3.1.3. Capacity Development Strategies

The capacity development strategies for Upazila functionaries for 2030 is set as follows.

| | |
|-------------------|--|
| Strategy 1 | Provide orientation and refresher training on important laws and rules related to Upazila Parishad including preparation and implementation of development plans to elected representatives in a timely manner. |
| Strategy 2 | Provide training on the implementation of the activities of Upazila Parishad including development planning to UNO and other officers of transferred line departments, and CAs through the cooperation from other training institutions and local administrations. |
| Strategy 3 | Diversify the training provision mechanism to cover all the Upazilas in an effective and efficient way. |
| Strategy 4 | Improve the efficiency of the training management cycle at the NILG. |

The details of the above strategies are described in the sections hereafter.

3.2. Training to District Resource Teams (DRTs) [Strategy 1 / Strategy 2 / Strategy 3]

3.2.1. Overview

Given its limited resources, NILG is not in a position to provide training to 492 Upazilas all over the country directly by themselves, and therefore an alternative mechanism that will make it possible for them to deliver training to Upazilas in an efficient method is required. The most effective way to overcome the problem of the scarce resources of the NILG, District Resource Team (DRT) mechanism is adopted based on the following considerations.

- Upazila Resource Team (URT) mechanism was adopted in 2011 to provide training to all the elected representatives and officers of Union Parishads through URT consisted of 12 Upazila officers headed by UNO. Lessons learned from the experience of the URT mechanism can be utilized to make the DRT mechanism effective.
- Decentralization of training delivery may contribute to the discussion of an idea of the establishment of “regional training institutes for local government” to provide training to elected representatives and officers of LGIs more effectively and frequently at regional level.
- Gathering at district office for training purpose may promote the discussions among Upazilas in a same district for horizontal coordination to solve district-wide issues, and also the discussion between a district and Upazilas in a same district for vertical coordination.

- It can be a good opportunity for district officers to grasp the situation of respective Upazilas in the district and to contribute to the strengthening of the tie between district and Upazilas for mutual cooperation for planning, implementation and monitoring of development activities in the district and Upazilas.

Under the District Resource Team (DRT) mechanism, District Resource Teams (DRTs) will receive ToT from the NILG and then DRTs in turn deliver the training to the Upazilas in their respective districts. DRT is composed of 14 district officers headed by Deputy Director, Local Government (DDLG). Though DC (Deputy Commissioner) is not a member of DRT, DC shall provide necessary advices and support to the DRT as an advisor. The figure below shows the overview of the DRT mechanism.

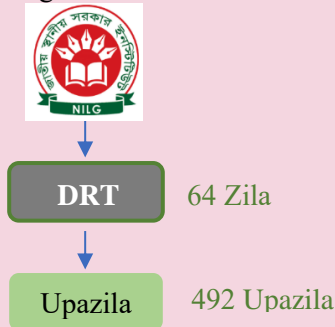


Figure 2: Overview of the DRT Mechanism

The target of the training is fourteen (14) district officers. The ToT to all the DRTs of whole 64 districts is conducted: 1) in the previous year of the Upazila election, and 2) in the second year from the Upazila election. The following figure shows the overview of the timing of the implementation of ToT to DRTs.

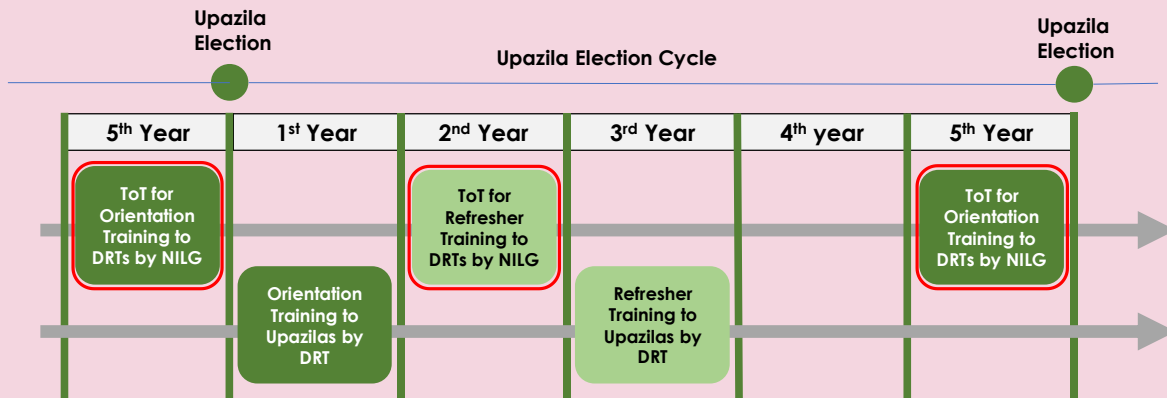


Figure 3: Overview of the Timing of the Implementation of ToT to DRTs

3.2.2. Target

The target of the training is the following fourteen (14) officers of district offices.

1. Deputy Director, Local Government (DDLG)
2. Additional Deputy Commissioner (General)
3. Deputy Director, Agriculture
4. Executive Engineer, LGED
5. Executive Engineer, DPHE
6. Civil Surgeon
7. Deputy Director, BRDB

| | |
|-----|---|
| 8. | District Education Officer |
| 9. | District Primary Education Officer |
| 10. | District Relief and Rehabilitation Officer |
| 11. | District Women Affairs Officer |
| 12. | Deputy Director, Social Welfare |
| 13. | Deputy Director, Youth Development |
| 14. | Additional Superintendent of Police (nominated by Superintendent of Police) |

As the number of Upazila is 64 as of December 2019, the total number of the trainee is 896 persons (14 district officers x 64 districts). Supposing that 42 trainees (3 districts) are accommodated in a class, twenty-two (22) batches can cover all the districts.

3.2.3. Achievement Goal of the Training

By attending the training courses, the members of DRTs are expected to achieve the following goal.

Table 4: Achievement Goal of the Training for DRTs

- District Resource Teams (DRTs) composed of 14 District officers gain necessary knowledge and skill to perform as trainers for the training to Upazila functionaries.

3.2.4. Training Provider and Venue

The training is provided by the NILG faculty and the outside resource persons who have expert knowledge and/or professional experience in the training areas and topics of the training course. The training is conducted at the NILG by inviting 14 district officers from each district.

3.2.5. Training Course and Contents

Two (2) ToT courses are provided to DRTs. The duration of the training is three (3) days for the ToT for Orientation Training and two (2) days for ToT for the Refresher Training.

Table 5: Title of the ToT Courses for DRTs and its Duration

| Training Course Title | Duration |
|--|----------|
| ToT for Orientation Training for Upazila Functionaries | 3 days |
| ToT for Refresher Training for Upazila Functionaries | 2 days |

Training areas and topics taught in the ToT courses are shown in the table below. Detailed training contents for each area and topic should be elaborated when developing training materials and/or developing training courses.

Since the training areas and topics are not static, they may be revised according to the change of the knowledge level and the needs of elected representatives, UNOs and other officers of the TLDs and the policy priorities of the GoB. National plans should be explained in the training course according to the policy priorities of the GoB at the timing of training delivery.

Table 6: Training Areas and Topics of the ToT for DRT

| Areas | | Topics | |
|-------|--|--------|--|
| 1 | Upazila Parishad and the Local Government System | 1-1 | Local Government System of Bangladesh |
| 2 | Act and Rules of Upazila Parishad | 2-1 | Constitution, and Upazila Parishad Act, 2009; amended, 2011; and 2015 |
| | | 2-2 | Introduction to Upazila Parishad Rules [e.g.] <ul style="list-style-type: none"> • Upazila Parishad (Activities Implementation) Rule, 2010 (Amended, 2010) • Upazila Parishad Budget (Preparation and Approval) Rule, 2010 • Upazila Parishad Chairman and Vice-Chairman (Duties, Responsibilities and Financial Benefit) Rule, 2010 (Amended 2017) |
| 3 | Upazila Parishad Administration | 3-1 | Composition of Upazila Parishad |
| | | 3-2 | Charter of Duties of Chairman and Vice Chairs |
| | | 3-3 | Conduct of Meetings: <ol style="list-style-type: none"> 1. Upazila Parishad Meeting 2. Upazila Committee Meeting |
| | | 3-4 | Vertical and Horizontal Coordination with other LGIs |
| 4 | Financial Management | 4-1 | Budget Formulation and Execution |
| | | 4-2 | Public Procurement and Tender Process |
| | | 4-3 | Accounting and Auditing |
| | | 4-4 | Financial Statement |
| | | 4-5 | Basic Ideas on Upazila Financial Management using iBAS++ |
| 5 | Development Planning | 5-1 | National Plans [e.g.] <ul style="list-style-type: none"> • Perspective Plan 2010-2021 • Seventh Five-Year Plan FY2016-2020 • Annual Development Programme • Vision 2021 |
| | | 5-2 | Formulation, Implementation and Monitoring of Five-Year Development Plan (FYP) |
| | | 5-3 | Formulation, Implementation and Monitoring of Annual Plan (AP) |
| 6 | National Policy Instruments for Good Governance | 6-1 | Five Policy Instruments of the GoB <ol style="list-style-type: none"> 1. GRS (Grievance Redress System) 2. Citizen's Charter 3. NIS (National Integrity Strategy) 4. RTI (Right to Information) 5. APA (Annual Performance Assessment) |
| 7 | Training Methods and Tools | 7-1 | Facilitation Methods and Tools |
| | | 7-2 | Presentation Methods and Tools |

3.2.6. Necessary Arrangement for the Delivery of the Training Program and its Monitoring

After receiving ToT at the NILG, DRTs are expected to deliver training to the Upazilas as trainers in the next fiscal year in principle. The actions need to be taken by DDLG for the arrangements of the training to Upazilas are summarized in the table below. The status of the progress of the preparation and the implementation of the training to Upazilas are monitored by the NILG and reported to the LGD regularly. DDLGs are assigned with the primary responsibility on the whole coordination and arrangements of the training at the Upazila level with necessary budget for the implementation of the training which will be transferred by the NILG.

Table 7: Actions to be taken by DDLG for the Arrangements of the Training at Upazila level

| Actions to be taken | Remarks |
|--|--|
| 1. Preparation | |
| 1) Set dates and venue of training delivery considering the availability of DRT members, participants from Upazilas and venue. | • Upazilas may be separated into two (2) batches or more considering the capacity of a class. |
| 2) Form a training delivery team from the members of the DRT who received ToT at the NILG considering his/her availability and the capacity/experience. | • All the maximum fourteen (14) officers of DRT may not be necessarily included in the training delivery team. DDLG picks up some officers and form a training delivery team. |
| 3) Discuss among the training delivery team and decide who take which sessions. | • Resource persons may be invited from outside if available. |
| 2. Implementation | |
| 1) Conduct the training. | • Each session should be delivered according to the contents and method shown at the ToT by the NILG. • NILG faculty may be invited to support delivering of lectures. |
| 3. Monitoring and Evaluation | |
| 1) Ask the participants to evaluate the training course. | • The result of the evaluation is used for the improvement of the next program. • The summary of the evaluation is submitted to the LGD with the training implementation report. The report is shared also with the NILG for further improvement of the whole training program. |
| 2) As the follow-up training at the Upazila level, DDLG will monitor the status of the formulation of development plans (FYP and AP) of the Upazilas in his/her jurisdiction and provide necessary instructions and guidance for it. | • The status of the formulation of development plans (FYP and AP) of the Upazilas shall be reported to the MIE Wing of the LGD by DDLG. |

3.3. Training to Elected Representatives, and UNOs/other Officers of Transferred Line Departments [Strategy 1 / Strategy 2 / Strategy 3]

3.3.1. Overview

UNO and other officers of the transferred line departments (TLDs) should receive training together with three (3) elected representatives (i.e. Chairman, Vice-Chair, and Female Vice-Chair) from DRTs that have received ToT from the NILG. It is expected that both elected representatives and UNO/other officers of the TLDs have a sense of teambuilding and working for the people of the Upazila by receiving the training together and acquire same knowledge base. The training to Upazilas by DRTs is delivered in the first year of the Upazila election (Orientation Training), and the third year of the Upazila election cycle (Refresher Training).

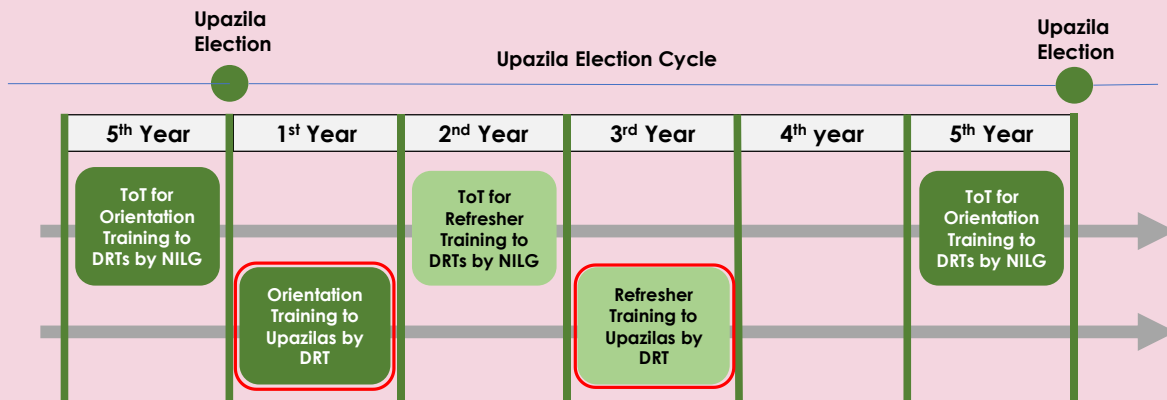


Figure 4: Overview of the Timing of the Training to Upazilas from DRT

3.3.2. Target

The targets of the training are three (3) elected representatives, UNO, Upazila Engineer (LGED), and other four (4) officers of the transferred line departments. UNO identifies other 4 officers considering the expected contribution for the formulation, implementation and monitoring of development plans.

- | | |
|----|---|
| 1. | Upazila Parishad Chairman |
| 2. | Upazila Vice-Chair |
| 3. | Upazila Female Vice-Chair |
| 4. | Upazila Nirbahi Officer |
| 5. | Upazila Engineer (LGED) |
| 6. | <i>UNO identifies other 4 officers considering the expected contribution for the formulation, implementation and monitoring of development plans.</i> |
| 7. | |
| 8. | |
| 9. | |

The number of Upazilas is not same for all districts, though there are around 8-10 Upazilas in a typical district. The training may be conducted at one time by inviting all the Upazilas in the district or conducted in two times by inviting two groups of Upazilas separately depending on the number of the trainees.

3.3.3. Achievement Goal of the Training

By attending the training courses, elected representatives, and UNO / other officers of transferred line departments are expected to achieve the following goals.

Table 8: Achievement Goal of the Training for elected representatives and UNO /TLD officers

- | |
|---|
| <ul style="list-style-type: none"> Elected representatives, and UNOs / other officers of transferred line departments gain necessary knowledge on the basics of Upazila public administration and understand the practical procedure of development planning (formulation, implementation and monitoring). |
|---|

3.3.4. Training Provider and Venue

The training is delivered by DRTs at the district level where the Upazila exists. DDLG forms a training delivery team from the district officers who received ToT from the NILG. The training delivery team composed of some district officers will provide the training to Upazilas. DDLG may request the NILG to dispatch faculty members or request outside resource persons who have expert knowledge and/or professional experience in the training areas and topics to deliver lectures.

The training is conducted at the district office or another venue available in the district.

3.3.5. Training Course and Contents

Two (2) training courses should be provided to elected representatives and UNOs / TLD officers. The duration of the training is three (3) days for the Orientation Training, and two (2) days for the Refresher Training.

Table 9: Title of Training Courses for Elected Representatives and UNO / TLD Officers, and its Duration

| Training Course Title | Duration |
|--|----------|
| Orientation Training for Upazila Functionaries | 3 days |
| Refresher Training for Upazila Functionaries | 2 days |

Training areas and topics of the training are shown in the table below. Detailed training contents for each area and topic should be considered when developing the training materials and/or developing training courses.

Since the training areas and topics are not static, they may be revised depending on the changes in the knowledge level and the needs of the elected representatives, UNOs and other officers of the TLDs and the policy priorities of the GoB. National plans should be explained in the training course according to the policy priorities of the GoB at the timing of training delivery.

Table 10: Training Areas and Topics of the ToT on Basics of Upazila Governance for DRTs

| Areas | | Topics | |
|-------|--|--------|---|
| 1 | Upazila Parishad and the Local Government System | 1-1 | Local Government System of Bangladesh |
| 2 | Act and Rules of Upazila Parishad | 2-1 | Constitution, and Upazila Parishad Act, 2009; amended, 2011; and 2015 |
| | | 2-2 | Introduction to Upazila Parishad Rules [e.g.] <ul style="list-style-type: none"> Upazila Parishad (Activities Implementation) Rule, 2010 (Amended, 2010) Upazila Parishad Budget (Preparation and Approval) |

| Areas | | Topics | |
|-------|---|--------|--|
| | | | Rule, 2010 • Upazila Parishad Chairman and Vice-Chairman (Duties, Responsibilities and Financial Benefit) Rule, 2010 (Amended 2017) |
| 3 | Upazila Parishad Administration | 3-1 | Composition of Upazila Parishad |
| | | 3-2 | Charter of Duties of Chairman and Vice Chairs |
| | | 3-3 | Conduct of Meetings: 1. Upazila Parishad Meeting 2. Upazila Committee Meeting |
| | | 3-4 | Vertical and Horizontal Coordination with other LGIs |
| 4 | Financial Management | 4-1 | Budget Formulation and Execution |
| | | 4-2 | Public Procurement and Tender Process |
| | | 4-3 | Accounting and Auditing |
| | | 4-4 | Financial Statement |
| | | 4-5 | Basic Ideas on Upazila Financial Management using iBAS++ |
| 5 | Development Planning | 5-1 | National Plans [e.g.] • Perspective Plan 2010-2021 • Seventh Five-Year Plan FY2016-2020 • Annual Development Programme • Vision 2021 |
| | | 5-2 | Formulation, Implementation and Monitoring of Five-Year Development Plan (FYP) |
| | | 5-3 | Formulation, Implementation and Monitoring of Annual Plan (AP) |
| 6 | National Policy Instruments for Good Governance | 6-1 | Five Policy Instruments of the GoB 1. GRS (Grievance Redress System) 2. Citizen's Charter 3. NIS (National Integrity Strategy) 4. RTI (Right to Information) 5. APA (Annual Performance Assessment) |

3.4. Training to CAs to Upazila Parishad Chairman / CAs to UNO [Strategy 3]

3.4.1. Overview

The training to CAs to Upazila Parishad Chairman / CA to UNO will be conducted centrally at the NILG by inviting two (2) CAs from each Upazila from across the country. Though they are permanent staff of Upazila, their training are conducted with the five-years cycle in line with the training provided to elected representatives, UNOs, and other officers of TLDs so that they can support the Upazila Parishad effectively with the similar up-dated knowledge base on the basic of Upazila administration. CAs shall have a chance to receive two (2) times of training during five years of the Upazila election cycle. CAs firstly receive “Upazila Office Management (Regular Training)” after the Upazila election and then receive “Upazila Office Management (Refresher Training)” in the third year of the Upazila election cycle.

Figure 5 shows the overview of the training to CAs to Upazila Parishad Chairman / CAs to UNO.

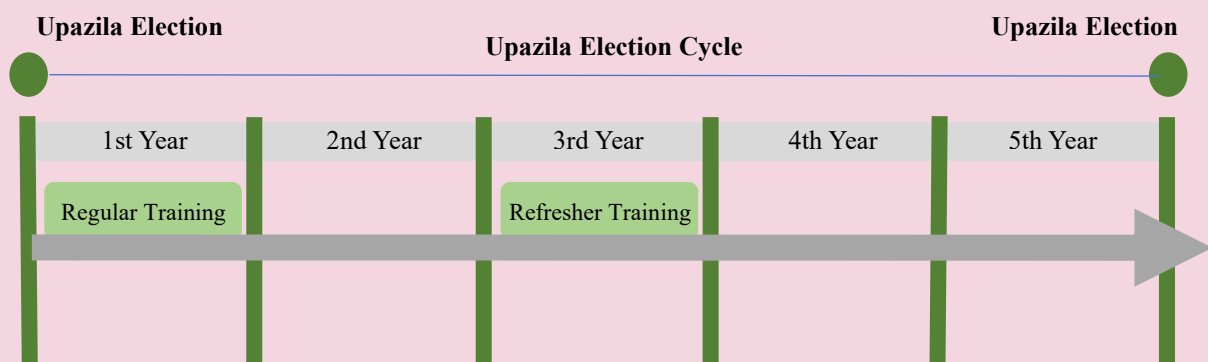


Figure 5: Overview of the Training to CAs to Upazila Parishad Chairman / CAs to UNO

3.4.2. Targets

The targets of the training are the following two (2) CAs from a Upazila. Though the titles may be different by Upazilas, two (2) key Upazila staff working under Chairman and UNO respectively are the target of the training.

- | |
|--|
| <ol style="list-style-type: none"> 1. CA to Upazila Parishad Chairman 2. CA to UNO |
|--|

As the number of Upazila is 492 as of December 2019, the total number of the trainee is 984 persons (2 CAs x 492 Upazilas).

Supposing that 50 trainees (25 Upazilas) are accommodated in a class, 20 batches can cover all the Upazilas, however, the detailed course design should be considered with other factors right before the time of the commencement of the training program.

3.4.3. Achievement Goal of the Training

By attending the training courses, CAs are expected to achieve the following goal.

Table 11: Achievement Goal of the Training for CAs

- | |
|--|
| <ul style="list-style-type: none"> • CAs gain necessary knowledge and skill for the office management so that they can support Upazila Parishad Chairman and UNO in efficient and effective manner. |
|--|

3.4.4. Training Provider and Venue

The training is provided by the NILG faculty and the outside resource persons who have expert knowledge and/or professional experience in the training areas and topics.

The training is conducted at the NILG by inviting CAs in different batches.

3.4.5. Training Courses and Contents

Two (2) types of the training courses, namely, “Upazila Office Management (Regular Training)” and “Upazila Office Management (Refresher Training)” are provided to CAs to Upazila Parishad Chairman / CAs to UNO. The duration of the training are 3 days for the Regular Training and 2 days for the Refresher Training.

Table 12: Title of the Training Courses for CA to Upazila Parishad Chairman / CA to UNO and their Duration

| Title of Training Courses | Duration |
|--|----------|
| Upazila Office Management (Regular Training) | 3 days |
| Upazila Office Management (Refresher Training) | 2 days |

Training areas and topics of the CAs are shown in the tables below. Detailed training contents for each area and topic should be considered when developing training materials and/or developing a training course.

Since the training areas and topics are not static, they may be varied according to the change of the knowledge level and the needs of CAs and the policy priorities of the GoB.

Table 13: Training Areas and Topics of the Regular Training on Upazila Office Management for CAs

| Area | | Topics | |
|------|--|--------|---|
| 1 | Upazila Parishad and the Local Government System | 1-1 | Constitution, Upazila Parishad Act, 2009; amended, 2011; and 2015 |
| | | 1-2 | Introduction to Upazila Parishad Rules; [e.g.] <ul style="list-style-type: none"> ▪ Upazila Parishad (Activities Implementation) Rule, 2010 (Amended, 2010) ▪ Upazila Parishad Budget (Preparation and Approval) Rule, 2010 ▪ Upazila Parishad Chairman and Vice-Chairman (Duties, Responsibilities and Financial Benefit) Rule, 2010 (Amended 2017) |
| 2 | Upazila Parishad Administration | 2-1 | Function of Committees and Upazila Parishad Meeting |
| 3 | Financial Management | 3-1 | Budget Formulation and Execution |
| | | 3-2 | Public Procurement and Tender Process |
| | | 3-3 | Accounting and Auditing |
| | | 3-4 | Financial Statement |
| | | 3-5 | Basic Ideas on Upazila Financial Management using iBAS++ |
| 4 | Development Planning | 4-1 | Formulation, Implementation and Monitoring of Five-Year Development Plan (FYP) |
| | | 4-2 | Formulation, Implementation and Monitoring of Annual Plan (AP) |
| 5 | Office Management | 5-1 | File Management and Records Keeping (With Practice) |
| | | 5-2 | Conduct of Meetings: Upazila Parishad, Upazila Committees, etc. (With Practice) |
| 6 | Overview on ICT Based Office Management | 6-1 | e-filing |
| 7 | National Policy Instruments for Good Governance | 7-1 | Five Policy Instruments of the GoB <ol style="list-style-type: none"> 1. GRS (Grievance Redress System) 2. Citizen's Charter 3. NIS (National Integrity Strategy) 4. RTI (Right to Information) 5. APA (Annual Performance Assessment) |

3.5. Improvement of the Efficiency of the Training Management Cycle at the NILG [Strategy 4]

Strategy 1, Strategy 2, and Strategy 3 of this Training Plan identify the following regular training courses.

Table 14: List of the Regular Training Course for the Upazila Functionaries

| Targets | Training Course Name |
|--|--|
| District Resource Teams (DRTs) | ToT for Orientation Training |
| | ToT for Refresher Training |
| Elected Representatives, UNOs and transferred line department officers | Orientation Training |
| | Refresher Training |
| CAs to Upazila Parishad Chairman, and CAs to UNO | Upazila Office Management (Regular Training) |
| | Upazila Office Management (Refresher Training) |

The above regular training courses for Upazila functionaries are expected to be managed by the NILG with mid- and long-term perspective following the roadmap as described in Chapter 5 in this Training Plan. Considering that the NILG is mandated to deliver training not only to Upazila but to five different tiers of LGIs (i.e., Union, Upazila, Zila, Paurashava, and City Corporation) with its limited resources, it seems necessary for the NILG to consider the measures to run the training management cycle more efficiently and effectively. In this section, the recommended measures for the NILG to run training management cycle more efficiently and effectively are described.

3.5.1. ADDIE Model for Instructional Systems Design (ISD) Framework

The ADDIE Model is commonly used framework by training developers for instructional system design (ISD). It has five phases: i.e., Analysis, Design, Development, Implementation, and Evaluation. In order to identify the challenges for the NILG to improve the efficiency of the training management cycle, ADDIE Model is applied as the base of the discussion in this section. It should be noted that the ADDIE model is a continuous process for the improvement of a training program.

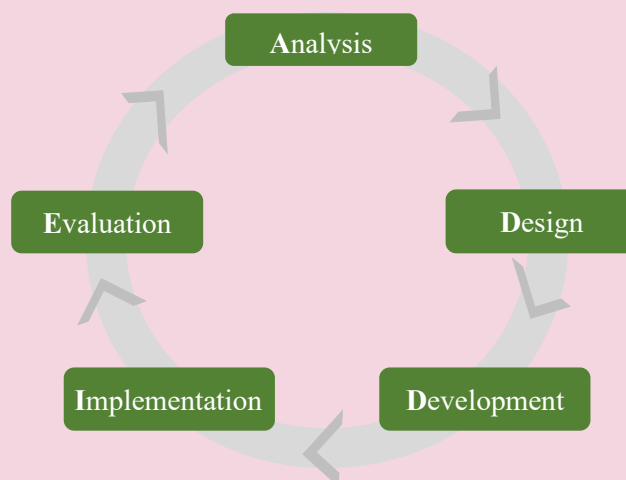


Figure 6: ADDIE Model for Instructional Systems Design (ISD) Framework

Since the NILG developed its “*Training Quality Assurance Framework*” for the continuous improvement of the quality of the training development and delivery process, the NILG should basically follow the process of the framework to manage the training courses also for Upazila functionaries. The table below shows the correspondence of the steps of the ADDIE Model and the *Training Quality*

Assurance Framework of the NILG.

Table 15: Steps of the ADDIE Model and the NILG Training Assurance Framework

| ADDIE Model Steps | NILG Training Quality Assurance Framework Steps |
|-------------------|---|
| Analysis | Step 1: Definition of LGIs Prioritized Competences |
| Design | Step 2: Mapping of Training Modules Against Competences |
| Development | Step 3: Revision of Training Module |
| | Step 4: Development of New Training Module |
| | Step 5: Selection of Training Provider |
| Implementation | Step 6: Delivery of Training |
| Evaluation | Step 7: Evaluation and Improvement of the Mechanism |

Source: NILG Training Quality Assurance Framework

In this section, the measures for the improvement of the efficiency of training management cycle at the NILG is considered by the steps of ADDIE model having the above process in mind.

3.5.2. Measures for the Improvement of the Efficiency of Training Management Cycle

The Documentation Center of the NILG has already taken certain measures along the line of the ADDIE model. Continuation of the already started initiatives along with other measures along the line of ADDIE model are recommended below. The challenges of the NILG to improve the efficiency of the training management should be facilitated with the challenges of the plan of the Documentation Center making it as an institution-wide initiative.

As the measures recommended here are applied not only to the training program to Upazila functionaries but also to the training program for the other tiers of LGIs, further detailed discussion and coordination in the NILG is required for the actual adaptation and implementation of the recommendations.

(1) Institutional and Human Resource Setup for Training Cycle Management

Recommendations for institutional and human resource setup to manage the training cycle are described hereafter.

- Assignment of a responsible faculty for the whole training program

In order to manage the training management cycle for the training programs for the Upazila functionaries in mid-and long-term perspective, it is necessary to have a faculty in the NILG who is responsible for the whole process of the training management cycle of the training program for Upazila functionaries. All the training and research programs concerned with Upazila shall be conducted with the involvement and the consent of the Upazila Desk.

| Measure | Actions to be taken |
|--|---|
| Assign a faculty who is responsible for the whole process of the training program for Upazila functionaries (e.g. Upazila Desk). | <ul style="list-style-type: none"> • Assigned a faculty (e.g. Upazila Desk) who takes a leading role in the capacity development of Upazila functionaries. • The Upazila Desk is responsible for the whole process of the training programs (assessment, design, development, implementation, and evaluation) of training courses of Upazila functionaries based on the Mid- and Long-term Training Plan. • Mid- and Long-term Training Plan is amended / renewed by the facilitation of the Upazila Desk. |

- Human resource development of NILG Faculty

It is essential to strengthen the capacity of the NILG faculty to deliver effective training programs to Upazila functionaries. The NILG should consider the effective way of the capacity strengthening of faculty members according to clear training needs and individual expertise. It is recommended that each faculty member has his/her area of expertise, such as “development planning” or “financial management” and become a member of the area. All the faculty members are also required to acquire the standard methods and techniques of lecturing and facilitation to make training programs more effective through the ToT course continuously organized for NILG faculty members. Trainers’ manual may be prepared as a reference material of faculty members as professional trainers. More importantly, the NILG should recognize “Training Cycle Management” as essentially required expertise for all the faculty members. These ensures that all the training programs delivered in the NILG are conducted with standardized process using unified method.

| Measure | Actions to be taken |
|--|---|
| Develop a human resource development plan for the NILG faculty according to the training needs and individual expertise. | <ul style="list-style-type: none"> • According to individual expertise, assign topic areas to each faculty member (e.g. development planning, financial management, act and rules) as his/her responsibility. • Faculty members acquire the standard methods and techniques of lecturing and facilitation. • Place “Training Cycle Management” as essentially required expertise for faculty of the NILG, and all the faculty member learn and acquire the standard and unified method and procedure of training cycle management. • Provide faculty member opportunity to pursue masters and PhD degree. |

(2) Recommended Measures for each Step of the ADDIE Framework

Recommendations for respective steps of the ADDIE Framework are described hereafter.

Analysis Step

- Definition of required competencies for the target groups

Defining of the competencies required for each target group of Upazila functionaries helps to identify the gaps between the present status and the situation to be achieved, and to develop and provide more effective training program to minimize the gap. As the first stage to plan, a training program to Upazila functionaries in the analysis step, required competencies by the target groups e.g., 1) elected representatives, 2) UNOs and other officers of the TLDs, and 3) CAs shall be defined. As the required competencies may change according to the change of the policy priority of the GoB and/or the LGD, and the change of the general environment of Upazilas, the defined competencies need to be reviewed and revised regularly as and when it is necessary. Training Needs Analysis (TNA) may be useful to have ideas on the required competencies for the target groups⁶.

| Measure | Actions to be taken |
|--|---|
| Define the competencies required for the target groups before designing training programs. | <ul style="list-style-type: none"> • Identify the specific knowledge, skills and attitude required for each target group to perform the duty. • Defined competences shall be reviewed regularly and amended through consultation with the LGD and other concerned stakeholders. |

⁶ Steps of TNA is explained in the *Training Quality Assurance Framework* of the NILG.

Design Step

- Clarification of training course's learning objective

All the training programs should be conducted with a specific aim. Based on the competencies required for each target group that is defined in the analysis step, clarify the learning objectives for each training program in the design step. A syllabus that contains all the necessary information for a particular training module such as learning objectives, topics to be covered, mode of the class, reference materials, and name of lecturer should be prepared for all the training module. The syllabus is shared also with the participants before the training program begins so that participants can attend the training course with clear objectives and expectations.

| Measure | Actions to be taken |
|---|---|
| Clarify the learning objectives when designing a training course based on the defined competences of the target groups. | <ul style="list-style-type: none"> • Develop a syllabus for each training course and identify the specific learning objectives. • Evaluation is conducted based on the learning objectives and verify if the participants could achieve the objectives. |

- Creation of resource person pool

Training are not necessarily delivered by the faculty of the NILG. If an expert in a particular subject with sufficient experience is available outside, the NILG should consider hiring him/her as a resource person of a training module(s). In order to identify an appropriate resource person available, the NILG should have a resource person pool database used by the faculty members who is responsible for designing a training program. The database should contain not only the contact information and the area of expertise, but also the detail profiles and performance records of the resource persons. The resource person pool database needs to be kept updated.

| Measure | Actions to be taken |
|---|--|
| Create a resource person pool database and utilize it as institution's asset to find proper resource persons to deliver lectures in training courses. | <ul style="list-style-type: none"> • Develop a list of resource persons and keep it updated with the profiles and the records of performance evaluation. • Allow all the faculties who design a training course to access the list and use it to identify resource persons who deliver lectures in training courses. |

Development Step

- Proper training material development and management

All the training materials (hard copies and soft copies) should be kept as institutional assets of the NILG for its faculty's future reference and use. As the training programs identified in this Training Plan are expected to be delivered on a regular basis, developed training materials have to be used for the next training after necessary update and revisions. All the soft copies of training materials such as training text, PowerPoint presentations should be stored in 'cloud storage' prepared by the Documentation Centre of the NILG.

| Measure | Actions to be taken |
|---|--|
| Properly store and manage developed training materials for future update and use. | <ul style="list-style-type: none"> • Keep all the training materials updated by reflecting the change of the circumstances and feedbacks from participants. • Store and manage all the training materials [Handout, manual, Audio-Visual materials (hard copies and soft copies)] as the institutional assets of the NILG (not in individual's PCs) with structured course identification numbers. |

Implementation Step

- Monitoring of the training delivery of DRTs

The training program for Upazila functionaries (elected representatives, UNO/officers of the TLDs) are expected to be delivered by DRTs that should be formed in their respective districts. Though the delivery of the training to Upazila level is planned and conducted by each DRT headed by DDLG in consultation with DC as part of their responsibility, it is necessary to establish a monitoring mechanism to be managed by the LGD in collaboration with the NILG to ensure that Upazila functionaries receive the training program in a timely manner.

| Measure | Actions to be taken |
|---|---|
| Monitor the training delivery of DRTs to Upazila functionaries after ToT. | <ul style="list-style-type: none"> • Establish a monitoring mechanism with the LGD and monitor whether DRTs properly deliver the training to Upazila functionaries as planned and in a timely manner. • Ensure that all the Upazilas receive the training from DRTs. • Ensure the quality of the training delivered by DRTs. |

- Record of the training history of trainees

As the training programs are expected to be delivered to Upazila functionaries on a regular basis, some of the participants may receive the same training programs more than once. Training history of trainees would help the NILG to recognize the number of the training already received by an individual participant from NILG and its contents. Based to the information of the record of the training history of individual trainees of the class, training contents may be altered flexibly. The record will be also used for the tracking to assess the effect of the training.

| Measure | Actions to be taken |
|--|---|
| Record the training history of trainees. | <ul style="list-style-type: none"> • Create a database of trainees to record the training history of them. • Use the database for the follow up and assessment of the effect of the training. |

Evaluation Step

- Structured evaluation for the improvement of the training program

Evaluation of training programs should be done with clear objectives. Evaluation should be designed and conducted basically based on the learning objectives of the training program that are set in the design phase. It is also expected that capacity assessment survey is conducted regularly targeting Upazila functionaries to identify the capacity gap between the ideal and the reality. The result of the assessment is to be shared with all the concerned people and used for the improvement of the training programs. The Upazila Desk needs to make the training evaluation plan for Upazila functionaries from a medium- and long-term perspective and conduct the evaluation based on the plan. The appropriateness of the training delivery mechanism should also be evaluated.

| Measure | Actions to be taken |
|---|--|
| Conduct structured evaluation to assess the effect of training for the improvement of the training program. | <ul style="list-style-type: none"> • Evaluate the training effect based on the learning objectives of the training course that are set in designing phase. • Conduct survey regularly and assess the capacity gap of the target over the years. • Use the results of the evaluation / survey for the improvement of the training courses. |

Chapter 4 Implementation and Monitoring Mechanism

4.1. Working Group for the Implementation of the Training Plan

After the approval of this Training Plan by the LGD, the implementation of the process of the training plan should be facilitated by the Working Group for the implementation of the Mid- and Long-term Training Plan for Upazila Parishad Functionaries (hereafter the “Working Group” or the “WG”) that would be formed in the NILG taking over the members of the Working Group for the formulation of the Mid- and long-Term Training Plan. The WG reports the progress of the implementation of the Training Plan to the Committee for the Implementation of the Mid- and Long-term Strategy (hereafter the “Strategy Implementation Committee”) headed by an Additional Secretary of the LGD with concerned officials of the LGD and other authorities when its meeting is held every half a year. The Strategy Implementation Committee should monitor the progress of the implementation of the Training Plan and gives guidance and advice to the WG as necessary.

4.1.1. Structure

The WG is headed by the Director (Training and Consultancy) of the NILG as Chairman and Joint Director (Training and Consultancy) serves as a Member Secretary. The members of the WG shall be appointed by the DG, NILG. It is recommended that one of the faculty members is appointed as Upazila Desk and join the WG as a member. The Upazila Desk should take the leading role on the whole training management process for Upazila functionaries in mid- and long-term perspective at the NILG. The WG may invite representatives of concerned authorities and project, and development partners as observers to have advice and feedbacks concerning the progress of the implementation of the Training Plan.

Table 16: Structure of the WG

| | |
|------------------|--|
| Chairman | Director (Training and Consultancy), NILG |
| Member Secretary | Joint Director (Training and Consultancy), NILG |
| Members | Faculty Members (5-7) appointed by the DG, NILG (Upazila Desk is included as one of the members) |
| Observers | Representatives of the LGD Representatives of concerned authorities Representatives of concerned projects Representatives of development partners |

4.1.2. Functions

The major function of the WG are as listed below.

Table 17: Major Functions of the WG

- Monitoring the progress of the Training Plan and reporting to the Committee for the Implementation of the Mid- and Long-term Strategy (Strategy Implementation Committee).
- Internal coordination in the NILG for the proper resource allocation to implement the training program for the Upazila functionaries (budget, human resource, classroom, accommodation, etc.).
- Preparation for designing the detail training courses including identification of resource persons.
- Development of training materials for each of the training courses.
- Coordination with other relevant stakeholders for the arrangements of the formation of DRT.
- Amendment of the Training Plan, if needed.

4.2. Financial Arrangement

The training courses for Upazila functionaries identified in this Training Plan shall be delivered by the NILG as its regular courses. In order to implement the training courses as planned, financial arrangement needs to be secured from the GoB.

The Table below summarizes the cost estimation for the NILG to implement the training courses for Upazila functionaries: i.e. 1) ToT for DRTs (Orientation and Refresher) 2) Training for elected representatives, UNOs and TLDs Officers (Orientation and Refresher), 3) Training for CAs (Regular and Refresher), that are identified in the Training Plan according to the calendar shown in the Chapter 5. The detail of the estimation is attached in Appendix-1.

Table 18: Cost Estimation Summary for the Training Program for Upazila Functionaries from FY20/21 to FY29/30

(BDT)

| Fiscal Year | ToT for DRTs | | Training for Elected Representatives, UNO and TLD Officers | | Training for CAs | | Total |
|--------------|-------------------|-------------------|--|--------------------|-------------------|-------------------|--------------------|
| | Orientation | Refresher | Orientation | Refresher | Regular | Refresher | |
| FY20/21 | | | | | | | 0 |
| FY21/22 | | 12,100,000 | | | | | 12,100,000 |
| FY22/23 | | | | 55,040,000 | 16,000,000 | | 71,040,000 |
| FY23/24 | 15,180,000 | | | | | | 15,180,000 |
| FY24/25 | | | 71,680,000 | | | 12,800,000 | 84,480,000 |
| FY25/26 | | 12,100,000 | | | | | 12,100,000 |
| FY26/27 | | | | 55,040,000 | | 12,800,000 | 67,840,000 |
| FY27/28 | | | | | | | 0 |
| FY28/29 | 15,180,000 | | | | | | 15,180,000 |
| FY29/30 | | | 71,680,000 | | | 12,800,000 | 84,480,000 |
| Total | 30,360,000 | 24,200,000 | 143,360,000 | 110,080,000 | 16,000,000 | 38,400,000 | 362,400,000 |

The total amount required to implement the training courses for the decade from FY20-21 to FY29-30 is around 36.2 crore BDT. It needs to be noted that all the training courses are planned to be conducted in each of particular fiscal year as Table 18 shows. As the required budget varies across fiscal years, as shown in the Table, enough prior coordination and arrangement for securing necessary budget in mid- and long perspective is required. The cost estimation of Table 18 and its details in Appendix-1 intend just to show the rough budget size to conduct the training courses for Upazila functionaries. Since the cost estimation is based on particular preconditions of course design that are shown in the Appendix-1, the amount varies when the preconditions change. Therefore, when the NILG plans to conduct the training courses and detail cost estimation, it is imperative that those are done considering the design of the courses and situation of the availability of the resources at that point of time.

Since the delivery of the training to Upazila elected representatives, UNOs and TLDs Officers (Orientation and Refresher) is conducted by DRTs, the cost required for training of DRTs needs to be transferred to districts from the NILG in advance to secure the delivery of the training courses.

4.3. Amendment of the Training Plan

The Training Plan should be flexibly updated or revised according to the change of the policy of the GoB, the LGD, or the NILG as necessary. Since the Training Plan is regarded as one of the several policy documents of the NILG, its contents need to be consistent with the other policy documents. The WG is expected to pay attention to the objectives and requirements of the other policy documents of the NILG and make sure that the Training Plan is consistent with other policy documents. The Training Plan also needs to be reflected to the Annual Plan of the NILG.

As mentioned in [1.3.3 Training Targets], GoB has a plan of recruitment and deployment of Assistant Accounts Officers (AAOs) to Upazilas. NILG is expected to pay attention to its situation and once the plan is clear, AAOs should be considered as one of the training targets. The existing training plan may be amended accordingly.

4.4. Formulation of the Training Plan for the Next Decade

Though the Training Plan covers the period between 2020 and 2030, the capacity development of Upazila functionaries needs to be implemented continuously in future even beyond 2030. The WG is expected to review the results of the implementation of the Training Plan in 2030, and then formulate another Training Plan for Upazila functionaries for the next decade based on the lessons learned toward 2041 which is the end year of the target period of the Strategy.

Chapter 5 Roadmap and Action Plans for the Training Delivery

The timing of the provision of the training to the Upazila functionaries until 2030 is planned as shown below.

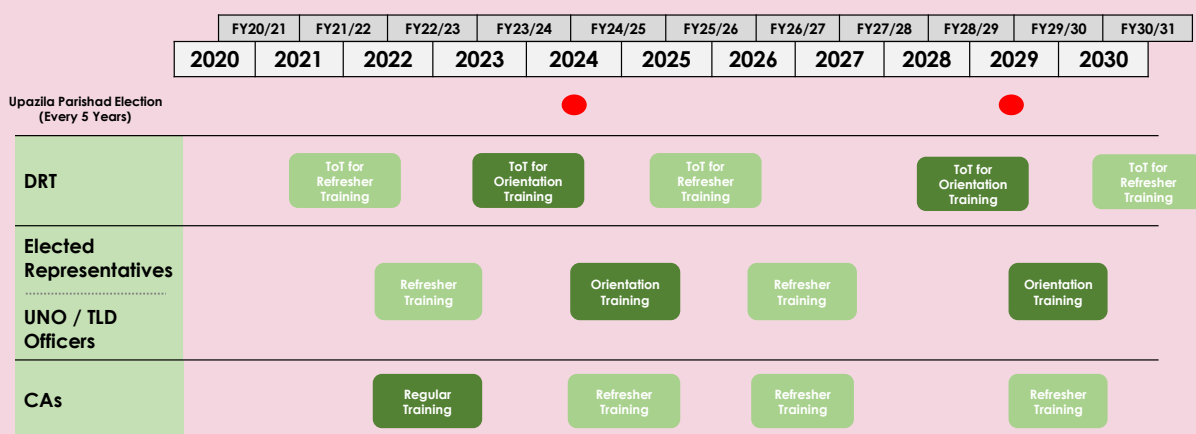


Figure 7: Overview of the Training Calendar for Upazila Functionaries until 2030

It should be noted that the next Upazila Parishad election will be conducted in 2024 and then in 2029 since the Upazila Parishad election is conducted every 5 (five) years as stipulated in the Upazila Parishad Election Rules (1998, amended in 2013).

Therefore, the first ToT for the Orientation Training to DRTs should be conducted in FY23/24 before the Upazila election to be held in 2024. And the Orientation Training to elected representatives and UNOs/TLD officers is set to be conducted in FY24/25 soon after the Upazila election. Next ToT for the Orientation Training for DRTs should be conducted in FY28/29 before the Upazila election in 2029, and the Orientation Training for elected representatives and UNOs/TLD officers shall be held in FY29/30 soon after the election.

The first Refresher Training to elected representatives, UNOs/TLD officers should be conducted in FY22/23⁷. Prior to that, the first ToT for refresher training to DRTs shall be conducted in FY21/22. Next ToT for the Refresher Training to DRTs shall be in FY25/26 and the Refresher Training for elected representatives and UNOs/TLD officers should be in FY26/27.

The training courses (Regular Training and Refresher Training) to CAs should be conducted in line with the five (5) years of Upazila election cycle as the training of elected representatives. This provide the CAs with the opportunity to update their knowledge base on the Upazila governance same as Chairman, Vice-Chairs, and UNOs whom they serve to. The first training to CAs should be delivered as a Regular Training and the follow-up training should be delivered as Refresher Training.

Training courses should be designed and implemented considering the requirement of related training policies and strategies such as Public Administration Training Policy issued by MoPA.

⁷ UGDP conducts “Basic Training on Upazila Parishad Plan and Service Delivery for Upazila Parishad Functionaries” for elected representatives of Upazila Parishads who were elected through the Upazila Parishad election conducted in 2019, Union Parishad Chairmen, UNO, and other TLD officers of all the 492 Upazilas (12 from each Upazila) in FY19/20 as orientation training to them.

5.1. Training to District Resource Teams (DRTs) [Strategy 1 / Strategy 2 / Strategy 3]

Key actions to be taken by the NILG and its roadmap for the ToT for Orientation Training and Refresher Training to District Resource Teams (DRTs) is shown in the table below.

Table 19: Actions Plans for the ToT to DRTs














| No. | Action Item | FY19/20 | FY20/21 | FY21/22 | FY22/23 | FY23/24 | FY24/25 | FY25/26 | FY26/27 | FY27/28 | FY28/29 | FY29/30 |
|-----|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1 | Arrangement for the formation of DRT in all the districts | ➔ | | | | | | | | | | |
| 2 | Preparation of training course design of the ToT for the Refresher Training to DRTs | ➔ | | | | | | | | | | |
| 3 | Development of training materials for the ToT for the Refresher Training to DRTs | ➔ | | | | | | | | | | |
| 4 | Implementation of the ToT for the Refresher Training to DRTs | | | | | | | | | | | |
| 5 | Updating and revision of the training materials for the ToT for the Refresher Training to DRTs | | | | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| 6 | Preparation of training course design for the ToT for the Orientation Training to DRTs | | | ➔ | | | | | | | | |
| 7 | Development of training materials for the ToT for the Orientation Training to DRTs | | | ➔ | | | | | | | | |
| 8 | Implementation of the ToT for the Orientation Training to DRTs | | | | | | | | | | | |
| 9 | Updating and revision of the training materials for the ToT for the Orientation Training to DRTs | | | | | | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |

5.2. Training to Elected Representatives, and UNO/other Officers of Transferred Line Departments [Strategy 1 / Strategy 2 / Strategy 3]

Key actions to be taken by the NILG and its roadmap for the training to elected representative, UNO and other officers of TLDs for the Orientation Training and Refresher Training is shown in the Table below.

Table 20: Actions Plans for the Training to Elected Representatives, UNO/TLDs Officers










| No. | Action Item | FY19/20 | FY20/21 | FY21/22 | FY22/23 | FY23/24 | FY24/25 | FY25/26 | FY26/27 | FY27/28 | FY28/29 | FY29/30 |
|-----|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1 | Preparation of training course design for the Refresher Training to Elected Representatives, UNO/TLD Officers | | ➔ | | | | | | | | | |
| 2 | Development of training materials for the Refresher Training to Elected Representatives, UNO/TLD Officers | | ➔ | | | | | | | | | |

| No. | Action Item | FY19/20 | FY20/21 | FY21/22 | FY22/23 | FY23/24 | FY24/25 | FY25/26 | FY26/27 | FY27/28 | FY28/29 | FY29/30 |
|-----|--|---------|---------|---------|--|---|---|---|---|---|---------|---|
| 3 | Implementation of the Refresher Training to Elected Representatives, UNO/TLD Officers | | | |  | | | |  | | | |
| 4 | Updating and revision of the training materials for the Refresher Training to Elected Representatives, UNO/TLD Officers | | | | |  | | | |  | | |
| 5 | Preparation of training course design for the Orientation Training to Elected Representatives, UNO/TLD Officers | | | |  | | | | | | | |
| 6 | Development of training materials for the Orientation Training to Elected Representatives, UNO/TLD Officers | | | |  | | | | | | | |
| 7 | Implementation of the Orientation Training to Elected Representatives, UNO/TLD Officers | | | | | |  | | | | |  |
| 8 | Updating and revision of the training materials for the Orientation Training to Elected Representatives, UNO/TLD Officers | | | | | | |  | | | | |
| 9 | Monitoring the delivery of the Training to Elected Representatives and UNO/TLD Officers by DRTs | | | |  | |  | |  | | |  |

5.3. Training to CA to Chairman / CA to UNO [Strategy 3]

Key actions to be taken by the NILG and its roadmap for the Training to CAs is shown in the Table below.

Table 21: Actions Plans for the Training to CA to Chairman / CA to UNO

| No. | Action Item | FY19/20 | FY20/21 | FY21/22 | FY22/23 | FY23/24 | FY24/25 | FY25/26 | FY26/27 | FY27/28 | FY28/29 | FY29/30 |
|-----|---|---|---------|---------|--|---------|---|---------|---|---------|---------|---|
| 1 | Preparation of training course design for the Regular Training |  | | | | | | | | | | |
| 2 | Development of training materials for the Regular Training |  | | | | | | | | | | |
| 3 | Implementation of the Regular Training | | | |  | | | | | | | |
| 4 | Preparation of the training course design for the Refresher Training | | | |  | | | | | | | |
| 5 | Development of the training materials for the Refresher Training | | | |  | | | | | | | |
| 6 | Implementation of the Refresher Training | | | | | |  | |  | | |  |
| 7 | Updating and revision of the training materials for the Refresher Training | | | | | | | |  | | | |

Appendices

Cost Estimation for the Implementation of the Training Programs for Upazila Functionaries

[List of the Regular Training Course for the Upazila Functionaries]

| Targets | | Training Course Name |
|----------|--|--|
| A | District Resource Teams (DRTs) | A-1: ToT for Orientation Training |
| | | A-2: ToT for Refresher Training |
| B | Elected Representatives, UNOs and transferred line department officers | B-1: Orientation Training |
| | | B-1: Refresher Training |
| C | CAs to Upazila Parishad Chairmen, and CAs to UNOs | C-1: Upazila Office Management (Regular Training) |
| | | C-2: Upazila Office Management (Refresher Training) |

*Since the cost estimation shown in this Appendix-1 is based on particular preconditions of course design, the estimation amount varies when the preconditions change. When NILG plans to conduct the training courses, it is required to adjust the estimation based on socio-economic condition of the country at that time.

A-1

Cost Estimation for ToT for Orientating Training for DRTs

| Prerequisites | |
|--|---|
| Target | <ol style="list-style-type: none"> 1. Deputy Director, Local Government (DDLG) 2. Additional Deputy Commissioner (General) 3. Deputy Director, Agriculture 4. Executive Engineer, LGED 5. Executive Engineer, DPHE 6. Civil Surgeon 7. Deputy Director, BRDB 8. District Education Officer 9. District Primary Education Officer 10. District Relief and Rehabilitation Officer 11. District Women Affairs Officer 12. Deputy Director, Social Welfare 13. Deputy Director, Youth Development 14. Additional Superintendent of Police (nominated by Superintendent of Police) |
| Total Number of Trainees | 896 persons (14 officers x 64 districts) |
| Number of Trainees in a Class | 42 trainees (3 districts) |
| Number of Batches Required | 22 batches |
| Duration | 3 days |
| Venue | NILG |
| Timing of Training Implementation | Prior fiscal year of the Upazila election |

Appendix - 1

(1) Cost to conduct one (1) batch of the training course

| Particulars | Unit Rate (Tk) | Number | Quantity (persons) | Amount (Tk) | VAT Amount (Tk) | Total (Tk) | VAT (%) |
|---|----------------|-------------|--------------------|----------------|-----------------|----------------|---------|
| (1) Allowance and Accomodation | | | | | | | |
| Participation allowance | 1,000 | 3 days | 42 | 126,000 | 0 | 126,000 | |
| Travel allowance | 1,000 | 2 times | 42 | 84,000 | 0 | 84,000 | |
| Accommodation | 300 | 3 nights | 42 | 37,800 | 5,670 | 43,470 | 15.0% |
| Sub-total (1) | | | | 247,800 | 5,670 | 253,470 | |
| (2) Honorarium for Resource Person, Training Materials | | | | | | | |
| Honorarium for Resource person | 3,000 | 15 sessions | N/A | 45,000 | 0 | 45,000 | |
| Bag | 800 | N/A | 42 | 33,600 | 1,680 | 35,280 | 5.0% |
| Pen Drive | 800 | N/A | 42 | 33,600 | 1,680 | 35,280 | 5.0% |
| Banner, Communication to participants and their organizations (Lumpsum) | 3,000 | N/A | N/A | 3,000 | 150 | 3,150 | 5.0% |
| Training Material photocopy and binding (including 5 guests) | 300 | N/A | 47 | 14,100 | 705 | 14,805 | 5.0% |
| Sub-total (2) | | | | 129,300 | 4,215 | 133,515 | |
| (3) Meals and Refreshment | | | | | | | |
| Refreshments (Two times/day, including 5 guests) | 80 | 6 times | 47 | 22,560 | 1,692 | 24,252 | 7.5% |
| Lunch + Dinner + Breakfast (including 5 guests) | 500 | 9 times | 47 | 211,500 | 15,863 | 227,363 | 7.5% |
| Inaugural Refreshment (Lumpsum) | 6,000 | 1 time | 50 | 6,000 | 450 | 6,450 | 7.5% |
| Concluding Lunch/Dinner (including 5 guests) | 450 | 1 time | 47 | 21,150 | 1,586 | 22,736 | 7.5% |
| Water Bottle (5 bottles per day per person, including 5 guests) | 15 | 17 times | 47 | 11,985 | 599 | 12,584 | 5.0% |
| Sub-total (3) | | | | 273,195 | 20,190 | 293,385 | |
| Total Cost ((1) + (2) + (3)) | | | | 650,295 | 30,075 | 680,370 | |

680,370 Tk \cong **690,000 Tk** (per batch)

(2) Cost to cover all the DRTs

690,000 Tk (per batch) x 22 batches = **15,180,000 Tk**

Cost Estimation for ToT for Refresher Training for DRTs

| Prerequisites | |
|--|---|
| Target | <ol style="list-style-type: none"> 1. Deputy Director, Local Government (DDLG) 2. Additional Deputy Commissioner (General) 3. Deputy Director, Agriculture 4. Executive Engineer, LGED 5. Executive Engineer, DPHE 6. Civil Surgeon 7. Deputy Director, BRDB 8. District Education Officer 9. District Primary Education Officer 10. District Relief and Rehabilitation Officer 11. District Women Affairs Officer 12. Deputy Director, Social Welfare 13. Deputy Director, Youth Development 14. Additional Superintendent of Police (nominated by Superintendent of Police) |
| Total Number of Trainees | 896 persons (14 officers x 64 districts) |
| Number of Trainees in a Class | 42 trainees (3 districts) |
| Number of Batches Required | 22 batches |
| Duration | 2 days |
| Venue | NILG |
| Timing of Training Implementation | 2 years after the Upazila election |

Appendix - 1

(1) Cost to conduct one (1) batch of the training course

| Particulars | Unit Rate (Tk) | Number | Quantity (persons) | Amount (Tk) | VAT Amount (Tk) | Total (Tk) | VAT (%) |
|---|----------------|-------------|--------------------|----------------|-----------------|----------------|---------|
| (1) Allowance and Accommodation | | | | | | | |
| Participation allowance | 1,000 | 2 days | 42 | 84,000 | 0 | 84,000 | |
| Travel allowance | 1,000 | 2 times | 42 | 84,000 | 0 | 84,000 | |
| Accommodation | 300 | 2 night | 42 | 25,200 | 3,780 | 28,980 | 15.0% |
| Sub-total (1) | | | | 193,200 | 3,780 | 196,980 | |
| (2) Honorarium for Resource Person, Training Materials | | | | | | | |
| Honorarium for Resource person | 3,000 | 10 sessions | N/A | 30,000 | 0 | 30,000 | |
| Bag | 800 | N/A | 42 | 33,600 | 1,680 | 35,280 | 5.0% |
| Pen Drive | 800 | N/A | 42 | 33,600 | 1,680 | 35,280 | 5.0% |
| Banner, Communication to participants and their organizations (Lumpsum) | 3,000 | N/A | N/A | 3,000 | 150 | 3,150 | 5.0% |
| Training Material photocopy and binding (including 5 guests) | 300 | N/A | 47 | 14,100 | 705 | 14,805 | 5.0% |
| Sub-total (2) | | | | 114,300 | 4,215 | 118,515 | |
| (3) Meals and Refreshment | | | | | | | |
| Refreshments (Two times/day, including 5 guests) | 80 | 4 times | 47 | 15,040 | 1,128 | 16,168 | 7.5% |
| Lunch + Dinner + Breakfast (including 5 guests) | 500 | 7 times | 47 | 164,500 | 12,338 | 176,838 | 7.5% |
| Inaugural Refreshment (Lumpsum) | 6,000 | 1 time | 50 | 6,000 | 450 | 6,450 | 7.5% |
| Concluding Lunch/Dinner (including 5 guests) | 450 | 1 time | 47 | 21,150 | 1,586 | 22,736 | 7.5% |
| Water Bottle (5 bottles per day per person, including 5 guests) | 15 | 13 times | 47 | 9,165 | 458 | 9,623 | 5.0% |
| Sub-total (3) | | | | 215,855 | 15,960 | 231,815 | |
| Total Cost ((1) + (2) + (3)) | | | | 523,355 | 23,955 | 547,310 | |

547,310 Tk \approx **550,000 Tk** (per batch)

(2) Cost to cover all the DRTs

550,000 Tk (per batch) x 22 batches = **12,100,000 Tk**

B-1

**Cost Estimation for Orientation Training for Elected Representatives, UNO
and transferred line department officers**

| Prerequisites | |
|--|---|
| Target | <ol style="list-style-type: none"> 1. Upazila Parishad Chairman 2. Upazila Vice-Chair 3. Upazila Female Vice-Chair 4. Upazila Nirbahi Officer 5. Upazila Engineer (LGED) 6. { 7. { 8. { Other 4 Upazila officers of TLDs } 9. } |
| Total Number of Trainees | 4,428 persons (9 persons x 492 Upazilas) |
| Number of Trainees in a Class | Depends on Upazila For estimation purpose, following typical district is assumed. -Number of Upazilas in the District: 8 Upazilas -Number of batches to be conducted: 2 times -Number of trainees in a class: 36 persons (4 Upazilas) |
| Duration | 3 days |
| Venue | District office or another venue available in the district |
| Timing of Training Implementation | Soon after the Upazila election |

(1) Cost for a district to conduct one (1) batches of the training course

Appendix - 1

| Particulars | Unit Rate (Tk) | Number | Quantity (persons) | Amount (Tk) | VAT Amount (Tk) | Total (Tk) | VAT (%) |
|---|----------------|-------------|--------------------|----------------|-----------------|----------------|---------|
| (1) Allowance and Accommodation | | | | | | | |
| Participation allowance | 500 | 3 days | 36 | 54,000 | 0 | 54,000 | |
| Travel allowance | 500 | 3 days | 36 | 54,000 | 0 | 54,000 | |
| Accommodation (Approximately) | 600 | 3 nights | 36 | 64,800 | 9,720 | 74,520 | 15.0% |
| Sub-total (1) | | | | 172,800 | 9,720 | 182,520 | |
| (2) Honorarium for Resource Person, Training Materials | | | | | | | |
| Honorarium for Resource person | 3,000 | 15 sessions | N/A | 45,000 | 0 | 45,000 | |
| Bag | 800 | N/A | 36 | 28,800 | 1,440 | 30,240 | 5.0% |
| Pen Drive | 800 | N/A | 36 | 28,800 | 1,440 | 30,240 | 5.0% |
| Banner, Communication to participants and their organizations (Lumpsum) | 2,000 | N/A | N/A | 2,000 | 100 | 2,100 | 5.0% |
| Training Material photocopy and binding (including 5 guests) | 300 | N/A | 41 | 12,300 | 615 | 12,915 | 5.0% |
| Sub-total (2) | | | | 116,900 | 3,595 | 120,495 | |
| (3) Meals and Refreshment | | | | | | | |
| Refreshments (Two times/day, including 5 guests) | 80 | 6 times | 41 | 19,680 | 1,476 | 21,156 | 7.5% |
| Lunch + Dinner + Breakfast (including 5 guests) | 500 | 9 times | 41 | 184,500 | 13,838 | 198,338 | 7.5% |
| Inaugural Refreshment (Lumpsum) | 4,000 | 1 time | 41 | 4,000 | 300 | 4,300 | 7.5% |
| Concluding Lunch (including 5 guests) | 400 | 1 time | 41 | 16,400 | 1,230 | 17,630 | 7.5% |
| Water Bottle (5 bottles per day per person, including 5 guests) | 15 | 17 times | 41 | 10,455 | 523 | 10,978 | 5.0% |
| Sub-total (3) | | | | 235,035 | 17,366 | 252,401 | |
| Total Cost ((1) + (2) + (3)) | | | | 524,735 | 30,681 | 555,416 | |

555,416 Tk \approx **560,000 Tk** (per batch)

(2) Cost for a district to conduct two (2) batches of the training course
560,000 Tk (per batch) x 2 batches = **1,120,000 Tk**

(3) Cost to cover all the Upazilas
1,120,000 Tk x 64 districts = **71,680,000 Tk**

B-2

Cost Estimation for Refresher Training for Elected Representatives, UNO and transferred line department officers

| Prerequisites | |
|--|--|
| Target | <ol style="list-style-type: none"> 1. Upazila Parishad Chairman 2. Upazila Vice-Chair 3. Upazila Female Vice-Chair 4. Upazila Nirbahi Officer 5. Upazila Engineer (LGED) 6. 7. (8. Other 4 Upazila officers of TLDs 9.) |
| Total Number of Trainees | 4,428 persons (9 persons x 492 Upazilas) |
| Number of Trainees in a Class | Depends on Upazila For estimation purpose, following typical district is assumed. -Number of Upazilas in the District: 8 Upazilas -Number of batches to be conducted: 2 times -Number of trainees in a class: 36 persons (4 Upazilas) |
| Duration | 2 days |
| Venue | district office or another venue available in the district |
| Timing of Training Implementation | 3 years after the Upazila election |

(1) Cost for a district to conduct one (1) batches of the training course

Appendix - 1

| Particulars | Unit Rate (Tk) | Number | Quantity (persons) | Amount (Tk) | VAT Amount (Tk) | Total (Tk) | VAT (%) |
|---|----------------|-------------|--------------------|----------------|-----------------|----------------|---------|
| (1) Allowance and Accommodation | | | | | | | |
| Participation allowance | 500 | 2 days | 36 | 36,000 | 0 | 36,000 | |
| Travel allowance | 500 | 2 days | 36 | 36,000 | 0 | 36,000 | |
| Accommodation (Approximately) | 600 | 2 nights | 36 | 43,200 | 6,480 | 49,680 | 15.0% |
| Sub-total (1) | | | | 115,200 | 6,480 | 121,680 | |
| (2) Honorarium for Resource Person, Training Materials | | | | | | | |
| Honorarium for Resource person | 3,000 | 10 sessions | N/A | 30,000 | 0 | 30,000 | |
| Bag | 800 | N/A | 36 | 28,800 | 1,440 | 30,240 | 5.0% |
| Pen Drive | 800 | N/A | 36 | 28,800 | 1,440 | 30,240 | 5.0% |
| Banner, Communication to participants and their organizations (Lumpsum) | 2,000 | N/A | N/A | 2,000 | 100 | 2,100 | 5.0% |
| Training Material photocopy and binding (including 5 guests) | 300 | N/A | 41 | 12,300 | 615 | 12,915 | 5.0% |
| Sub-total (2) | | | | 101,900 | 3,595 | 105,495 | |
| (3) Meals and Refreshment | | | | | | | |
| Refreshments (Two times/day, including 5 guests) | 80 | 4 times | 41 | 13,120 | 984 | 14,104 | 7.5% |
| Lunch + Dinner + Breakfast (including 5 guests) | 500 | 7 times | 41 | 143,500 | 10,763 | 154,263 | 7.5% |
| Inaugural Refreshment (Lumpsum) | 4,000 | 1 time | 41 | 4,000 | 300 | 4,300 | 7.5% |
| Concluding Lunch (including 5 guests) | 400 | 1 time | 41 | 16,400 | 1,230 | 17,630 | 7.5% |
| Water Bottle (5 bottles per day per person, including 5 guests) | 15 | 13 times | 41 | 7,995 | 400 | 8,395 | 5.0% |
| Sub-total (3) | | | | 185,015 | 13,676 | 198,691 | |
| Total Cost ((1) + (2) + (3)) | | | | 402,115 | 23,751 | 425,866 | |

425,866 Tk \approx **430,000 Tk** (per batch)

(2) Cost for a district to conduct two (2) batches of the training course
430,000 Tk (per batch) x 2 batches = **860,000 Tk**

(3) Cost to cover all the Upazilas
860,000 Tk x 64 districts = **55,040,000 Tk**

C-1

Cost Estimation for Upazila Office Management (Regular Training) for CA to Upazila Parishad Chairman, and CA to UNO

| Prerequisites | |
|--|--|
| Target | 1. CA to Upazila Parishad Chairman 2. CA to UNO |
| Total Number of Trainees | 984 persons (2 CAs x 492 districts). |
| Number of Trainees in a Class | 50 trainees (25 Upazilas) |
| Number of Batches Required | 20 batches |
| Duration | 3 days |
| Venue | NILG |
| Timing of Training Implementation | Within a year after the Upazila election |

(1) Cost for a district to conduct one (1) batches of the training course

| Particulars | Unit Rate (Tk) | Number | Quantity (persons) | Amount (Tk) | VAT Amount (Tk) | Total (Tk) | VAT (%) |
|---|----------------|-------------|--------------------|----------------|-----------------|----------------|---------|
| (1) Allowance and Accommodation | | | | | | | |
| Participation allowance | 1,000 | 3 days | 50 | 150,000 | 0 | 150,000 | |
| Travel allowance | 1,000 | 2 times | 50 | 100,000 | 0 | 100,000 | |
| Accommodation | 300 | 3 nights | 50 | 45,000 | 6,750 | 51,750 | 15.0% |
| Sub-total (1) | | | | 295,000 | 6,750 | 301,750 | |
| (2) Honorarium for Resource Person, Training Materials | | | | | | | |
| Honorarium for Resource person | 3,000 | 15 sessions | N/A | 45,000 | 0 | 45,000 | |
| Bag | 800 | N/A | 50 | 40,000 | 2,000 | 42,000 | 5.0% |
| Pen Drive | 800 | N/A | 50 | 40,000 | 2,000 | 42,000 | 5.0% |
| Banner, Communication to participants and their organizations (Lumpsum) | 3,000 | N/A | N/A | 3,000 | 150 | 3,150 | 5.0% |
| Training Material photocopy and binding (including 5 guests) | 300 | N/A | 55 | 16,500 | 825 | 17,325 | 5.0% |
| Sub-total (2) | | | | 144,500 | 4,975 | 149,475 | |
| (3) Meals and Refreshment | | | | | | | |
| Refreshments (Two times/day, including 5 guests) | 80 | 6 times | 55 | 26,400 | 1,980 | 28,380 | 7.5% |
| Lunch + Dinner + Breakfast (including 5 guests) | 500 | 9 times | 55 | 247,500 | 18,563 | 266,063 | 7.5% |
| Inaugural Refreshment (Lumpsum) | 6,000 | 1 time | 58 | 6,000 | 450 | 6,450 | 7.5% |
| Concluding Lunch/Dinner (including 5 guests) | 450 | 1 time | 55 | 24,750 | 1,856 | 26,606 | 7.5% |
| Water Bottle (5 bottles per day per person, including 5 guests) | 15 | 17 times | 55 | 14,025 | 701 | 14,726 | 5.0% |
| Sub-total (3) | | | | 318,675 | 23,550 | 342,225 | |
| Total Cost ((1) + (2) + (3)) | | | | 758,175 | 35,275 | 793,450 | |

793,450 Tk \cong **800,000 Tk** (per batch)

(2) Cost to conduct all the Batches

800,000 Tk (per batch) x 20 batches = **16,000,000 Tk**

C-2

Cost Estimation for Upazila Office Management (Refresher Training) for CA to Upazila Parishad Chairman, and CA to UNO

| Prerequisites | |
|--|--|
| Target | 1. CA to Upazila Parishad Chairman 2. CA to UNO |
| Total Number of Trainees | 984 persons (2 CAs x 492 districts) |
| Number of Trainees in a Class | 50 trainees (25 Upazilas) |
| Number of Batches Required | 20 batches |
| Duration | 2 days |
| Venue | NILG |
| Timing of Training Implementation | In the third year after the Upazila election |

(1) Cost for a district to conduct one (1) batches of the training course

| Particulars | Unit Rate (Tk) | Number | Quantity (persons) | Amount (Tk) | VAT Amount (Tk) | Total (Tk) | VAT (%) |
|---|----------------|-------------|--------------------|----------------|-----------------|----------------|---------|
| (1) Allowance and Accommodation | | | | | | | |
| Participation allowance | 1,000 | 2 days | 50 | 100,000 | 0 | 100,000 | |
| Travel allowance | 1,000 | 2 times | 50 | 100,000 | | 100,000 | |
| Accommodation | 300 | 2 nights | 50 | 30,000 | 4,500 | 34,500 | 15.0% |
| Sub-total (1) | | | | 230,000 | 4,500 | 234,500 | |
| (2) Honorarium for Resource Person, Training Materials | | | | | | | |
| Honorarium for Resource person | 3,000 | 10 sessions | N/A | 30,000 | 0 | 30,000 | |
| Bag | 800 | N/A | 50 | 40,000 | 2,000 | 42,000 | 5.0% |
| Pen Drive | 800 | N/A | 50 | 40,000 | 2,000 | 42,000 | 5.0% |
| Banner, Communication to participants and their organizations (Lumpsum) | 3,000 | N/A | N/A | 3,000 | 150 | 3,150 | 5.0% |
| Training Material photocopy and binding (including 5 guests) | 300 | N/A | 55 | 16,500 | 825 | 17,325 | 5.0% |
| Sub-total (2) | | | | 129,500 | 4,975 | 134,475 | |
| (3) Meals and Refreshment | | | | | | | |
| Refreshments (Two times/day, including 5 guests) | 80 | 4 times | 55 | 17,600 | 1,320 | 18,920 | 7.5% |
| Lunch + Dinner + Breakfast (including 5 guests) | 500 | 7 times | 55 | 192,500 | 14,438 | 206,938 | 7.5% |
| Inaugural Refreshment (Lumpsum) | 6,000 | 1 time | 58 | 6,000 | 450 | 6,450 | 7.5% |
| Concluding Lunch/Dinner (including 5 guests) | 450 | 1 time | 55 | 24,750 | 1,856 | 26,606 | 7.5% |
| Water Bottle (5 bottles per day per person, including 5 guests) | 15 | 13 times | 55 | 10,725 | 536 | 11,261 | 5.0% |
| Sub-total (3) | | | | 251,575 | 18,600 | 270,175 | |
| Total Cost ((1) + (2) + (3)) | | | | 611,075 | 28,075 | 639,150 | |

639,150 Tk \approx 640,000 Tk (per batch)

(2) Cost to conduct all the Batches

640,000 Tk (per batch) x 20 batches = 12,800,000 Tk

**[Cost Estimation Summary of the Training Program for Upazila Functionaries
from FY20/21 to FY29/30]**

(BDT)

| | ToT for DRTs | | Training for Elected Representatives, UNO and TLD Officers | | Training for CAs | | Total |
|--------------|-------------------|-------------------|--|--------------------|-------------------|-------------------|--------------------|
| | Orientation | Refresher | Orientation | Refresher | Regular | Refresher | |
| FY20/21 | | | | | | | 0 |
| FY21/22 | | 12,100,000 | | | | | 12,100,000 |
| FY22/23 | | | | 55,040,000 | 16,000,000 | | 71,040,000 |
| FY23/24 | 15,180,000 | | | | | | 15,180,000 |
| FY24/25 | | | 71,680,000 | | | 12,800,000 | 84,480,000 |
| FY25/26 | | 12,100,000 | | | | | 12,100,000 |
| FY26/27 | | | | 55,040,000 | | 12,800,000 | 67,840,000 |
| FY27/28 | | | | | | | 0 |
| FY28/29 | 15,180,000 | | | | | | 15,180,000 |
| FY29/30 | | | 71,680,000 | | | 12,800,000 | 84,480,000 |
| Total | 30,360,000 | 24,200,000 | 143,360,000 | 110,080,000 | 16,000,000 | 38,400,000 | 362,400,000 |

**Relevant Important Circulars Issued By
Local Government Division**

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|----|---|-----|
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Government of People's Republic of Bangladesh
Ministry of Local Government, Rural development and Cooperatives
Local Government Division
(Upa-1)

Memo No-LGD/upa-1/gari-(2)-2/99/93(472)

Date: 24-04-2005

Subject: Receiving prior permission for bearing cost of vehicle repair with Upazila Parishad revenue fund.

It is needed to maintain and repair of vehicles and water boats, which grew very old, of Upazila Parishad. It is allowed to spend 30000 taka from Upazila Parishad revenue fund to repair these vehicles and it will need to take permission from ministry to spent extra money. Application to spend this extra money came from Upazila Nirbahi officers very commonly. But it cost unexpected delay to take decision for absence of proper documents supporting to prior permission. So, to send complete and self- explained offer for prior permission following methods are followed:

1. With the prior permission request to bear cost of vehicle repair with Upazila Parishad revenue fund vehicle related information like as kind of vehicle, how much it will really cost to bear repair, certificate of BRTA and other main copy of important papers/documents have to included.
2. Other information and reports have to send as follows:
 - a. Type of vehicle, Model No:
 - b. Date of made and date of collection:
 - c. Registration number:
 - d. How much it runs until the date of application:
 - e. How much it will cost for repair in running economic year:
 - f. Year wise expenditure for last five years:
 - g. Copy of decision from Upazila development combination committee to repair vehicle:
 - h. Visiting reports of regional vehicle visitors committee after visit the vehicle:
 - i. Prepared estimate after justifying market rate considering reports of vehicle visitors:
 - j. Copy of tender advertisement which was publish in newspaper:
 - k. Certify copy of BRTA regarding lowest tender call:
 - l. Copies of applied tender (At least three):
 - m. Comparative description of tender:
 - n. Copy of decision taken at Upazila tender committee meeting and identifying lowest tender caller:
3. After repair the vehicle will have to visit by vehicle visitor and the certificate have to send to ministry within 7 days.
4. After getting prior permission to repair vehicle form the department, have to inform the department that approved money was spend according to other usual rules.
5. With this, it is declared that memo no. stasabi/oj-1/gari-(2)-2/99/163(463) dated 01/08/2000 is cancelled.

Mahbuba Farzana
Senior Assistant Secretary

To,
Upazila Nirbahi Officer
.....Upazila
Zila

For Acknowledgement:

1. Divisional Commissioner (all)
2. District Commissioner (all)

Government of People's Republic of Bangladesh
Ministry of Local Government, Rural development and Cooperatives
Local Government Division
Upa-2 section

Memo No-Upa-2/3P-46/2002/342(481)

Date: 07-08-2006

Circular

Subject: Zila Condemnation committee for declaring Government building/furniture/other materials

Zila condemnation is formed as follows to announce condemned of or out of use Government building/furniture/other materials under ownership of the Upazila Parishad:

- | | | |
|--|---|-------------------|
| a. District Commissioner | - | Convener |
| b. Executive Engineer, Establishment Division (of respective Zila) | - | Member |
| c. Respective Upazila Nirbahi Officer | - | Member |
| d. Deputy Director, Local Government | - | Member |
| e. Executive Engineer, LGED (of respective Zila) | - | Member Secretary. |

2. Respective Upazila Nirbahi Officer will prepare estimate for sell of Government building/furniture/ other materials which are out of use with the help of Upazila engineer. Prepared estimate will send to Zila condemned committee after been approved by Upazila development meeting. After considering the estimate condemned committee will declared condemned, if needed they can visit respective Government building/furniture/ other materials. District commissioner will send paper and the announcement of condemned to ministry for permission.

3. This order will be implemented soon.

(S M Zohorul Islam)
Secretary
Local Government Division

Distribution:

1. Divisional Commissioner Division.
2. Chief Engineer, LGED, Agargaon, Dhaka.
3. District Commissioner..... Zila (all).
4. Executive Engineer, Establishment Division/LGED..... Zila.
5. Upazila Nirbahi Officer Upazila Zila.
6. Deputy Director, Local Government Zila
7. Circle Officer, Tejgaon Development Circle.

Government of People's Republic of Bangladesh
Ministry of Local Government, Rural development and Cooperatives
Local Government Division

Memo No.- LGD/administration-1/C-2/2006/1245

Date: 31-05-2007

Circular

Following committee will be formed to declare out of use of vehicle of different department/institutes under local government division.

- | | |
|--|-------------------|
| 1. District Commissioner | - Chairman |
| 2. Prime Nirbahi Officer/Secretary. Respective Zila Parishad | - Member |
| 3. Chairman/Representative, respective Municipality | - Member |
| 4. Executive Engineer, Directorate General of Local Government Engineering | - Member |
| 5. Executive Engineer, Directorate General of Public Health Engineering | - Member |
| 6. Vehicle Inspector | - Member |
| 7. Deputy Director (Local Government) District Commissioner's Office | -Member Secretary |
-
2. This committee will cal meeting for declaring vehicles out of use of LGED, DPHE, Zila Parishad, Upazila Parishad, Municipality and union Parishad under local government division.
 3. After examine relevant paper regarding declaring vehicles out of order will send report to local government division.
 4. In case of vehicle which are out of order cause of accident will send report with suggestion of standing committee according to the Memo no ME (TR) IP-7/84 (PT)-590 (100) dated 26-09-2984 under Establishment ministry.
 5. No suggestion will be accepted if it comes without suggestion of Zila committee.

(Saleh Ahmad Mozaffar)
Senior Assistant Secretary
Phone 7169179

No. LGD/Administration-1/C-2/2006/1245

Date: 31/05/2007

Copy had been sent for kind information:

1. Chairman, BRTA, Elen Bari, Tejgaon, Farmgate, Dhaka:
2. Chief Engineer, LGED/DPHE, Dhaka. (It is requested to inform all other divisions that are subordinated to him)
3. District Commissioner (all)
4. Senior Assistant Secretary (Jpro/muni-1/2), Local Government Division. It is requested to inform the Zila Parishad's/City Corporations/Municipalities to seize necessary action that are subordinated to him)
5. Deputy Director, Local government (all), Office of District Commissioner.

(Saleh Ahmad Mozaffar)
Senior Assistant Secretary

Government of People's Republic of Bangladesh
Ministry of Local Government, Rural development and Cooperatives
Local Government Division
Upa- 2 section

Memo No-Upa-2/4P-124/2005/384

Date: 15-08-2007

Circular

Subject: About selling tress dead by abandoned, up rooted, and damaged of different places under/ownership of Upazila Parishad.

Tress dead by abandoned, up rooted, and damaged of different places under/ownership of Upazila Parishad can sell. If it required to auction following committee is formed to provide suggestion according to amount of wood and price this wood according to government rules:

- | | |
|---|---------------------|
| 1. Upazila Nirbahi Officer | - Chairman |
| 2. Representative of District Commissioner | - Member |
| 3. Representative of Forest Division | - Member |
| 4. One chairman from Union Parishad (Nominated by Upazila development and combination) | - Member |
| 5. Upazila Engineer | - Member Secretary. |

2. Suggestion of this committee will present to Upazila development combination committee for approval. After getting approval from Upazila development combination committee it will send to district commissioner for approval. After getting approval from district commissioner, committee will sell trees according to rules by auction. Money get from selling trees will credit to Upazila revenue fund. If any trees need to cut for development works, it will need prior permission from local government division.

(Toslima Kaniz Nahida)
Senior Assistant Secretary
Phone- 7173058

Upazila Nirbahi Officer
..... Upazila
..... Zila

Copy:

1. Divisional Commissioner Division (all)
2. District Commissioner Zila (all)

Government of the People's Republic of Bangladesh
Local Government, Rural Development, & Cooperatives
Local Government Division
Upazila-1 wing

Memo no. LGD/Admin-1/C-2/2006/1884

Date: 28/08/2007

Circular

It is to inform in pursuit of the circular bearing number LGD/Admin-1/C-2/2006/1245 dated 31/05/2007 circulated earlier from local Government Division that as regards declaration of the vehicles as 'abandoned' of this department, the following papers must be attached with the proposal:

- (a) Attested copy of the minutes with decisions of hte concerned parishad in case of vehicles of Zila Parishad, Pourashava and Upazila Parishad.
- (b) Attached copies of papers related to vehicle registration as proof of ownership incase of vehicles of all office/organization.

(Saleh Ahmed Majumder)
Sr. Asstt. Secretary
Phone: 9169179

Memo no. LGD/Admin-1/C-2/2006/1884/1(72)

Date: 28/08/2007

Copy for kind information and necessary action:

1. Chairman, BRTA/BRTC, Dhaka.
2. Chief Engineer, LGED/DPHE, Dhaka. (Requested to inform all his subordinates).
3. Deputy Commissioner (all).....
4. Sr. Asstt. Secretary (ZPro/Upazila-2/Poura-1/2), LGD. Reuquested to inform zila parishad/City Corporation/Pourashava/ Upazilas for taking necessary action.

(Saleh Ahmed Majumder)
Sr. Asstt. Secretary

Memo no. LGD/UPZ-2/M-26/2007/404

Date: 28/08/2007

It is requested to taking necessary action accoring to the instruction of the Administration-1 wing of Local Government Division.

(Taslima Kaniz Nahida)
Sr. Asstt. Secretary
Phone: 7173058

Upazila Nirbahi Officer
..... Upazila,
..... Zila

Copy to:

1. DC (all)..... District
- 2, Sr. Asstt. Secretary, Admin-1, LGD.

Government of People's Republic of Bangladesh
Ministry of Local Government, Rural development and Cooperatives
Local Government Division
Upa- 2 section

Memo No- LGD/Upa-1/Vehicle-1/2009/04

Date: 05-01-2010

Circular

Subject: Vehicle use and fuel supply in Upazila

To keep the use of Jeep and its fuel in Upazila in rational level following guideline are issued by government:

- A. Jeep which are allotted for Upazila Parishad, will use for Upazila Parishad chairman to communicate with office, and to other administrative and to development works. But it can use for other officers and members of Parishad for the activities which are closely related to the interest of Upazila Parishad. In these issues, requisition is acceptable for officers/members which will be welcomed by Upazila Parishad chairman.
- B. Seven (7) liter fuel is acceptable per day for the jeep for communicating with office and to other administrative and to visit development works.
- C. 10 C.M. gases for per day for carburetor vehicle and 13.50 liter patrol/octane for per month to start the vehicle is acceptable for Upazila Parishad.
- D. Loge book have to maintain for the vehicle. Place of travel, distance, and cause to travel have to be register in loge book mentioning username, designation, signature.
- E. Generally, vehicle cannot use outside of Upazila Parishad. But government duty, vehicle can use in any area under Zila. If the vehicle requires taking outside of the Zila, then it will need to take permission from local government division.
- F. Upazila Parishad jeep cannot use for personal need.
- G. Those who have own vehicle between Upazila Parishad chairmen, it will need to inform government to use it for Upazila Parishad. Using personal vehicle for Upazila Parishad, he will avail fuel according to the section (B0 and (C). For this, he has to maintain loge book according to section (D). It is conditioned that if Upazila Parishad have vehicle, then using personal vehicle for Upazila Parishad will not avail any fuel.
- H. Vehicle use and burn of fuel for the vehicle of Upazila Parishad have control as far it could do. Have to control it within the allocated budget for it from government.
- I. Except regular driver, nobody can drive the vehicle.
- J. After office time, vehicle can not keep in any other places except specified garage/place. If it keep in any place except specific garage/place and if it lost/stolen anything then the person who keep it there will be responsible and he will pay for the damage.
- K. Upazila Parishad will spent 30,000 taka for maintain and repair vehicle from revenue fund according to the Memo no. stabi/upa-1/gari/(2)-2/99/93 (472) dated 24/04/2005 under local government. It will need permission from local government division to spend more than this.
- L. Measurement of number plate of the Upazila Parishad vehicle will be 14 inch in length and 6.5 inch in height. White font have to be used in black plate, and in accordance of BRTA rules-regulations.
- M. Any person who disobey this circular will be blamed personally.

(Mohammad Habibul Kabir Chowdhury)
Deputy Secretary (Upazila)
Phone- 7161489

Copy had been sent for kind information:

1. Secretary of Ministry Cabinet, Ministry Cabinet Division.
2. Chief Secretary, Prime Minister's Office, Tejgaon, Dhaka.
3. Secretary Dhaka
4. Commissioner (all)..... Division.....
5. Transport Commissioner, Directorate General of Government Vehicles, Secretariat, link Road, Dhaka.
6. Chairman, BRTA (with a request of registering allotted vehicle), Elen Bari, Tejgaon, Dhaka.
7. District Commissioner (all)
8. Head Accounts Officer, Local Government Division, 83/B, Mouchak Tower (11 floor), New Circular Road. Malibagh, Dhaka.
9. Upazila Parishad Chairman (all) Upazila Zila
10. Upazila Nirbahi Officer..... Upazila Zila.
11. Accounts officer, Local Government Division, Bangladesh Secretariat, Dhaka.

(Toslima Kaniz Nahida)
Senior Assistant Secretary
Phone: 7171553

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Upazila-1 wing

Memo no. LGD/Upa-1/C-4/2009/447

Date: 11/11/2010

Sub: Facilities for Upazila Parishad Chairmen

The Upazila Parishad Chairmen shall avail the under mentioned facilities on recommendations of the committee constituted at national level for evaluation of the activates of the subjects handed over to the Upazila Parishad and also for giving advice, suggestion and circulation of instructions:

a. The Upazila Parishad Chairmen will get a total of highest Tk. 1200.00 (One Thousand and Two Hundred) per month on account of residential telephone bill. The spent amount shall be borne from the Upazila Revenue Fund. If the bill amount exceeds the specified amount, the chairmen shall pay the additional amount form their own.

b. The Upazila Parishad Chairman shall get Tk. 5,000/- (five Thousand) per month to pay the house rent to be borne by Upazila Parishad Revenue Fund and all utility bills (electricity, gas) shall be paid by the Chairman from his own.

2. This order shall be effective from 01/08/2010. All the instructions/orders circulated earlier in this regard are hereby cancelled.

(Taslima Kaniz Nahida)
Sr. Asstt. Secretary
Ph. Fax: 7171553

Distribution to:

01. Chairman (all), Upazila Parishad, Zila.
02. Upazila Nirbahi officer, Upazila, Zila.

Copy to:

01. Cabinet Secretary, Cabinet Division.
02. Secretary Division/ Ministry
03. Commissioner..... Division/Ministry.
04. Chief Engineer, LGED.
05. Deputy Commissioner, Zila.

Government of the People's Republic of Bangladesh
Ministry of Land
Wing-3

Memo no. LM/W-3/tax-1/2010-147

Date: 21-03-2011

Circular

Sub: Transfer of 2% money from land development tax to Upazila Parishad Fund.

The Upazila Parishad Law, 1998 has been reinstated by the Law no. 27 of 2009. In sl. No 8 of schedule four it is stated, "2% of the land development tax of the total collected land development tax in a particular Upazila" is the revenue income of that Upazila. The following activities are to be undertaken to transfer 2% land development tax to Upazila Parishad Fund.

(a) Concerned Commissioner (Land) shall open a bank account in the name, "2% share of the Upazila Parishad from land development tax." The Union Asstt. Land officers under the Upazila shall deposit 2% share from the collected land development tax to the Upazila Parishad fund regularly and remaining 98% shall be deposited through Government Treasury chalan to Government Fund. The Union Asstt. Land officers shall report to the Asstt. Commissioner (Land) within 5th of the next month on the deposit of 2% share from land development tax.

(b) Asstt. Commissioner (Land) shall deposit 2% share from land development tax, from all the Union Asstt. Land Development Officers within the Upazila, within 7th of every month to Upazila Parishad Fund through crossed check, and report to Deputy Commissioner, Upazila Parishad Chairman and Upazila Nirbahi Officer.

(Md. Mokhlesur Rahman)
Secretary
Ministry of Land

Government of the People's Republic of Bangladesh
Local Government, Rural Development, & Cooperatives
Local Government Division
Upazila-2 wing
www.lgd.gov.bd

Memo no. 46.046.006.00.00.004.2009(Part-1)-213,

Date: 10.04.2011

As directed, the copy of the above letter is sent for necessary action.

(Dr. Md. Sarwar Bari)
Sr. Asstt. Secretary
Ph: 7171553

Recipient:

01. Chairman (all) Upazila Parishad,
..... District
02. Upazila Nirbahi Officer, Upazila
..... District.

Copy to:

1. Deputy Commissioner (all)..... District.
2. PS to the Secretary, Local Government Division.
3. Vice-Chairman (male/female), Upazila Parishad..... (all)
4. Zila/Upazila Accounts Officer (all).....

Govt. of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Upazila-02 wing

Memo no. 46.045.027.08.02.002.2011-2309

Date: 15/06/2011

Subject: Regarding continuing the job of the head of a private educational institution or the teacher in their institution if elected as the Vice-Chairman of the Upazila Parishad.

It is to be informed in the above context that while participating in the Upazila Parishad elections held in 2009, there is a provision to resign from the service of a private educational institution. As per the Upazila Parishad Act 1998 (Amended in 2009), There are no legal barriers in participating in Upazila Parishad elections while serving in any private educational institutions. Those who have already resigned also have no legal barriers in performing their duties in private educational institutions. However, in this regard, the instruction of the issued circular of the Local Government Division (LGD) in memo no. Sha-8 / 1C-3/85/20 (460) dated 15-01-1986 has to be followed. The instruction is as follows:

"If a teacher of a private educational institution or any other teacher is elected as the chairman of the Upazila Parishad, he/she can remain in the post of the chairman of the Upazila Parishad without resigning from the service of the concerned educational institution subject to the grant of unpaid leave from the board of directors of that educational institution."

2. This instruction will also be applicable to the Vice Chairmen of the Upazila Parishad.

(Dr. Md. Sarwar Bari)
Senior Assistant Secretary
Phone-Fax: 7173058

Distribution:

1. Vice Chairman (All)
..... Upazila Parishad
..... District.
2. Vice Chairman (Female) (All)
..... Upazila Parishad
..... District.

Memo no. 46.045.027.08.02.002.2011-2309

Date: 15/06/2011

For kind information:

- 1) Secretary, Ministry of Education, Bangladesh Secretariat, Dhaka.
- 2) Commissioner (All) ----- Division.
- 3) District Commissioner (All) ----- District.
- 4) Chairman (All) ----- Upazila Parishad ----- District.
- 5) UNO (All) ----- Upazila Parishad ----- District.

(Dr. Md. Sarwar Bari)
Senior Assistant Secretary

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Upazila-1 wing

Memo No. 46.045.026.00. 00.001.2009-405

Date: 20 July, 2011

Sub: Sending information in prescribed format to obtain permission for movement of Jeep out of the district, allocated in favor of Upazila Parishad by the Local Government Division.

In reference to the above subject, in case of movement of vehicle out of Upazila, it is to inform that the following information are there in the memo of the Local Government division bearing no. LGD/Upa-1/vehicle-1/2009/04, dated: 05-01-2010, circulated regarding the use of Upazila Parishad transport and fuel supply:

‘Section E: Generally, the vehicle shall not be used beyond the Upazila boundary. But the vehicle may be used in the district HQ or within the district boundary for the purpose of Government functions. If in any special reason the vehicle needs to be taken out of the district boundary, in that case prior approval from the Local Government Division shall be obtained.’

As per the above instruction, to obtain prior approval of the Government for movement of jeep of the Upazila Parishad beyond the district boundary, the undersigned is attaching herewith the prescribed format to take necessary steps for sending related information in this out of the district regard. It is to be mentioned that this prescribed format is also available in the wave site of this department (www.lgd.gov.bd).

Attachment: 1 (one) set (in the next page).

(Khalid Parvez Khan)
Sr. Asstt. Secretary
Ph. 7171553

Distribution (for taking necessary action):

1. Chairman,
..... Upazila Parishad (all),
..... Upazila, Zila.

Application to obtain approval for movement of the vehicle allotted to Upazila Parishad beyond the boundary of the district

| <u>Sl No.</u> | <u>Subject</u> | <u>Information</u> |
|---------------|--|------------------------|
| 1. | Name of Upazila Parishad | : |
| 2. | Name of District | : |
| 3. | Name, Designation, address and phone no. (office/residence/mobile) of the transport user | : |
| 4. | Complete registration no. of the vehicle | : |
| 5. | Name of the driver of the jeep (Photocopy of the driver's license to be enclosed) | : |
| 6. | Date of the proposed journey | : |
| 7. | Logic of taking the vehicle outside of the district (official /personal) | : a) b) c) d) |
| 8. | a) The last date and reason for taking the vehicle out of the district b) Last date of repairing /servicing and where (out of the district) the vehicle was taken for the purpose of repairing /servicing | : |
| 9. | For taking out of the district whether the authority's approval was there or not | : |
| 10. | From which head of expenditure would be expended in this regard | : |
| 11. | Name, designation, address and phone number (in any) of the person to stay outside of the district with the vehicle | : |

Name of the applicant
Designation, Signature and Stamp

NB: Filling up with the above information properly, the application with a forwarding shall have to be sent, at least before 10 (ten) days of the desired date, to the Local Government Division (Upazila-1 wing), Bangladesh Secretariat, Dhaka.

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development & Cooperatives
Local Government Division.
Upazila-2 wing

Memo No: 46.0.45.022.09.07.007.2011-424

Date: 06 February, 2012

Sub: Regarding sending of all letters related to Upazila Parishad and notice of the Upazila Parishad meeting in the name of Upazila Parishad.

In reference to the above subject this department was informed that in the light of different letters including issuance of notice of the Upazila Parishad meetings, the Upazila Nirbahi Officers are used to write 'Office of the Upazila Nirbahi Officer' which is against the clause 20 of the Upazila Parishad (implementation of activities) Rules, 2010.

Under the above circumstance, on being instructed it is requested to write in the name of Upazila instead of Office of the Upazila Nirbahi Officer in the title of activities of Upazila Parishad and all letters related to Upazila Parishad.

(Md. Akram-Al-Hossain)
Deputy Secretary (Upazila)
Ph. 7161489

Distribution (for taking action):
Upazila Nirbahi Officer (all)
.....Upazila, Zila.

Memo No: 46.0.45.022.09.07.007.2011-424

Date: 06 February, 2012

Copy for kind information:

1. Commissioner (all),Division.
2. PS to the Minister of LGRD & C.
3. Deputy Commission (all),Zila
4. Chairman (all), Upazila Parishad, Zila.
5. PS to the Secretary, LGD.
6. PS to the State Minister, Ministry & LGRD & C.
7. Computer Programmer, Local Government Division.
(Requested to put the letter in the wave site)

(Md. Akram-Al-Hossain)
Deputy Secretary (Upazila)

Very Urgent

Government of the People's Republic of Bangladesh
Local Government, Rural Development, & Cooperatives
Local Government Division
Upazila-1 Wing
www.lgd.gov.bd

Memo No. 46.046.025.00.00.006.2010-100

Date: 5 March, 2012

Circular

Sub: Enclosing Information of enjoyed leave in abroad during last one year with the application for abroad leave.

In reference to the above subject this is for your information that in the “rules for leave of Chairman, Vice-Chairman, member and female members, 2010” there are provisions for availability of different types of leave. There is instruction for furnishing required information in the prescribed format to the ministry for enjoying leaving outside Bangladesh.

In sl. No. 9, the sentence “Statement of travelling abroad during the current calendar year” shall be substituted with “statement of travelling abroad during last 1 (one) year.” All other things of the format shall remain unchanged.

Under the above circumstances, it is hereby requested to sent the application for leave to abroad filling the application for leave to abroad filling the prescribed format property following the changes made.

(Khalid Parvez Khan)
Deputy Secretary
Phone: 7171553

Distribution:

For taking action-

- (1) Chairman, (all), Upazila Parishad,
..... Upazila, Zila.
- (2) Vice-Chairman, (all),
..... Upazila Parishad, Upazila, Zila.

Copy (for information):

1. Deputy Commissioner, (all) Zila.
2. Upazila Nirbahi Officer (all)..... Upazila, District.
3. PS to the Secretary, LGD, Bangladesh Secretariate, Dhaka.

Government of the People's Republic of Bangladesh
Local Government Rural Development and Cooperatives
Local Government Division
Upazila-2 wing

Memo no: 46.045.022.09.02.002.2011-857

Date: 4 July, 2012

Sub: As regards continuation of Job in their concerned institutions of those officer/staff or any other member of non-government institution on being elected as the Chairman/Vice-Chairman of Upazila Parishad.

Being instructed, it is to be informed in reference to the above subject that, if any officer/staff or any other member of any non-governmental institution is elected as the Chairman/Vice Chairman of Parishad, in that case they shall continue their office as the Chairman/Vice-Chairman of Upazila Parishad on granting leave without pay from the Managing Committee of that institution instead of resigning from the post. Provided, the institution, where he is involved with (without pay), shall not be involved with any activity concerned with Upazila Parishad interest.

(M Kazi Emdadul Islam)
Sr. Asstt. Secretary
Ph: 7173058

Distribution (for taking action):

1. Chairman (all)
..... Upazila Parishad,
..... Zila.

Memo no: 46.045.022.09.02.002.2011-857

Date: 4 July, 2012

Copy (for kind information):

1. Commission (all), Division.
2. Deputy Commissioner (all), Zila.
3. Upazila Nirbahi Officer (all), Upazila, Zila
4. Vice Chairman (all), Upazila Parishad, Zila.

(M Kazi Emdadul Islam)
Sr. Asstt. Secretary

Government of the People's Republic of Bangladesh
Local Government Rural Development and Cooperatives
Local Government Division
Upazila-2 Wing
www.lgd.gov.bd

Memo no: 46.045.001.08.02.002.2012-1020

Date: 23 September 2012

Sub: Mitigation of Audit objection of Upazila Parishad.

In reference to the above subject, it is to inform that the annual report 1998-99 on the Ministry of LGRD&C and with a view to mitigate the audit objection of the ministry since its commencement and till to date, the following 2 (two) different Tables have been formatted by the Audit-1 Wing of this Department:

Table-1

(Regarding unmitigated advance audit objection of Upazila Parishad and office of the Upazila Engineer since its commencement)

| Year of objection | Clause No. | Title of objection | Nature of objection (General/Advance/Draft) | Concerned Audit Department |
|-------------------|------------|--------------------|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| | | | | |

Table-2

(Reply/Broad sheet of the Audit Objections mentioned in the 1998-99 Report)

| Year of objection | Clause No. | Title of objection & detailed description | Reply of concerned department | Recommendation/opinion of the ministry |
|-------------------|------------|---|-------------------------------|--|
| 1 | 2 | 3 | 4 | 5 |
| | | | | |

Under the above circumstances, the information are given in Table-2 with a view to mitigate the audit objections mentioned in the report on this ministry for 1998-99 financial year prepared by the Auditor General and comptroller, and to mitigate the audit objection since inception to till date the reply/broad sheet are to be sent to the Joint Secretary (Audit) on an urgent basis using Table 1; on being ordered it is requested for.

(Md. Ali Akbar
 Sr. Asstt. Secretary
 Phone: 7173058)

Distribution (for taking action)-

1. Chairman (all) Upazila, District.
2. Upazila Nirbahi Officer (all), Upazila, District.

Memo no: 46.045.001.08.02.002.2012-1020

Date: 23 September 2012

Copy (for kind information):

1. Deputy Commissioner (all)..... District.
2. Sr. Asstt. Secretary (Audit-1 wing), Local Government Division.
3. PA to the Joint Secretary (Audit), Local Government Division.

(Md. Ali Akbar)
 Sr. Asstt. Secretary

Government of the People's Republic of Bangladesh
Local Government, Rural Development and Cooperatives
Local Government Division
Upazila-1 wing

Memo no. 46.046.022.00.00.002.2012-692

Date: 09 December, 2012

Officer Order

On being instructed, re-circulating the office order in pursuit of the office order of the Local Government Division on 9.10.2011 under memo no. 46.046.006.00.00.004.2009-535 and as per instruction of the Finance Division Vide their memo no 07.00.0000.129.00.026.12-99 dated 21-11-2012 regarding the travel allowance (TA) and daily allowance (DA) of the chairman/vice-chairman and also to decide the approving authority, as follows:

(a) The TA & DA of the Upazila Parishad Chairman and Vice-Chairman are fixed as follows:

| SI | Name of Allowance | | Recommended Rate of Finance Division | | Remarks |
|----|-------------------|---------------------------|---|--|---|
| | | | Chairman Upazila Parishad | Vice Chairman Upazila Parishad | |
| 1. | Daily Allowance | | Tk. 625.00 | Tk. 500.00 | For expensive places (Dhaka, Ctg., N.gonj, Khulna, Rajshahi, Barisal & Sylhet), allowance would increase by 33% |
| 2. | Travel Allowance | (a) By Road | Tk. 1.25/km This rate is applicable to all roads | Tk. 1.25/km This rate is applicable to all roads | |
| | | (b) Train/ Steamer | Eligible for AC class. In this case fare will be at the ratio of 1.5 of the actual fare. Travel by other than AC classes the fare ratio shall be 1.8 with the actual fare | Eligible for non-AC class. In this case the fare will be at the rate of 1.8 of the actual fare. | |
| | | (c) Air travel (Domestic) | Eligible for Economy Class In this case an extra 20% shall be added with the plane fare | Not eligible | |

Provided that-

- The above TA/DA shall only be applicable for travel for Government and public interest;
- TA shall not be allowed if travelled by Government transport. But DA shall be given
- Those TA/DA shall be made out of the Upazila Parishad Revenue Fund. No financial involvement of the government shall be there; and
- Where, there is nothing spell out clearly, in those cases the rules/regulations for Government officials shall be applied.

(b) Arrangements are to be made by the Upazila Parishad Chairman and Vice-Chairman for approval of this sort of bills, by the Upazila Parishad.

(Enamul Habib)
 Sr. Asstt. Secretary
 Ph: 9562247

Government of the People's Republic of Bangladesh
Local Government Rural Development and Cooperative
Local Government Division
Upazila-1 Wing.

Very Urgent

Memo no. 46.046.026.00.00.004.2011-239

Date: 03 March, 2013

Subject: Regarding taking action for failure in following the instructions of the circular for using Upazila Parishad Vehicle and fuel supply

Ref: Local Govt. (1) Division's memo no. LGD/Upa-1/Vehicle-1/2009/04, Date: 05 January, 2010.
(2) LGD's memo no LGD/Upa-1/Vehicle-1/2009/260; Date: 02 May, 2011.

In reference to the above subject, his attention is drawn to the memos in reference that the following issues have been stated in the clauses (e, f, j & m) regarding use of transport supplied by the local Government Division in favour of Upazila Parishad and supply of fuel for them:

Clause E: Generally, vehicles shall not be used out of Upazila boundaries. But the transport may be used in district headquarters and within the Zila for the purpose of Government duty. Prior permission from the Local Government Division shall be taken in the cases of taking the vehicle out of the district on special ground.

Clause F: The jeep of the Upazila Parishad shall not be used in personal matters.

Clause J: The vehicle after office hours shall not be kept in any other place except the specified garage/place. In case of any damage/theft occurred to the transport for keeping it other than the specified garage/place, in that case the person shall be responsible for that occurrence and he shall compensate it.

Clause M: Violators of any provision of this circular would be personally liable.

2. Nowadays it could be observed that some of the Upazila Parishad Chairmen are taking the vehicles out of the district and staying there violating the rules of this circular. No improvement has happened in this regard even after orders given earlier through the memo in reference, which is unexpected, undesirable and against the existing circular.
3. Government has taken decision that without prior approval of the LGD if the vehicles of Parishad are taken out of the district violating the rules of the existing circular of the Local Government Division and the matter comes to the knowledge of the LGD, legal actions instantly be taken.
4. Under the above circumstances, being ordered it is hereby requested all that according to the existing circular of the LGD, not to take the jeep of the Upazila Parishad out of the district without prior approval of the LGD. Otherwise, legal actions shall be taken against them who have used the vehicle violating the circular.
5. This is very urgent.

(Md. Sabur Hossain)
Sr. Asstt. Secretary
Ph: 9562247

Memo no. 46.046.026.00.00.004.2011-239

Date: 03 March, 2013

Copy to:

1. Inspector General of Police (IGP), Police HQ.
2. Commissioner (all)..... Division
3. Police Commissioner (all), Division.
4. Deputy Commissioner (all), District (requested to report to the LGD immediately).
5. Police Super. (all), District.
6. Upazila Nirbahi Officer (all)..... Upazila, Zila.
7. Vice-Chairman (male/female), all Upazila, Zila
8. Zila/Upazila Accounts Officer (all) Upazila, Zila.

(Md. Sabur Hossain)
Sr. Asstt. Secretary

Letter No. 03.092.002.00.00.037.2013-311

Date: 13/12/2013

Subject: Recommendation of Governance Innovation Unit (GIU) on “Strengthening Night Security in the Upazila Parishad”.

Modern public administration is citizen centric; its main goal is to improve the quality of life of the people through fast and cost-effective service. Realizing the importance of creating innovation culture in the public sector in human resource development, a course titled Innovation Concept & Practice of Government Officials was recently organized by GIU. During the group discussion session of the training, different groups presented proposals for different problems and their solutions. In the training on 29/10/2013, a team presented a well-thought-out opinion on the problem of inadequate security arrangements of the Upazila Parishad. Considering the importance of the issue, after further review and analysis by the GIU identified the following recommendations for its outcome and solution:

"Strengthening night security of Upazila Parishad"

A) Reasons for inadequate security measures of Upazila Parishad:

1. The number of night guards in the Upazila Parishad is less than required;
2. Vacant Posts;
3. To employ night watchmen in other duties of the office;
4. Lack of coordination in the duties of night watchmen;
5. Lack of monitoring;
6. Many Upazila Parishads do not have boundary walls;
7. Free movement of people in the Upazila Parishad at night;

B) Problems arising due to the mentioned reasons:

1. Inadequate quality of service due to poor number of guards;
2. Increase the likelihood of theft, robbery and sabotage in the Parishad;
3. Insecurity of government resources;

C) The recommendations made by the GIU during the training to address “inadequate security measures in the Upazila Parishad” are as follows:

1. Prepare a comprehensive list of night watchmen and distributes responsibilities among them at each office of the Upazila Parishad;
2. Provide regular briefings to night watchmen on their responsibilities;
3. Monitoring the work of night watchmen. In this case, the responsibility to Upazila Ansar/VDP officers can be given;
4. Use of a specific telephone / mobile number for night and round the clock communication with the local police station;
5. To increase the morale and courage of the guards, the patrol team of the local police station patrols the Upazila Parishad 1/2 times at night as part of their regular patrols;
6. Night Guards should be informed the contact numbers of the Upazila Executive Officer, the officer-in-charge of the police station, the police officer in charge of patrolling and the Ansar VDP officer;

D) Benefits of taking the above measures:

1. The shortage of night watchmen will be resolved if arrangements are made to perform the duties in the integrated list with the night watchmen of all the Departments of the Upazila Parishad. The quality of service and sincerity in work will increase and satisfaction at service standard will be ensured;
2. The security of government office assets will be enhanced and ensured;
3. Public resources will be protected from damage and sabotage;

4. There will be a sense of responsibility towards the work of night watchmen at all levels. No money will be spent on recruitment / outsourcing of additional manpower to implement the above proposal. But the security arrangements of each Upazila Parishad will be ensured and the quality of service will increase. At the same time the proposal is feasible in a short time. The GUI firmly believes that it will be possible to strengthen the night security of the Upazila Parishad if all the night watchmen working in the various offices under the existing Upazila Parishad structure are given a coordinated duty.

In this context, considering the importance of the proposal, it is kindly requested to inform the office to take appropriate steps including giving necessary instructions at the field level for its implementation.

Mohammad Navid Shofiullah
Director
Governance Innovation Unit (GIU)
Phone: 9131854, Fax:91311869
e-mail: innovation@pmo.gov.bd

Secretary
Local Government Division
Ministry of Local Govt. Rural Dev. and Cooperative
Bangladesh Secretariat, Dhaka

Copy (not in order of seniority)

- 1) Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka.
- 2) Senior Secretary, Ministry of Public Administration, Bangladesh Secretariat, Dhaka.
- 3) Additional Secretary, Ministry of Public Administration and NPD, CSCMP, Bangladesh Secretariat, Dhaka.
- 4) Director (Administration), Prime Minister Office, Dhaka.
- 5) Principal Secretary, Prime Minister Office, Dhaka.
- 6) Personal Secretary to the Senior Secretary, Prime Minister Office, Dhaka.
- 7) Mr. Panos Liverkes, Project Manager, CSCMP, 63, New Eskatan, Dhaka -1000
- 8) Personal Secretary to the International Affairs Advisor of the Prime Minister, Prime Minister Office, Dhaka.
- 9) Deputy Director (all), Prime Minister Office, Dhaka.
- 10) Personal Secretary, Director General, Governance Innovation Unit, Prime Minister Office, Dhaka.
- 11) Office Copy

Government of People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperative
Division of Local Government
Upazila Wing- 1

Memo no - 46.046.015.00.00.004.2012-98

Date: 26 January, 2014

Subject: Recommendation of Governance Innovation Unit (GIU) regarding strengthening night security in Upazila Parishad.

Source: Prime Minister's Office - Memo No. 03. 092. 002. 00. 00. 037. 0213-311; Date: 31 December 2013

In the light of the above-mentioned letter, it is to be informed that the photocopy of the letter received from the Prime Minister's Office (including the attachment) has been sent along with it. All the Upazila Parishads of his district were requested to take all necessary steps as per the recommendation to strengthen the night security system in the Upazila Parishad mentioned in the letter.

(Md. Sobur Hossain)
Deputy Secretary
Phone: 9562247

Deputy Commissioner (All)
..... District

Copy:

1. Director, Governance Innovation Unit, Prime Minister's Office, Tejgaon, Dhaka.
2. Chairman, Upazila Parishad (All) Upazila District.
3. UNO (All) Upazila District.

Government of People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperative
Division of Local Government
(Upazila Wing- 1)

Memo no - 46.046.015.00.00.004.2012-158

Date: 11 February, 2014

Subject: Keeping Upazila Parishad building, valuable equipment, documents and other materials safe at night.

In view of the above, it is informed that all Upazila Parishad buildings, valuable equipment, documents and other materials should be kept safe at night by the night guards / guards of the Upazila Nirbahi Officer's Office, Upazila Secondary Education Office and Upazila Engineering Office. If any, the Chairman and the Executive Officer of the Upazila Parishad have been requested to make a roster centrally and give instructions for the assignment of responsibilities.

(Md. Sobur Hossain)
Deputy Secretary
Phone: 9562247

1. Chairman (All)
..... Upazila Parishad
..... Zila.
2. Upazila Nirbahi Officer (All)
..... Upazila, Zila.

Copy to:

1. Deputy Commissioner (All), District.
2. Private Secretary to the Secretary, Local Government Division.

Very Urgent

**Government of People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperative
Division of Local Government
Upazila- 1 Section**

Memo no- 46.046.006.00.00.001.2012-1057

Date: 02 November, 2014

Subject: Sending 'Guideline on the formulation and implementation of development plan for Local Government Institutions'.

In reference to the mentioned subject, the 'Guideline on the formulation and implementation of development plan for Local Government Institutions' is sent herewith. It is requested to ensure the fulfilment of order by formulating five-year plan in line with this guideline and by sending it to the Local Government Division by March 31, 2015.

Attachment: 'Guideline on Formulation and Implementation of Development Plan for Local Government Institutions' 14 pages.

(Md. Sobur Hossain)
Deputy Secretary
Phone: 9562247

1. Chairman (all)

..... Upazila Parishad
..... Zila.

2. Upazila Nirbahi Officer (all)

..... Upazila, Zila.

Copy:

1. Cabinet Secretary, Cabinet Division.
2. Commissioner (all), Division.
3. Director (all), Local Government, Division.
4. Deputy Commissioner (all), District.
5. Deputy-Director (all), Local Government Division, Zila.
6. Personal Secretary to the Senior Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.

Guideline on the formulation and implementation of development plan form local Government Institutions

1. An effective plan is the best way for achieving the desired targets through the proper and efficient use of limited resources. Just after being free from the squeeze of colonial rule, like other developing countries, Bangladesh became familiar with the five year and annual plan. Specially, after the independence a powerful planning commission was established in 1972-73 and thus the planned development program was introduced.
At present long-term 'Perspective Plan' (from 2010-11 to 2020-21) and mid-term 'sixth five-year plan' (2010-2015) has been formulated. Though unfortunate but it is true that, due to the absence of long-term and mid-term plan in the decade prior to the formulation of 6th Five Year Plan, the country's development activities were without any direction. After the formulation of perspective plan and sixth five-year plan in the year 2010, the mid- and -long term direction of national development activities gained a specific form and structure. Aiming at being a middle-income country in the golden jubilee of the independence (2021), the 6th five-year plan is being implemented targeting the overall growth rate at 8-10 percent. Some of its benefits are already visible. Bangladesh has made significant progress in each of the targets of UN declared Millennium Development Goals.
2. Only central planning is not enough for a balanced and overall development of the country. Traditional public-representatives and democratically elected local government institutions that is autonomous and established in light of the constitution will formulate and implement 'the socio- economic development plan' within their jurisdiction. Government, Government, for effective decentralization in the formulation and implementation of socio-economic development plan, has granted sufficient authority under Zila Parishad Act 2000, Upazila Parishad Act 1998 (revised upto 2011), Local Government (Union Parishad) Act 2009, Local Government (Pouroshova/township) Act 2010, Local Government (City Corporation) Act 2009 to all these local Government institutions in formulating and implementing the local level plan and in funding those plans with local and central financing.
3. At present all local government institutions have to assimilate target, goal and strategy of perspective plan, and they have to prepare mid-term and short-term social and economical plan to implement all development work. Preparing annual development plan as short-term plan and five-year plan as mid-term plan, all development activities will be implemented by combining these two.
4. Plan utilization has to be ensured for all the allocation received from national government; all taxes received nationally and locally; resources received from revenue, fees, services and supplies; and allocations of all government offices. In this regard laws and rules of respective institution and government finance and accounting policies will be followed to ensure the best development possible using the money. All local government institutions have to make plan by its own to increase the supply of money and should continue it yearly. About this matter Upazila Parishad Act Section 44 and fourth Schedule can be followed.
5. Every local government institution may have its own development perspective, development goals and priority. This perspective, goal and priority will also be identified according to sectors. Detailed activities of sector-wise perspective, goals priorities of infrastructure, education, health, agriculture, poverty, women and children, fisheries, livestock, forestry and environment, sports and culture etc. has to be determined and prioritized in the annual and five-year plan before implementation.
6. At present, all services and supplies will be coordinated at Upazila level and Upazila Parishad will be considered as the centre point of local development specially until the Zila Parishad is not fully active. All officers working in the government offices of the Upazila will assist the Parishad by mean of information collection of the respective sector and by formulating and implementing the plan.

7. City corporation, Paurashava of district headquarter and Zila Parishad will discuss among themselves and will coordinate about the projects undertaken in their respective plan. Urban and rural local government institutions (Union Parishad and Upazila Parishad) will encourage ministries, divisions, department/directorates in joint financing and implementation of projects for service and development.
8. 17 government departments whose activities and manpower have been transferred to the Parishad will accomplish the development activities of their respective department under a coordinated mid-term plan for Upazila. Accomplishment of the national target of respective department/division will be monitored from the district level. About three districts of Chittagong hilly area Bandorban, Khagrachori and Rangamati, district level officers lawfully will be considered under Zila Parishad and Upazila level officers lawfully will be considered under in Upazila Parishad. For the plane land in the same way the respective office of Zila level will execute the administration of same type of office in the Upazila. But the Zila Parishad must implement comprehensive and economic plan under mid-term and long-term plan.
9. Upazila Parishad through sector-based 17 committees, formed according to Upazila Parishad Act, will collect the base-data, process, analyze and store those data for every sector and then prepare an information book in every Upazila accumulating information of all the sectors, it will be updated every year. The officers of the Upazila will give intensive support in collecting data of respective department and the Upazila Statistics Office will give special help about this affair.
10. By analysing departmental and sectoral data to prepare a mid-term plan, the following method will be followed for sector wise data analysis, data consistency and sectoral vision for preparing planning documents, planning framework and project design:

| Sl No | Sector | Responsible government department | Parishad Committee formed by Union/ Upazila Act | issues to be considered for the adoption of vision, plan and project |
|-------|---|--|--|---|
| 1. | Communication and physical infrastructure development | <ul style="list-style-type: none"> ▪ LGED ▪ DPHE ▪ Relief and disaster management | <ul style="list-style-type: none"> ▪ Communication and infrastructure development | <ul style="list-style-type: none"> ▪ Preparation of infrastructure plan using GIS; ▪ Re-introduction and update of thana plan book prepared by LGED ▪ Coordination of TR, GR, kabikha, kabita, and other central allocation ▪ Allocation of ADB, any other special allocation, divisional and project, Combination of any part of national project. |
| 2. | Agriculture and irrigation | <ul style="list-style-type: none"> ▪ Department of agricultural extension ▪ BADC ▪ BRDB ▪ LGED | <ul style="list-style-type: none"> ▪ Agriculture and irrigation | <ul style="list-style-type: none"> ▪ Renewal of land-use development plan ▪ Crop layout, crop diversification, modernization of agriculture ▪ The logical extension of the irrigation system ▪ Transfer of agriculture technology |
| 3. | Primary and Mass education | <ul style="list-style-type: none"> ▪ Department of Primary Education/Mass Education | <ul style="list-style-type: none"> ▪ Primary and Mass education | <ul style="list-style-type: none"> ▪ By combining school management committee and Standing Committee on Education and strengthen school-based education ▪ Special attention to achieve education related MDG ▪ Combination between Connecting people in education program initiatives and activities of NGOs |

| | | | | |
|----|--|--|---|--|
| 4. | Secondary and Madrasa Education | <ul style="list-style-type: none"> ▪ Secondary Education officer | <ul style="list-style-type: none"> ▪ Secondary and Madrasa Education | <ul style="list-style-type: none"> ▪ To make a long-term aspect about Primary and Secondary education as total education sector ▪ To take school-based activities with the combination with existing management committees |
| 5. | Health and Family welfare | <ul style="list-style-type: none"> ▪ Health Division and Family Welfare Division | <ul style="list-style-type: none"> ▪ Health and Family welfare | <ul style="list-style-type: none"> ▪ To take long term planning about Upazila and Union based health; population and family welfare related ▪ To take collaborative initiatives of Union Parishad and Upazila Parishad to improve the health facilities in Hospitals and in Health & family welfare centres ▪ To combine the resources of Upazila Parishad and Union Parishad with government allocation ▪ Undertaking joint activities by the standing committees of Union and Upazila Parishad |
| 6. | Fisheries and Livestock | <ul style="list-style-type: none"> ▪ Fisheries division ▪ Livestock division ▪ Cooperatives ▪ BRDB | <ul style="list-style-type: none"> ▪ Fisheries and Livestock Committe | <ul style="list-style-type: none"> ▪ Fisheries cultivation and natural reservoir development, preservation and undertaking activities for fisheries development ▪ To take measures for the improvement of poultry, cattle and other livestock ▪ Farm development of fisheries and livestock and treatment development ▪ Involvement of NGOs and cooperatives |
| 7. | Social security, food safety and poverty reduction | <ul style="list-style-type: none"> ▪ Social service ▪ Youth Department ▪ Department for Women's affairs | <ul style="list-style-type: none"> ▪ Social welfare | <ul style="list-style-type: none"> ▪ Ensuring proper implementation and monitoring of Upazila and Union based social security activities. ▪ Identification of Upazila based poverty, taking all local measures to achieve national target ▪ Ensure regular monitoring and supervision of all activities of all measures taken to assure food security |
| 8. | Rural development and cooperative | <ul style="list-style-type: none"> ▪ Cooperative division ▪ BRDB | <ul style="list-style-type: none"> ▪ Rural development and cooperative | <ul style="list-style-type: none"> ▪ Taking initiative for rebirth of cooperative by re-evaluating the upazila cooperative process ▪ Connecting with other offices to use cooperative as the stair of development ▪ To create total plan for rural development division for creating rural work ▪ Identification of upazila based poverty, preparing and implementation of action plan to use resources given by rural development division to eradicate poverty ▪ Making plan to proper use of resources received from 'one house, one farm' project ▪ Strengthen the election, AGM and audit system of all cooperative |
| 9. | Women and child development | <ul style="list-style-type: none"> ▪ Women Affairs Officer ▪ Health Officer ▪ Family welfare ▪ Social services | <ul style="list-style-type: none"> ▪ Women and child development | <ul style="list-style-type: none"> ▪ Preparing plan by considering the importance of women and child development in the budget of upazila and union parishad ▪ Coordination of different government-non government and civil activities for empowering and equalization of women |

| | | | | |
|-----|---|--|---|--|
| | | | | <ul style="list-style-type: none"> ▪ Taking all activities for child labour, child education and child nutrition ▪ By analyzing the position in women and child MDG, taking initiative to achieve national goal within 2015 |
| 10. | Youth, sport and culture | <ul style="list-style-type: none"> ▪ Youth department ▪ Education officers | <ul style="list-style-type: none"> ▪ Youth and sport ▪ culture | <ul style="list-style-type: none"> ▪ training to increase efficiency of youth, creating youth organizations, taking and implementing projects about sports and cultural in educational institutions ▪ development of play ground and cultural centre or organization |
| 11. | Public health, sanitation and pure water supply | <ul style="list-style-type: none"> ▪ public health ▪ LGED | <ul style="list-style-type: none"> ▪ Public health, sanitation and pure water supply | <ul style="list-style-type: none"> ▪ Creating vision, preparing plan, making and implement projects to supply 100% healthy sanitation and pure water within 2015 ▪ Find out the condition of arsenic regularly ▪ Taking projects and implement them to find out sources of pure water using surface water in Arsenic affected area ▪ Making reservoir to reserve rain water, awaken people, taking schemes with union parishad and making reservoir on government building ▪ Making suitable public toilets in the upazila and remove unhealthy toilets |
| 12. | Environment and forestry | <ul style="list-style-type: none"> ▪ Forestry division ▪ Agriculture division ▪ Cooperative ▪ Youth development department ▪ LGED | <ul style="list-style-type: none"> ▪ Environment and forestry | <ul style="list-style-type: none"> ▪ Combination of local initiatives with national activities about environment change ▪ Planting trees beside roads, in educational institutions and religious institutions ▪ Social forestation ▪ Justifying environmental effect on making any infrastructure ▪ Working on water resources, wild life and bird reservation all over the upazila ▪ Taking effective action against air, soil, water pollution on the basis of national environment policy |
| 13. | All with information technology | <ul style="list-style-type: none"> ▪ Education ▪ LGED ▪ Agriculture | <ul style="list-style-type: none"> ▪ Special committee will be formed | <ul style="list-style-type: none"> ▪ Making use of Internet mandatory in all offices and for officers under the upazila parishad |

11. If the Union or Upazila Parishad think any other matter important outside of this list the Parishad may prepare project following due procedures and may implement. No barrier will be there for involvement of any government office, NGO and individual.

12. Long term vision, plan and projects for the Upazila and Union will be implementable after the approval from the respected institutions.

13. Every committee and department will prepare jointly a sectoral ‘vision-2021’ after analyzing the problems of sector. In light of this vision a mid-term target, achievable within 2015, and annual plan for every sector will be prepared. To determine the Upazila-wise targets for achieving the millennium goal, a diagram (appendix-1) is attached at the end. Also, the mid-term plan will be divided into annual plans and will be submitted to Upazila Parishad for the approval while filling the projects according to the attached table (Appendix-2).

14. While making the 'Vision-2021', Upazila will arrange huge mass participation and public dialogue. Union Parishad, Paurashava, local NGOs, civic organizations, cooperative organization, professional organization and ordinary citizen will be included in the dialogue. Opinion of the concerned persons, groups and parties will be written down and preserved. After the timeframe of Millennium Goal i.e. for the period of post-2015 the outlook in view of taken policy of the government should be analyzed.
15. Related government divisions specially ministry of food, relief and disaster management and other government divisions with their respective ministry, division and offices already have issued the notification, circular and guidelines for financing the plan, after necessary correction in view of local government laws and they will create suitable situation in union, Upazila, Paurashava, Zila and everywhere for formulation and implementation of coordinated plan .
16. Divisible part of the ongoing project undertaken at national level will be implemented locally in coordination with the related Parishad. In future to formulate any plan nationally, regionally and locally related ministries and division will determine the procedure in view of running local government laws and the planning commission will ensure this.
17. Planning Commission, IMED and Statistics Division will supervise the coordination of Upazila information & plan books with the national information, statistics and plans. Every Upazila Parishad will publish an information book. Every year in January the book will be updated. Annual report will be published every year coordinating the annual plan, five-year plan and budget etc. This information book will be displayed in the concerned Upazila Parishad, the web-portal of local government division and every district and in LGED's web site.
18. To ensure the proper reflection of national goals, objectives and strategies in the plans of union, Upazila, Zila, Paurashava and city corporation, the planning ministry and local government division will make an administrative arrangement for monitoring those plans.
19. For the improvement of local-based social and economic planning, planning ministry and local government division may publish necessary manual, guideline and notification under the control of Cabinet Division.
20. Every Union, Upazila, Paurashava and city corporation will prioritize the achievement of the national target of millennium goals within 2015. Related government division/department and related every local government institution will contribute jointly to achieve this target.

The achievement of the national target of the millennium targets and determination of the status and position of union/Upazila-wise targets

Goals-1: Eradicate Extreme Poverty and Hunger

| National status and goals | | | | | Union/Upazila status and goals | | |
|---|---------------------------|-----------------------|-------------------------|-------------------------|--------------------------------|------|------|
| | | 1991 | 2008 | 2015 | 2011 | 2013 | 2015 |
| 1. Income Poverty (the proportion of people living on less than \$1.25 a day) | National Rural Town | 56% 58.7% 42.7% | 38.7% 42.3% 27.6% | 29.4% 30.6% 22.5% | | | |
| 2. Prevalence of underweight children under five years of age | 66% | | 45% | 33% | | | |

Goals-2: Achieve Universal Primary Education

| National-based status and goals | | | | Union/upazila based status and goals | | | |
|--|---------|-----------------|------|--------------------------------------|------|------|------|
| | 1990-91 | 2008 | 2015 | 1990 | 2011 | 2013 | 2015 |
| 1. Enrollment in Primary School | 60.5% | 91.9% | 100% | | | | |
| 2. Completion of five-year primary education | 43% | 54.9% | 100% | | | | |
| 3. Literacy rate of fifteen year and above | 36.9% | 58.3% (2007) | 100% | | | | |

Goals-3: Promote Gender Equality and Empower Women

| National-based status and goals | | | | Union/upazila based status and goals | | |
|---|-------|-----------------|------|--------------------------------------|------|------|
| | 1991 | 2008 | 2015 | 1991 | 2011 | 2015 |
| 1. Ratio of boys to girls in primary education | 0.83% | 1.01% | 1 | | | |
| 2. Ratio of boys to girls in Secondary education | 0.52% | 1.2% | 1 | | | |
| 3. Ratio of boys to girls in higher education | 0.37% | 0.32% (2006) | 1 | | | |
| 4. Share of Women in wage employment in non-agricultural sector | 19% | 24.6% | 50 | | | |

Goals-4: Reduce Child Mortality

| National-based status and goals | | | | Union/upazila based status and goals | | |
|--|------|-----------------|------|--------------------------------------|------|------|
| | 1991 | 2008 | 2015 | 1991 | 2012 | 2015 |
| 1. Deaths of children under five (per 1000 children) | 146% | 53.8% | 48% | | | |
| 2. Infant Mortality Rate | 92% | 41.3% | 31% | | | |
| 3. Proportion of 1-year-old children immunized against measles | 54% | 82.8% (2009) | 100% | | | |

Goals-5: Improve Maternal Health

| National-based status and goals | | | | Union/upazila based status and goals | | | |
|--|------|-------------------|------|--------------------------------------|------|------|------|
| | 1990 | 2008 | 2015 | 1990 | 2011 | 2013 | 2015 |
| 1. Maternal mortality ratio (per 1000) | 574 | 348 (2001-320) | 143 | | | | |
| 2. Proportion of births attended by skilled health | 40 | 60 (2008) | 100 | | | | |

| | | | | | | | |
|---|--------------|------------|------|--|--|--|--|
| personnel | | | | | | | |
| 3. Contraceptive prevalence rate | 40 (1991) | 60 (2008) | 100 | | | | |
| 4. Child delivery rate of mother under 18 years | 77 | 60 (2007) | - | | | | |
| 5. Antenatal care coverage (one test) | 28% | 60% (2007) | 100% | | | | |
| 6. Antenatal care coverage (4 or more test) | 6% (1993-94) | 21% (2007) | 100% | | | | |
| 7. Shortage of birth control service for newly couple | 19 (1993-94) | 17 (2007) | 7.60 | | | | |

Goals-6: Combat HIV/AIDS, Malaria & other diseases

| | National-based status and goals | Union/upazila based status and goals |
|---|---|--|
| 1. HIV prevalence (among population aged 15-24 years) | Generally, HIV prevalence in Bangladesh is below 0.1%. But among some special group of people it is seen 7%-11% in a survey of 2007. specially among sex workers and some other special professional's HIV is spreading quickly | - in every upazila taking program to aware about this - with some other diseases and birth control activities this initiative of awareness can be taken |
| 2. Use of condom | Use of condom in risky sex life for 44-67 age limit population (2007) the level of using condom is in low level | - the initiative can be taken to increase awareness and supply in upazila and union level. In this regard at first informatization can be done |
| 3. Proportion of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS | 15.8 (2008) | |
| 4. Malaria (for 1,00,000 people) | 776.9 (2008) 586.0 (2009) 310.8 (2015) | |
| 5. Death for Malaria (for every lakh) | 1.4 (2008) 0.4 (2009) 0.6 (2015) | |
| 6. Infected with Tuberculosis (for every lakh) | 639 (1990) 412 (2009) 320 (2015) | |

Goals-7: Ensure Environmental sustainability

| National-based status and goals | Union/Upazila based status and goals |
|--|--------------------------------------|
| Proportional area of forest 19.2% (tree-density 10%), target-20% (tree-density 70%) | |
| Ration of safe fish breeding and fish browse area Marine fisheries 16%, freshwater 54% | |
| Safe water. 86% people use safe water, target-100% | |
| Biodiversity/preservation (Proportion of species threatened with extinction- Inland 20, Marine 18, Vascular plants 106) | |
| Hygienic latrine/Sanitation 89% (2008) 100% (2015) | |

Project table to include in union/upazila parishad planning

1. Project Title:
2. The project is included in which sector?
3. The purpose and goal of the project:
4. Importance and justification:
5. Description of direct benefit and beneficiaries:
6. Description of indirect benefit and beneficiaries:
7. Funding method of the project:

Single Bilateral Multilateral

8. Parties of the project and amount of fund:

| | | | | |
|----------------|------------------|----------------------------------|-----------------------|--|
| Union Parishad | Upazila Parishad | Concerned government departments | Other NGO/ individual | |
|----------------|------------------|----------------------------------|-----------------------|--|

9. Probable time to start the project:
10. Project completion time:
11. Nature of coordination among various similar activities and organizations:
12. Government Department responsible for the accomplishment of main job:
13. Project activities implementation methods:

Contractor/supplier

Project implementation committee NGO

Direct Government Departments Others

14. Measurement and quantity of physical material (cement, sand, soil, rod, land)
15. Effects on environment:
16. After project completion project ownership, use and maintenance:
17. Ways to protect the quality of the project activities:
18. Probable risks and alternative activities to deal with the risk:
19. How the idea and demand of the project was got?
20. was there any dialogue with the experts and related people about the project idea? If so, then who are those people and what is the reflection of their opinion?
21. Three main reasons for undertaking the project:
22. Decision in the meeting of union and Upazila Parishad:
23. Statement of the related government office/non-government development agencies:
24. Other special statement:

- Sectors: Physical infrastructure (road, water resources, building etc.), secondary education, agriculture, fisheries, livestock, health and treatment, population and family welfare, social welfare, poverty alleviation, social security, cooperative, rural development, youth development, human resource development, sports, culture, forestry and environment, law and order, Public Organizations and Public Enterprises, women development, child development, food security, housing. Responsible committees (permanent) for different sectors and non-government organizations who are working locally, project or project proposal can be sent from government offices even individual-citizen and expert for consideration of the parishad.

Government of the People's Republic of Bangladesh
Local Government, Rural Development and Cooperation Ministry
The Local Government Division
Upazila-1 Section

Memo No. upa-2/m-02/2010/1252

Date: 10 November 2014

Dispatcher: Manzur Hossain
Secretary

Receiver: Chairman
..... Upazila Parishad,
Zila:

Subject: Upazila Parishad Development Fund Utilization Guideline.

Target of administrative decentralization are to convey benefit of decentralization to people, to ensure participation of people in local development and administration and to implement important project with local expertise using government fund and local resource. To fulfill these targets, every year mentionable amount of allocation delivered to Upazila as development subsidy fund. These funds are playing important role in implementing people centered project according to welfare and socio-economic condition by elected members of Upazila Parishad.

2. It is to mention that one guideline manual was issues first time in 1983 to implement project under Upazila Parishad development fund. After extinct Upazila Parishad in 1991, another guideline manual was declared by 3rd august 1994. Basically, the guideline Manuel was issued to use ADP fund for the year of 1994-1995, which was followed by later also. It was a demand from long time to declare specific, absolute and effective manual to use ADP allocation for Upazila development fund. So, to implement project and to established economic discipline to use ADP allocation, a well-combine manual was issued by 10th August 2004. From 1991 to 2008, there was to elect Parishad in Upazila level. But the Local Government (Upazila Parishad) Ordinance 1998 (ordinance no. 24 of 1998) was reintroduced by Upazila Parishad (recirculation and amendment of rescind act) ordinance, 2009 and an elected Upazila Parishad is acting duties now. Under this perspective the amendment of development fund using guideline of the Upazila Parishad is found essential.

3. Despite being having wealth scarcity in Bangladesh, everyone in local level has been achieved huge experiences in such rural structural construction or other programme implementations. Effective contribution can be made for successful programme implementation with a coordinated application of these experiences in national level. Therefore, formerly promulgated orders, directions, guidelines about the use of Upazila development fund shall be considered as abandon after being the circulation of this guideline, and the proper expenditure of allocated fund for Upazila development support should be ensured under this guideline. Government wish the proper use of this manual will establish transparency and accountability of taking and implementing Upazila level development projects/programs.

4. Upazila Parishad will be responsible to use this guideline for using Upazila development support fund and implementing development programs in accordance of the guideline till next declaration. Upazila Parishad chairman and Upazila Nirbahi Officer will jointly act as income-expenditure officer for expending ADP fund.

5. This guideline has been issued for public interest and will be effective without any delay.

(Manzur Hossain)
Senior Secretary

Upazila Parishad Development Fund Utilization Guideline

As part of decentralization, total 483 Upazila has been formed with the large rural area of the country. These Upazila has been formed considering over population, area, disadvantage, infrastructural benefit, administrative benefit etc. Target of this system is to convey benefit of decentralization to the people, to ensure peoples participation in local development and administration, and to implement important project with local expertise using government fund and local resource. Every year mentionable amount of allocation delivered to Upazila as development subsidy fund. These funds playing important role in implementing people centered project according to welfare and socio-economic condition by elected members of Upazila Parishad.

It is to mention that one guideline manual was issued first time in 1983 to implement project under Upazila Parishad development fund. After considering real facts this manual was declared after been correction in 1985 and 1988. After extinct Upazila Parishad in 1991, another guideline manual was declared by 3rd august 1994. Basically, the guideline Manuel was issued to use ADP fund for the year of 1994-1995. Later a complete manual was issued by 10th August 2004 to using allocation from ADP. It was important to issue a manual to established economic discipline for ADP fund after election of chairman and vice-chairman of Parishad. Issuing this guideline, following subjects was important to consider:

- a. To strengthening and development focusing local government system.
- b. To ensure effective use of limited resource and encouraging for the accumulation local resource.
- c. To use experience of development planning and skills for project implementation in local settings.
- d. To ensure peoples participation in local development and administration in local level.
- e. Taking and implementing priority basis development program regarding public demand.

In spite of limited resource agricultural production increased along with rural infrastructural development. Already local level respective peoples achieved experience regarding primary health care. If this experience could be use in national level, it will affect implementing project. All declared notice, order and guideline regarding using Upazila development fund will be dissolve after declaring this guideline. All expenditure of Upazila development fund will follow this guideline. Government wish the proper use of this manual will establish transparency and accountability of using government resource for taking and implementing Upazila level short term and long-term development projects/programs.

2. Taking and Implementation of development project:

Generally, Upazila Parishad shall seize and implement supplementary projects of national planning. In this case local level demand, resource and technological skills should be taken into account and project, should be implemented by thinking the total Upazila as a unit. It is hope that this guideline will take necessary action to take and implement project according to item 2of section 23 under Upazila Parishad act 1998. Sectors, where development initiatives will continue under Upazila are as follows:

- a. Upazila Parishad will take and implement priority basis project regarding skills and experience for implementing project and public demand. It means skills, experience and public demand will be the main priority for taking project. Along with these any other project of different ministry, department, and institution handover to Upazila Parishad or will be handover timely to implement, Upazila Parishad will implement and supervise these projects. Examples of these projects are: Food for work, Intensive cultivation program, fish and poultry cultivation project, Vaccine program, family planning program.
- b. Government, different ministry/division implement different project for Upazila under annual development program. Upazila Parishad can act as joint partner to seize and implement project. According to the request of this ministry, it will be mandatory for Upazila Parishad to implement their projects. Upazila Parishad will follow the rules and guidelines that are prescribed by the respective authority in implementation of these projects. In implementing of these types of project, Upazila Parishad will send

report to respective project directors, respective authority of the government and to the local government division.

c. Generally, Upazila Parishad will implement inter-union projects on the basis of public demand. Union Parishad is responsible to implement local level project. Upazila Parishad will provide necessary technical and administrative support to implementing institution and in special cases Upazila Parishad will coordinate and supervise the project. Union Parishad will prepare annual planning to identify project and to gather resource.

d. Fund delivered by Upazila Parishad can be use to implement project using any method or combinations of both method to implement projects which are described in 6th section. It means local demand and reality will determine the project implementation. Here Upazila Parishad will enjoy independence whereas it will achieve effective skills to implement long term and short term planning. Government can apply program based project implementation in any Upazila as experimental basis.

1. Upazila Parishad can implement program based development project according to local demand and real situation. As example: Sanitary latrine setup from fund in any year, development of water supply system in any year or can take initiative to setup school building in any year or can spend all fund in any specific program based project in any year. Here, attention is not to make delay any important or mandatory project for this type of implementation. If this method is followed, then same type of project can be implemented within single program in whole Upazila area. In this situation, misuse of resources will decrease, visible and material development will increase, it will be possible to keep quality of work, and social-economic and life standard will increase many ways. Gradually Upazilas will tern self independent unit.

2. Again, project can be also implemented according to sector-wise division, addressed in article 6. Basic rules to implement project according to sector-wise division is important and need based project implementing. In this case it is equally important of peoples need in Upazila. For this, project should be implemented in accordance of the priority list.

e. Upazila Parishad will consider environment preservation; saving public health in selecting, taking and implementing any project. Upazila Parishad will avoid implementing any project which will pollute environment.

f. Foreign Donation:

1. Upazila Parishad will not take any project which will need foreign donation and will not setup any communication with foreign donation institute.

2. If foreign donation is needed for any special development initiative, proposal should send to respective ministry for considering project and attempt for foreign donation. After examining the project if the ministry considers it as necessary, will attempt to approve and implement include in annual development plan as per rule. But differentiated part of the projects can be implemented by Upazila Parishad in accordance of policy. In this case Upazila Parishad will send report to respective ministry.

g. Matching Fund:

If matching fund founds essential for such implemented programmes under the contracts of national programme functions by Upazila or Union Parishad, or other donor organizations then the money shall be provided from self or revenue funds. In case of being failure to manage essential matching funds for facing scarcity or unavailability of local resources, a Union Parishad may complete that from their own part of Upazila development allocation fund. But the quantity will not be more than the one third of a Union's total ratio.

3. Upazila Parishad Revenue Fund

Regulations of the constitution of Upazila Parishad Fund have been kept under section 35 of the Local Government (Upazila Parishad) Ordinance, 1998. It will have two parts:

- a) Upazila Parishad revenue collection/fund;
- b) Upazila Parishad development collection/fund.

Description of those two funds is as following-

a. Upazila Parishad Revenue Fund

The form of Upazila Parishad revenue fund shall be based on local resources. Sources of this fund will be the incomes from Upazila defined house taxes; other taxes, raits, tolls, fees, different demand based incomes, incomes levied by hat-bazaars that described in forth schedule of the Local Government (Upazila Parishad) Ordinance, 1998; 1% of land handover taxes, 2% of land development taxes, benefits or incomes from Upazila carried resources, institutions or individually provided donations, achieved benefits from Upazila invested money, other money received by Upazila and other income sources of money by Upazila in government prescribed manner.

At the end of the year the surplus money from income of revenue will be included for next year development fund. It is to mention here that to increase proper use of local resources and increase delivery guideline for using revenue is declared. To increase supply of local resource, Parishad did not ensure saving money only, it also try to increase its revenue.

b. Upazila Parishad Development Fund:

Main target of government is to make local development activities dynamic, proper use of local resources and to ensure peoples participation through elected persons. Beside these, bringing equality among develop and under-develop areas of the country. To achieve these targets government, keep lump sum allocation system through annual development program. Governmental grants, own revenue surplus and other sources of donations will be included in Upazila Parishad development fund.

Generally, the source of the fund will be-

- 1) Lump sum allocation of annual development program
- 2) Rest over of revenue
- 3) Local donation
- 4) Any other received fund for development project, which is not part of ADP and national project.
- 5) Fund gets from contract with any organization or authority or institution of local government for implement project.

4. Lump sum allocation from annual development fund

Local government will ensure divides and distributes lump sum allocation under annual development program each year among Upazilas as following ways-

Distribution

Local government division will divide lump sum allocation under annual development program as following ratio-

- A. Construction/reconstruction, repair and maintenance of buildings - 15%
- B. General - 50%
- C. Training visits at home / abroad - 3%
- D. Unexpected Sector (Natural Disaster) - 2%
- E. Special allocation for backward upazilas (as per the intention of Hon'ble Minister) - 25%
- F. Special allocation for implementation of ongoing projects (as per the intention of Hon'ble Minister) - 5%

A. Construction/reconstruction, repair and maintenance of Upazila Parishad Complex buildings:

Most of the handed over office buildings including Upazila Parishad buildings in the country are very old, dilapidated and some of them are unusable. Emergency construction / reconstruction, maintenance and repair of these buildings is an ongoing process. It is very difficult to meet this need by spending money

from the revenue fund. As a result, the Local Government Division will set aside more than 15% of the total development assistance allocation for the annual development program and allocate it separately as per the need. Construction / Reconstruction / Expansion, Repair and Maintenance Estimates of these buildings will be prepared by the Upazila Engineer on the basis of the decision of the Upazila Parishad. Construction / Reconstruction of the said buildings or Expansion, repair and maintenance of the existing building requirements and the estimates prepared by the Local Government Engineering Department dated 02-05-2011 Stasbi/Upo-2/Em-5/2008/2185 following the circular of the concerned District Engineer of Local Government Engineering Department. After receiving the technical report of the Executive Engineer and approving it in the Upazila Parishad meeting, the proposal has to be sent to the Local Government Division through the Upazila Parishad Chairman / Upazila Nirbahi Officer by 30th November.

1. After getting offer, following committee will approve Upazila wise fund allocation offer by setting one in time three month-

- | | |
|---|---------------------|
| 1) Joint Secretary (administration), Local government division | - Convener. |
| 2) Deputy-Secretary (Upazila) | - Member. |
| 3) One representative from Housing Division (not lower than executive engineer) | - Member. |
| 4) One representative from local government engineering department (not lower than executive engineer) | - Member. |
| 5) Related branch officer (local government division) | - Member secretary. |

2. In this sector, not more than but 40 lacs taka can be allocated in an Upazila in a year and no project would be considered taka less than 7 lacs. Allocation of fund in any Fiscal Year will have to be ensured within 31 March.

3. If construction/reconstruction, repair and maintenance of Upazila Parishad Complex buildings are under any project of local government engineering department, should not be considered under ADP development support.

B) General:

The Local Government Division will distribute 50% of the general and other sector funds in favor of the Upazila Parishads as per the above division.

- 1) Population- 35%
- 2) Volume- 35%
- 3) General- 30%

C) Training inspection sector at home or abroad:

3% of the total annual development program would be allocated to the Local Government Division for the purpose of training at home or abroad. Arrangements can be made for training of Upazila Parishad Chairman / Vice Chairman, Upazila Nirbahi Officer and officials related to Local Government Division from Local Government Division at home or abroad. In this sector, internal training arrangements can be made for the Upazila Parishad employees from the Local Government Division. If there is still money left after this, it can be distributed among the upazilas in the last quarter of the year as per the criteria of paragraph 4 (b).

D) Unexpected sector:

The Local Government Division will distribute 2% of the total allocation among the affected upazilas separately. If it is not necessary to allocate this amount in the unforeseen sector, arrangements can be made to distribute it among the upazilas in the last quarter of the year as per the criteria of paragraph 4 (b).

E) Special allocation for backward upazilas:

According to the intention of the Hon'ble Minister of Local Government, Rural Development and Cooperatives, 25% of the development allocation for the annual development program can be allocated

from the Local Government Division in favor of those Upazila Parishads which are poor and backward and whose revenue income is low. The approval of the Local Government Division is required for the implementation of the projects undertaken with the allocated funds. If it is not necessary to allocate this amount in the special bulk sector for the backward upazilas, then in the last quarter of the year arrangements can be made to distribute it among the upazilas as per the criteria of paragraph 4 (b).

F) Special allocation for implementation of ongoing projects:

As per the intention of the Hon'ble Minister of the Ministry of Local Government, Rural Development and Cooperatives, 5% of the development allocation of the annual development program will be allocated from the Local Government Division for implementation in the ongoing projects. The approval of the Local Government Division is required for the implementation of the projects undertaken with the allocated funds. If it is not necessary to allocate this money in the special bulk sector for the implementation of ongoing projects, arrangements can be made to distribute it among the upazilas at the end of the year as per the criteria of paragraph 4 (b).

5. Preparation and implementing Upazila development plan:

- (1) In accordance of section 42 of the Local Government (Upazila Parishad) Ordinance, 1998 and under the objective of implementing functions described in second schedule, the Upazila Parishad shall compose the development programme lists and annual development plans as priority basis. Recommendations from the respective parliament member shall be collected prior to composing the plans. One CC of programme list and plan shall be sent to the Local Government Division prior to the implementation, and shall be disclosed for information and recommendations by the peoples in proper manner that defined by the Parishad.
- (2) Generally, the Upazila Parishad will compose programmes; prepare design with implementation and supervision. If further experience requires to prepare programme design and to supervise programmes, the Upazila Parishad will take full support from the respective Zila Nirbahi Engineer of the Directorate General of local Government. The Nirbahi Engineer and the Directorate General of local Government shall consider these types of issues as priority basis.

6. Sector wise division of Upazila annual development programmes

- (1) Upazila Parishad's can take necessary actions to implement project by dividing following ways addressed in sub section 2 according to exception described in sub section 1 of section 2.D.

| Sector | Allocation |
|---|-------------------|
| 1. Agriculture and small-irrigation: | 10% |
| A) <u>Agriculture and Irrigation:</u> Intensive Crop Program, Exhibition Farm, Seed Supply, Social Forestry including Roadside Plantation, Fruit and Vegetable Cultivation, Drainage and Irrigation System, Construction of Small Flood Prevention Dams and Small Irrigation Structures. | |
| B) <u>Fisheries and Livestock:</u> Conservation and development of fishery resources, development of poultry and cattle and digging of ponds and renovation of Majapukur, rural fish farms. | 5% |
| C) <u>Small and cottage industries:</u> Small and cottage industries workshop programs, skill development, training and expansion, income generating activities etc. | 5% |
| 2. Infrastructural infrastructure: | 15% |
| A) <u>Transport and communication:</u> Road construction, rural construction program, construction of small bridges, culverts / reconstruction and development. | |
| B) <u>Public health:</u> Public health, provision of clean drinking water, construction of low-cost sanitary latrines, elimination of arsenic problem etc. | 15% |
| 3. Socio-economic Infrastructure: | 10% |
| A) <u>Development of education:</u> Development and supply of educational institutions, | |

| | |
|---|-----|
| classrooms, playgrounds, educational materials. | |
| B) <u>Health and Social Welfare:</u> Hygiene, family planning, primary health care, EPI program, medical services for arsenic victims. | 15% |
| C) <u>Youth, Sports and Culture:</u> Youth activities, sports, sports, cultural activities, physical, mental and cultural development of children. | 10% |
| D) <u>Women and Child Welfare:</u> Social welfare activities including women's welfare. | 10% |
| E) <u>Miscellaneous:</u> Registration of births and deaths, post-disaster relief work (if necessary, Upazila survey and development work, 1% of the money can be used from this sector as supervision cost.) Extrude Climate Change induced problems and Scouting / Girls Guide (not more than 1%). | 5% |

7. Project selection, preparation and approval procedure

- 1) The programs which will be planned and implemented by Upazila Parishad should be included in total structure of Upazila planning. This guideline should be followed in allocation of development fund.
- 2) Upazila Parishad will act as approval authority of development programs. Decision of project approval will be taken by following rules through common concern of Upazila Parishad meeting. In absence of common concern, decision of majority will be taken as final.
- 3) For selecting development project, every Upazila Parishad will have a selection committee of 13 members. Selection committee will be as follows:
 1. Upazila Parishad Chairman - Convener.
 2. Upazila Nirbahi Officer - Member
 3. Upazila Parishad Chairman - Member
 4. Upazila Parishad Chairman (Female) - Member
 5. Upazila Agriculture Officer - Member
 6. Upazila health and family welfare officer - Member
 7. Upazila livestock officer - Member
 8. Upazila Public Health Assistant Engineer - Member
 9. Upazila Project implement Officer - Member
 10. Upazila Education Officer - Member
 11. Related UP Chairman - Member
 12. Upazila Engineer - Member Secretary

Presence of two-thirds member of the committee will create Corum.

(4) Project preparation:

- A) Upazila Parishad Chairman, Vice Chairman, Female Vice Chairman, reserved female members will submit important projects to the Upazila Parishad;
- B) The departmental heads of the departments transferred to the Upazila Parishad shall prepare inter-union projects and departmental projects and submit them to the Upazila Parishad.
- C) The Chairman of the Union Parishad will summon the members of the concerned Union Parishad and local dignitaries and present the development projects prepared in their presence to the Upazila Parishad after examination and selection. The committee will finalize the selection of projects received from all Union Parishads and Upazila Parishad Chairmen, Vice Chairmen / Vice Chairmen Women and reserved women seats and present them at the Upazila Parishad meetings. Besides, the inter-union projects will be prepared and selected by the Upazila Engineer or the concerned department head and presented to the committee. The committee will select the verification and present it to the council meeting for final approval.
- 5) Project Selection: The committee formed for the selection of development projects will examine and select the projects received under 84) and will submit them to the Upazila Parishad with recommendations for final approval. The Upazila Parishad will approve the project after review.
- 6) The Upazila Parishad may, if necessary, form a sub-committee with the members of the Upazila Parishad or non-members to examine the feasibility and technical analysis of the development projects. The project

proposal will be prepared by the concerned Upazila Engineer / Divisional Officer as per the schedule prescribed by the Upazila Parishad. He will be responsible for submitting the said projects to the Upazila Parishad or in the field especially for the consideration of the project selection committee as per the guidelines. A sample of the project table is attached in Annexure 2.

(7) The Upazila Parishad shall prepare a priority list of such projects by March 31 of the previous year to ensure allocation of necessary funds for appropriate projects and its utilization.

(8) The selection committee shall ensure that such projects are not adopted as they have a detrimental effect on the environment.

8. Project Implementation:

1) Upazila Parishad will implement project through tender/open tender or project committee.

2) After been finalizing project selection, as early as possible Upazila parishad will quickly call tender, select conductor and provide work order to implement the projects according to the Upazila Parishad (contract rule) rules and public procurement act 2006 and PPR 2008 considering fund to implement these projects. To avoid delay, Parishad may call tender for all implemental projects of a year in a single time.

3) To implement the project, planning should be in a way that development programs for any economic year should be implemented by 31 March of that year.

4) Generally finalized estimation can't be changed in time of implementation. To avoid this type of change engineer, who prepared the estimation will complete needed survey before preparing the estimation and will careful in preparing the estimation.

But, for unwanted and logical cause if corrected estimation cost is more than 10% and if this corrected estimated cost is approved by Upazila parishad, then the extended work should be completed by calling separate tender and selecting conductor.

5) Cost of renew or special change of any project will be limited within specific sector-based allocation.

6) A list provided in Annexure-1 for the projects or programs where Upazila parishad development fund can not spent.

9. Call for Tender:

To implement project valued less than 200,000/- taka, Upazila Engineer will call tender according to the Upazila Parishad (contract rule) rules, PPA and PPR considering Upazila parishad approved estimation. To select conductor, he will submit comparative description to tender evaluation committee after examining the receipt tender application. Tender evaluation committee will be formed as following:

- | | |
|---------------------------------------|--------------------|
| 1. Upazila Nirbahi Officer | - Convener |
| 2. Two members nominated by parishad | - Member |
| 3. Women member nominated by parishad | - Member |
| 4. Respective divisional Head | - Member |
| 5. Upazila Engineer | - Member-Secretary |

2) To finalize conductor selection, tender committee will present to Upazila parishad chairman for final selection. After been final selection, Upazila Engineer will deliver work order according to contract. Upazila Engineer wills responsible if any project is implemented other ways. Upazila Parishad can cancel any tender showing appropriate causes.

3) Upazila Engineer will be responsible to Upazila Parishad to implement project in proper way and within prescribes timeline with ensuring quality. If any shortcoming of the project comes to his observation or if conductor breaks any condition of contract and if these are out of his control, he will immediately bring these to Upazila parishad chairman by written. He will take necessary steps to implement the project according to guideline provided by Upazila parishad chairman. In necessary cases, decision will be taken in Upazila parishad meeting.

10. Project Committee:

1) Project valued up to 100000 can be implemented by project committee. Project committee members will be limited within 7-9. Every project committee will have a chairman. Upazila Parishad Vice

Chairman, Union Parishad Chairman, Female member of reserved seat, respective ward member, respective divisional chairman of Upazila parishad, school teacher and other respective persons can be included in project implement committee.

- 2) Local elected person will be chairman of the project committee. But appointed or nominated person prescribed in section 15 (5) will provide technical and accounts related support to project committee in implementing project.
- 3) Upazila parishad will implement 16 projects with project committee each year.
- 4) Project implement committee will be responsible to Upazila parishad for total expenditure. Upazila parishad will take necessary attempts if any financial irregularities showed in any project. Attempts would be taken to preserve all accounts regarding project implementation with appointed/nominated person by Upazila Engineer Parishad. Reports should submit to Upazila parishad on time.
- 5) Upazila Engineer or his nominated person will provide support in preparing estimate, design of projects implemented by project committee.
- 6) All project committee will be approved by Upazila Parishad. One person will not be chairman of more than one project at a time.
- 7) Upazila Parishad can create project committee including local elected members, government officers, non government persons to implement projects. Project committee will take all attempts to implement the project and will be responsible to Upazila parishad.
- 8) Upazila Parishad may give 25% money on prior to appointed project committee to implement project. Appropriate due can be paid from this prior money. But, normally giving prior money is dependent on getting fund.

11. Receiving Project Regarding Allocation:

- a) After been call tender and implement project regarding allocated or first installment of allocated fund at the beginning of the year, if allocation is less than estimated allocation of the respective year, then the project will not implement against the amount of money did not get. But the project may implement with the allocated money of the next year, in any condition allocation for one year can not articulate/spend in the next year.
- b) The amount of allocation is informed or the sum is calculated by the first allocation of received money at the beginning of the year, tender can not be called more than that amount of money.

12. Guideline to define Workplan:

Upazila parishad will follow following guidelines to prepare project, prepare design, implementation and supervision:

A. Strategy for compose and implement development project:

- 1) According to fifth section of this guideline Upazila Parishad will compose development planning and will preserve a book of planning. Beside this an annual Upazila development program (ADP) will also compose in every year. Priority based development project list will be included in this program.
- 2) Planning of Upazila Parishad development program should be limited according to the skill and experience of Upazila level described in section 6.
- 3) Target and priority of national government reflect in annual development program should be taken in account in taking development program for Upazila parishad.
- 4) Misuse of rare resource should be avoided by avoiding repetition of similar types of project which are implementing by national government or other organizations in the same area.
- 5) Generally, Upazila parishad will take those types of project which can be plan and implement by local resource and the projects which are not included in annual development plan but supplementary to the program that can take to implement. To take a project, socio-economic development of the people of the Upazila, like as: development of girls' guide, library setup, child development, women development, youth development, spread sports and importance of welfare related activities should be taken into accounts.
- 6) For the benefit of locality, Upazila parishad will receive programs which are able to bring quick result,

able to prevent inflation and able to implemented in short time. No project will be implemented more than two years.

7) Ensuring proper use of rare resources as per as possible Upazila parishad will avoid to receive large projects. Generally, those projects have to receive which will able to serve for majority of the peoples. To achieve this target Upazila parishad will follow the following conditions:

- a. Only those projects would be taken which could be implemented by two years.
- b. Upazila Parishad will not take any development project in municipality if not essential.
- c. Have to take supportive project for local resource and will have to implement the project on priority basis for best use of it or to ensure its marketing.

8) Upazila Parishad will be careful about the self-employment of the local people, attempts of income generating works in taking development projects.

9) Local government engineering department and other organization implementing different project to develop Upazila level communication system. So, in carefully and justified way, Upazila Parishad will receive and implement project for communication development. Avoiding repetition and overlapping Upazila Parishad will articulate with local government engineering department at the time of taking project.

10) In same way, implementing tube well and sanitation related activity will have to articulate with local government engineering department.

11) Upazila Parishad will give importance to road development and construction of small bridge/culvert connecting with different development center and Upazila Head Quarter.

12) Any type of earth digging related works will not implement by Upazila development fund except rural establishment activities and food for works implementing by union Parishad. If there is any exception or if it could not do with food for work for locality or geographical location, have to take approval from local government division to do that.

13) Upazila Parishad will consider receiving supplementary or complimentary development activities with national government. These attempts will helpful to national attempts for rapid socio-economic development.

14) Have to ensure best use of manpower in implementing project. Types of project like as digging pond for fish raring, marketing of produced goods which Upazila Parishad thinks good to implement will implement through cooperative associations.

15) Upazila Parishad will spend not more than 0.5% of development fund as relevant expenditure to supervise the development projects.

16) In implementing operation of any project will be account as part of the project around the year. After implementing any project have to be careful about maintenance of the project. Actually, it will not be logical to receive any project without specific planning of its maintenance and operation after the end of the project.

17) In selecting any project Upazila Parishad and Union Parishad will give special care on following issues:

- a. Have to give importance for rural roads to complete all incomplete works and project maintaining after end of the project.
- b. Generally, if construction of bridge in rural street is needed, Upazila Parishad will keep reservation in talking these types of projects. If expenditure of pool/culvert construction remains less than 7 lacs and if constructing one or two pool will complete road communication then these types of project can give priority.
- c. It will be good to keep reservation in receiving any project which will need earth works.
- d. Upazila Parishad will definitely take plantation program at road side in rural road construction/maintaining project. Have to follow announced guideline of local government engineering department in plantation, maintaining and selling trees and its allocation.
- e. If Upazila Parishad announced any rules regarding composing planning according to sector 63 of Upazila Parishad act 1998, then that rules have to maintain for any specific projects.

B. Taking irrigation Projects:

Along with local government engineering division, different ministry/departments/organizations will implement irrigation project for agricultural development and water drainage. If construction of channel is

needed for running water under any irrigation project, for the benefit of mass people it can be implemented. But individual should dig field channel for running water to any one's field. Concrete irrigation channel will be implemented according to the logic of economy regarding Upazila irrigation manual. For concrete irrigation channel, the local technology of burnt soil and jute sack with bitumen can be used by low cost.

C. National project

Development projects implementing under national program will not consider for Upazila development support fund. Upazila Parishad will ensure to avoid funding from national government and Upazila Parishad for same project. If needed, to follow this rule Upazila Parishad can examine the projects through officers of that specific institution.

D. Motor Vehicle Procurement:

Motor vehicle (car, jeep, micro bus, bus or motor) cannot buy with Upazila Parishad development fund. Only Pick-Up can buy for exceptional cause or on behalf of real demand. For this, Parishad have to take permission from local government division. Local government will give decision according to the rules. For buying motorcycle or local engine boat, guideline of Upazila Parishad revenue fund will be followed.

13. Survey:

1) Composing proper plan, Upazila Parishad will conduct socio-economic survey in its own area. Generally, this survey will conduct with staffs of local departments. Advisor/consultant cannot appoint for this survey.
2) Upazila Parishad will publish the findings of survey as kind of book. Local government division will publish the findings along with list of implementing projects in different Upazila level.
3) Composing planning in local level, in the mean time Care Bangladesh conduct socio-economic survey and social planning program in 153 union of Bangladesh. Along with these UNDP in Sirajgonj and BARD in Comilla conduct participatory planning and combined village development plan as examination. A combined socio-economic survey and participatory based village development plan can take by combination on of Care Bangladesh and other organizations examined program.

14. Research based Works:

Development support fund cannot use for any type of research-based works, probability testing survey or any academic works. But if probability testing survey is needed for any project then Upazila Parishad can spent money according to the following rules:

- a. These types of probability testing survey will not more than 3 in a year.
- b. Any scheme will not cost more than 25000 taka.

15. Project implementation, supervision and evaluation:

- 1) Upazila Parishad will take necessary steps to monitor project implementing.
- 2) Upazila Parishad chairman can go for visit in any stage of project planning, approval, implementation and implemented project any time. For any mislead he can give advice for correction. If needed, he will take attempts to take decision from Parishad meeting.
- 3) Upazila Nirbahi Officer can also visit the sites same way and can provide suggestion immediately for any correction. He will inform about the findings he get to Upazila Parishad chairman. If needed, can raise the issues in Parishad meeting.
- 4) Upazila Engineer/Departmental head will be responsible to Upazila Parishad for all projects taking, prepare design and preparing estimation through practical site observation.
- 5) As responsibility to implement any project, Upazila Parishad will appoint one officer of respective department.
- 6) To monitor project implementing, Upazila Parishad can appoint one monitoring committee from each union Parishad. This committee will report to Upazila Parishad on time. Evaluating the report, Parishad will take necessary steps. But chairman of project implementing committee and monitoring committee will not same person. Generally, union Parishad chairman or related female

word member will be the chairman of monitoring committee. If there is any exception then respective departmental head will take the responsibility.

- 7) Upazila Parishad will give guideline for careful monitor and supervision at least once in a month for project implementing. If any mislead is observed by any person or project committee in implementing project, Upazila Parishad will stop giving fund for next installment. By taking necessary steps, if needed, rebuilding project committee Upazila Parishad will implement the project.
- 8) Divisional commissioner or high officials of government can visit any implementing project in his area and he can send his reports mentioning his visit including his comments, advice or any suggestion to concerned Ministry/Department/Organization.
- 9) District commissioner and higher officials of government can also visit Upazila Parishad development activities to keep informed. Their respective visit report will send to Upazila Parishad and if it looks important have to send copy of this report to respective ministry/department/organizations.
- 10) The Director, Local Government shall inspect at least 03 (three) Upazila Parishads per month under his jurisdiction and the Deputy Director, Local Government shall inspect at least 02 (two) Upazila Parishads under his jurisdiction and submit a report on the deviations and implementation progress of the project to the Local Government Division.
- 11) Every Upazila Parishad will prepare a report on 30th June in ending fiscal year on sector wise expenditure and compose report on actual status of taken development projects by 15th July of next fiscal year. Upazila Parishad will ensure to send a copy of this report to local government division, Finance department and respective district commissioner by 30th July.
- 12) Local government division will define activity for Upazila's considering reports of project implementation and take attempts to deliver fund for next installment by 30th august. If any Upazila failed to send implement implementation report on time then its fund disbursement will remain stop.
- 13) To inform people Upazila Parishad take attempts to display the project implementation report at Upazila Parishad and union Parishad at union Parishad.
- 14) Without this every Upazila Parishad will publish project implement report to inform people. This will include information about project name, aims of project, expenditure of project, number of beneficiaries, target, promoting skilled/unskilled public Labor Day, qualitative standard of the project. Copy of this report has to send to planning commission, local government division and district commissioner. Local government division will prepare a project implementation report combining reports of all Upazila.
- 15) To inform public a sign board has to setup at the site of project implementation, information including project name, project budget, date of start and end of the project.

16. Ensuring sending report:

Upazila Parishad:

- 1) Prepare reports on finalized annual development program, approved by the Upazila committee at the beginning of the economic year have to send by 31st august every year.
- 2) Project implementation report has to send by 31st march mentioning percentage of spent disburse money of specific year.
- 3) Project implementation report for next year has to ensure to send by 31st august to respective authority.

17. This guideline is announced according to section 63 of Upazila Parishad act 1998. If needed, government can change, modify or correct it on any time.

Types of works which will not be implemented by Upazila development fund:

1. Construction of cafeteria, restaurant and shopping center.
2. Expenditure to pay due on any department of government, like as salary or any other shortage to paid.
3. Construction/reconstruction of Upazila Parishad building gate/boundary fence, martyr monument (Shaheed Minar), Mosque/Mandir/Church.
4. Electrification by buying generator.
5. Setup new school/college/madrassa.
6. Constructing building for club or society.
7. Construction/repair or extension of building of any bank, non-governmental or autonomous institution.
8. Field for tennis.
9. Giving loan to any person, family or institution.
10. Expenditure for retained issues of national government.
11. Expenditure for revenue sector of Upazila Parishad.
12. Buying land for digging pond, school or play ground, new hat or bazaar etc. But, if it is needed to buy land to construct road, then have to take justified decision.
13. Taking project to generate income for Upazila Parishad.
14. Buying expensive decoration, furniture.
15. Taking project in municipality.
16. Setup kinder garden.
17. Spending combining with differentiated expenditure of national project and Upazila development fund.
18. Taking scheme without measuring probability, reality, priority and obstacle of local resource.
19. Buying any type of vehicles.
20. Buying computer or machineries.
21. Repaying for telephone setup, land development tax, municipality tax, and electricity bill.
22. Appoint any staff or pay for payment.

Upazila project format (UPP)

1. Project name:
2. Implementing organization:
3. Kind and aims:
4. Importance and Rationality:
5. Total expenditure and annual expenditure differentiation:
6. Sector wise expenditure including proposed expenditure:
 - a. Land
 - b. Labor
 - c. Materials:
 1. Brick
 2. Cement
 3. Steel
 4. Other
 - d. Carrying.
 - e. Land development
 - f. Other.
7. Implement period:
 - a. Start Date:
 - b. End date:
8. Defined place for project:
9. Source of fund:
 - a. Government
 - b. Local fund
 - c. Other
10. Implementation method: With conductor/project committee.
11. Need of manpower:
 - a. Skilled
 - b. Unskilled
12. Benefits of the project after completion:
13. System of maintenance:
 - a. Annual demand of labor and their training.
 - b. Demand of machineries for maintenance and repair and other materials.
 - c. Annual chronological expenditure.
 - d. Fund, manpower and skills for chronological expenditure.
14. Information of same type of project implementing in Upazila by national government or any other organization (If it has, have to explain the rationality of the project).
15. What type of supplementary investment is needed to get full benefit from the project from Upazila or government?
16. System, if the project needs to lease land:
17. Proposed/expected benefit from project implemented:
 - a. By Finance
 - b. By employment.
 - c. Socio-economic welfare
 - d. Proposed ratio of expenditure and benefit.
18. How the idea of the project introduced:
19. Have any survey was conducted before introducing the project:
20. Are guidelines are properly followed in implementing the project?

(Signature of the concerned officer)

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-2 Section)
www.lgd.gov.bd

No: 46.45.020.09.06.006.2015-580

Date: 31 May, 2015

Subject: Allocation for the Women's Development Forum up to 3% of the annual budget of Upazila Parishad and implementation of 25% of the projects of Parishad through female members.

For the 'Women Development Forum' formed under the Upazila Governance Project and the Union Parishad Governance Project implemented by the Local Government Division, up to 3% of the annual budget of the Upazila Parishad from next fiscal year and 25% of the projects adopted by the Upazila Parishad have been directed to be implemented through women members. That money must be executed from the various sectoral allocation division of the Upazila Annual Development Program, described in section 6 of the 'Upazila Development Fund Use Manual' prepared by the Local Government Division. With the allocated money, the 'Women's Development Forum' will receive and implement the following issues through the Upazila Parishad, in favor of the 'Women's Development Forum' by the Upazila Parishad.

- ❖ **Education:** Ensure human resource development education and reduce the dropout rate of school going female student, awarding talented students etc.
 - ❖ **Employment:** Organize different training program to increase the employment opportunity of unemployed women and coordinate training providing authority etc.
 - ❖ **Culture:** Create the opportunity of cultural development for female, organize sports and competition etc.
 - ❖ **Awareness:** Celebrate gender Equality and Human Rights Day, engage male on women's empowerment programs, political empowerment of women and encourage female to participate decision making process, take necessary measures to prevent gender discrimination, take initiative to reduce the risk and improve natural hazard awareness, Adopt awareness programs on trafficking in women and children etc.
 - ❖ **Others:** Take development programs for widow, husband abandoned, divorced and helpless women, organize regular meetings of women development forum and other expenses etc.
2. The mentioned allocation will be spent on the development of women and marginalized people of Upazila. The project proposal should be forwarded to the concerned committee of the Upazila Parishad through a meeting of the Women's Development Forum, after which the approval will be granted by scrutinizing the project as well as completing other processes through discussion at the monthly meeting of the Upazila Parishad. Other projects of the Upazila Parishad will be approved by these projects.
3. This order will be effective immediately.

Lutfun Nahar
Senior Assistant Secretary
Phone: 9577230
e-mail: lgd.upazila2@gmail.com

Memo No: 46.45.020.09.06.006.2015-580

Date: 31 May, 2015

Copy to: for acknowledgement and taking action (not on the basis of seniority)

1. Senior Secretary/Secretary.....Division.....Ministry
2. Additional Secretary, Local Government Division and National Project Director, Union Parishad Governance Project
3. Additional Secretary(Administration), Local Government Division and National Project Director, Upazila Governance Project
4. Commissioner (all).....Division
5. Director, Local Government (all).....Division
6. PS to the Secretary, LGRD&C, Bangladesh Secretariat, Dhaka
7. District Commissioner (all)..... District.
8. Deputy Director, Local Government (all)..... District.
9. PS to the Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
10. Chairman, Upazila Parishad (all),Upazila Parishad.
11. Upazila Nirbahi Officer (all), Upazila, District.
12. Vice Chairman, Upazila Parishad (all)..... Upazila Parishad,District.
13. Vice Chairman (Female), Upazila Parishad (all)..... Upazila Parishad,District.
14. District Women's Affairs Officer (all).....District.
15. Upazila Women's Affairs Officer (all).....Upazila.....District.
16. UP Chairman (all)..... Union Parishad..... Upazila.

Lutfun Nahar
Senior Assistant Secretary

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Department
(Upazila Wing-2)
www.lgd.gov.bd

Memo No: 46.045.018.02.24.034.15-1125

Date: 19 November, 2015

Subject: Regarding the implementation of the decision of the twelfth meeting of the committee formed at the national level

Source: Memo No. 1382 of Local Government Department, dated 16/11/2015.

In the light of the above-mentioned issues and memo, the decision of 4.1 of the twelfth meeting of the committee formed at the national level for reviewing the activities, giving advice, and issuing instructions on the issues transferred to the Upazila Parishad is as follows:

"Decision: The Ministry of Education should issue instructions from the Local Government Department and monitor the buildings constructed as Upazila ICT Training and Resource Center for Education (UITRCE) in the Upazila Parishad Complex so that they are not used for other purposes."

In this context, it has been requested to inform the Local Government Department within the next 3 (three) working days whether decision No. 4.1 of the twelfth meeting of the committee formed at the national level is being properly implemented.

Attachment: According to the description

(Lutfun Nahar)
Senior Assistant Secretary
Phone: 9562247
E-mail: lgd.upazila2@gmail.com

Upazila Nirbahi Officer
Upazila Parishad, all.

Copy for information and taking necessary action:

1. Deputy Commissioner, all.
2. Computer Programmer, Local Government Division (requested to upload the letter on web site)

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-1 Section)
www.lgd.gov.bd

Memo No: 46.046.018.00.00.094.2016-638

Date: 09 May ,2016

Subject: Guideline for setting up and managing Upazila Digital Center (UDC)-2016.

In reference to the above-mentioned matter it is to inform that according to the Upazila Parishad Act,1998 [amended by Upazila Parishad (amendment) act, 2011], one of the main responsibilities of the Upazila Parishad is to provide all kinds of civic amenities to the citizens of respective localities in accordance with the provisions established by this Act and other laws. The main purpose of establishing an Upazila Digital Center (UDC) is to make the services of the Upazila Parishad accessible to the doorsteps of the people as well as to provide services according to the requirements/ needs of people through service agreement. Strengthening local government, ensuring access to this service at the doorstep of the people and self-employment will be made possible through the Upazila Digital Center. For this purpose, a guideline has been formulated for the establishment and management of the Upazila Digital Center (UDC).

The guideline for setting up and managing Upazila Digital Center (UDC)-2016 is sent herewith. It is requested in order to set up and manage the Upazila Digital Center (UDC) following/ as per the guidelines.

Attachment: According to the description.

(Lutfun Nahar)
Senior Assistant Secretary
Phone: 9562247

1. Chairman Upazila Parishad, Zila (all).
2. Upazila Nirbahi Officer..... Upazila, Zila(all)

Copy (For acknowledgement and taking action):

1. Additional Secretary (Administration), Local Government Division.
2. Divisional Commissioner, Dhaka/Chittagong/Rajshahi/Khulna/Barisal/Rangpur/Mymensingh.
3. Joint Secretary (Administration/Union Parishad/Upazila), Local Government Division.
4. District Commissioner..... (all).
5. Private Secretary to the Secretary, Local Government Division.
6. Computer Programmer, Local Government, (It is requested to publish in the website.)

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-1 Section)
www.lgd.gov.bd

Memo No: 46.046.018.00.00.094.2016-639

Date: 09 May, 2016

Subject: Guideline for setting up and managing Upazila Digital Center (UDC)- 2016.

As a local government organization, the Upazila Parishad has been playing an important role in the development of grassroots level. Providing services according to the necessity of the people through strong local government system is a call of time. The Local Government Division has decided to set up a digital center in each Upazila Parishad to provide the desired services through digital technology to the people in a short time and cost. The main purpose of establishing an Upazila Digital Center (UDC) is to make the services of the Upazila Parishad accessible to the doorsteps of the people as well as to provide services according to the requirements/ needs of people through service agreement. The joint participation of Upazila Parishad and entrepreneurs in setting up the Upazila Digital Center and implementing its activities will accelerate the service delivery of the service-expectant people. As a result, it will be possible to strengthen the local government system, reach this service at the doorstep of the people, initiate the practice of providing and receiving digital services at the local level and make self-employment by the Upazila Digital Center.

In this context, a guideline on setting up and center management of the Upazila Digital Center (UDC) is required, so the following instructions have been issued.

1.Duties and Responsibilities of UDC Entrepreneurs:

- 1.A. Each UDC will be managed by two entrepreneurs (1 male and 1 female). However, besides these two entrepreneurs if the scope of work increases, two other entrepreneurs can work as 'alternative entrepreneurs'. It is the responsibility of the regular entrepreneurs to prepare the alternative entrepreneurs for managing the UDC. Regular entrepreneurs will provide the necessary support to the alternative entrepreneurs so that they can play a role in increasing the number and income of service users in UDC by acquiring skills quickly. If the alternative entrepreneur attains full power, he/she should be given different job responsibilities so that the alternative entrepreneur may feel the responsibility of the UDC and create opportunities for earning.
- 1.B. Entrepreneurs will ensure a comprehensive system so that local people can freely receive public-private e-services from UDC. If there is lack of adequate services for the citizens' needs in UDC, entrepreneurs will take necessary initiatives to ensure these services.
- 1.C. If people have any complaint about the existing services, they will bring attention to the concerned Upazila Chairman/Upazila Nirbahi Officer to the notice of the concerned public-private organizations.
- 1.D. Since the entrepreneur is not a salaried employee, he will take all necessary initiatives to keep the UDC active, increase income and sustain it. In this case the Upazila Parishad will play a role in creating a supportive environment.
- 1.E. Since the promotion of e-services is very important to increase the number of service users in UDC, the entrepreneurs will be conducting a program to create and encourage the needs of the public-private e-services at the local level. The entrepreneur will hold campaigns / open meetings in various areas including educational institutions, public-private offices, public meeting places, cinema halls, by using the multimedia projectors and laptops. He will take the cooperation of Upazila Parishad Chairman, Upazila Nirbahi Officer, other Upazila Parishad Officers as needed. Entrepreneurs should refrain from any activity that may create discrimination and differentiation in the society or undermine the image of the Upazila Parishad.
- 1.F. Concerned entrepreneurs will regularly pay monthly bills for UDC's internet, electricity, water and other services.

- 1.G. The entrepreneur will conduct the activities of the UDC under the direct supervision / advice of the Upazila Nirbahi Officer.
- 1.H. If any problem arises in the management of the UDC, it must be solved primarily through the Upazila Nirbahi Officer. If the matter is not disposed by the Upazila Nirbahi Officer, the Chairman of the Upazila Parishad will have to solve it locally. The Upazila Parishad Chairman will take all steps for the final disposal/solution of the problem. The creation of any adverse situation by the UDC entrepreneur will not be considered acceptable.
- 1.I. The entrepreneurs will write examples of UDC's innovation and success on the UDC blog so that other entrepreneurs can be inspired.
- 1.J. A digital center will be set up at a convenient location at the entrance level of the Upazila Parishad office. A local management committee will be established to manage this center smoothly. Upazila Nirbahi Officer will initially approve the committee and final approval will be given by the Upazila Parishad Chairman. The entrepreneur will report on the progress of the UDC at the meeting of the UDC management committee every month. The Upazila Nirbahi Officer will present this report at the monthly meeting of the Upazila Parishad.

2. Duties and Responsibilities of Upazila Parishad

- 2.A. Upazila Parishad Authority will select women and men as entrepreneurs, with minimum HSC pass, capable or interested in information technology, enthusiastic in investing and capable of providing various public-private e-services to citizens. The authority will select one female and one male entrepreneur along with one other female and one other male entrepreneur in each UDC so that if any entrepreneur leaves, he/she can be replaced immediately.
- 2.B. Upazila Parishad Authority will execute a contract with UDC entrepreneurs. The fee and term of this agreement will be finalized by the concerned Upazila Parishad. After the expiry of the contract, the Upazila Parishad will renew the contract if the entrepreneur is interested in working as an entrepreneur for the next period.
- 2.C. The Upazila Parishad will establish a management committee for each center consisting of an Upazila Parishad Vice Chairman(male/female), a teacher, an NGO representative, a professional and a UDC entrepreneur. Committee meetings will be held monthly and committee members will review the activities of the UDC. The recommendations of this committee will be approved by the Upazila Parishad. Besides, this committee will play an effective role in promoting and sustaining the UDC.
- 2.D. The Upazila Parishad will determine the value of services provided by the UDC.
- 2.E. Upazila Parishad will select a suitable room for setting up of UDC at a convenient location at the entrance of the Upazila Parishad Bhaban and the Upazila Parishad will provide the necessary equipment for setting up and operating Upazila Digital Center. Provided that, the goods, supplied will be owned by the Upazila Parishad.
- 2.F. The entrepreneur will assume responsibility for the maintenance and repair of the materials, including ensuring the safety of all equipment and materials of the UDC.
- 2.G. The UDC should be given priority in the case of working for money.
- 2.H. The Upazila Parishad will provide the entrepreneurs with the full cooperation in implementing the incentive program to ensure e-services for the local people.

3. Duties and Responsibilities of the Access to Information (A2I) Program

- 3.A. The A2I Program will assist the Upazila Parishad authorities in selecting the right entrepreneur.
- 3.B. The A2I Program will assist the entrepreneurs in the Digital Center of the Upazila Parishad to develop the required skills.
- 3.C. The A2I Program will take the initiative to convert existing services of the Upazila Parishad into e-services and create new e-services for UDC.
- 3.D. The A2I Program will create public awareness about Upazila Parishad Digital Center and Upazila Parishad e-services.

(Abdul Malek)
Secretary

Peoples' republic of Bangladesh Government
Cabinet Division
Field Administration sector
www.cabinet.bd

Circular

Memo no: 04.00.0000.513.17.188.2015.732

Date: 08 August, 2016

Subject: Fixation of date for monthly meeting at Division/District/Upazila level.

Government formed multidisciplinary committees headed by Divisional commissioner, Deputy Commissioner and Upazila Nirbahi officer for successful implementation of various policies, strategies, rules-regulations, guidelines. Generally; Division Commissioner, DC and UNO conducting such meetings according to their own choice of date. But in these meetings public representatives, NBDs and social elites are also expected to attend. That's why if these meetings are conducted in a fixed date and cluster basis then it would be suitable for everyone, fruitful and optimistic.

2. Through Video Conferencing Honorable prime minister may be able to monitor, provide instructions, suggestions and advices related with Law & Order, Administration and Development activities. Moreover, PMO, Cabinet division/Other Ministries/Departments would like to share various issues with Division, District and Upazilas through video conferencing. Therefore, it is essential to fix the meetings date at these tiers.

3. According to the above-mentioned issues all meetings will be rearranged by Divisional commissioner, DC and UNO mainly in four clusters like Law & Order, Development/Coordination, Revenue and Others.

4. On the basis of above-mentioned activities following chart should be followed by respective persons:

| Sl. No | Tier | Law & Order meetings | Development/ Coordination meeting | Revenue meeting | Other meetings | Remarks |
|--------|----------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|-------------------------------|
| 1 | Division | 3 rd Monday of each month | 3 rd Monday of each month | 3 rd Monday of each month | 3 rd Monday of each month | May Flexible in special cases |
| 2 | District | 2 nd Sunday at 10:00 AM | 3 rd Sunday at 10:00 AM | 4 th Sunday at 10:00 AM | As per own schedule | |
| 3 | Upazila | 2 nd Monday at 10:00 AM | 2 nd Thursday at 10:00 AM | 4 th Monday at 10:00 AM | As per own schedule | |

5. Issues to be followed:

a) If any holiday/government announced holiday on the respective date then following working day will be considered as meeting day.

b) As it is fixed that 'Public hearing day' to be conducted on Wednesday that's why no other meetings to be held on that day.

6. A meeting related with video conferencing held with honorable Prime Minister on 15 January, 2015, memo: 04.514.006.03.00.009.2013-59 partially been changed through this circular.

7. This order would be enacted at the earliest.

(Md. Maksudur Rahman Patwary)

Additional Secretary

Cabinet Division

Phone: 02-9573833

1. Divisional Commissioner..... (all)
2. Deputy Commissioner..... (all)
3. Upazila Nirbahi Officer..... (all)

Copy to:

1. Prime Minister's Principle secretary, PMO, Dhaka.
2. Senior Secretary/Secretary.....Ministry/Division.
3. Secretary, Local Government Division.

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-2 Section)
www.lgd.gov.bd

Memo No: 46.045.022.10.35.035.2016-1046

Date: 04/09/2016

Sub: Specifying the date of the monthly meeting held in the Upazila Parishad.

Source: 1. Circular of Cabinet Division numbered 732: Date: 08/08/2016
2. Memo of Cabinet Division numbered 735: Date: 09/08/2016

The Memo from the Cabinet Division was sent together with the copy of the letter on the above-mentioned issues. As per the directives of the cabinet department, on the occasion of the Upazila Parishad, it was requested to inform the department to take necessary measures regarding the specification of the monthly meeting date.

(Lutfun Nahar)
Senior Assistant Secretary
Phone: 9562247
Email: lgd.upazila2@gmail.com

1. Chairman, (All) Upazilla Parishad
2. Upazilla Nirbahi Officer, (All)

Copy to:

1. District Commissioner, (All)
2. Assistant Programmer, Local Government Division, (It is requested to publish in the website.)

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-1 Section)
www.lgd.gov.bd

No: 46.046.018.00.00.107.2016-99

Date: Magh 10, 1423 Bangla
23 January, 2017

Circular

Subject: Classification of Upazila Parishads as Categories A, B and C

The area, population and number of unions of the country's Union Parishads are not equal in the Upazilas. Numerical differenced exist in this case. In this context, it has been decided to categorize the Upazilas to facilitate the logical distribution of resources, as well as development and administrative activities.

2. Upazila Parishads under the Local Government Division are categorized as follows.

| | | |
|----|--|---------|
| 01 | Upazila consisting of 10 or more unions and pourashavas (if any) | Class A |
| 02 | Upazila consisting of 07 to 09 unions and pourashavas (if any) | Class B |
| 03 | Upazila consisting upto 06 unions and pourashavas (if any) | Class C |

(Amitabh Sarkar)
Joint Secretary
Phone: 9540489

Distribution:

01. Divisional Commissioner, Dhaka/ Khulna/ Rahshahi/ Chittagong/ Barisal/ Sylhet/ Rangpur/ Mymensingh
02. Director, Local Government, Dhaka/ Khulna/ Rahshahi/ Chittagong/ Barisal/ Sylhet/ Rangpur/ Mymensingh
03. District Commissioner (all).....
04. Chairman, Upazila Parishad (all).....
05. Upazila Nirbahi Officer (all).....

Copy to:

1. Additional Secretary/ Director General, Local Government Division.
2. Additional Secretary, Administration/ Pass/ Development/ Urban Development, Local Government Division.
3. Private Secretary of Honorable Minister, Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.
4. Private Secretary to the Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
5. Computer Programmer, Local Government, (It is requested to publish in the website.)

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-1 Section)
www.lgd.gov.bd

Memo No: 46.046.018.00.00.054.2013-773

Date: 14 June, 2017

Subject: Permission granting on expenditure from Upazila Parishad Revenue Fund for the organization of awareness-raising training on National Integrity Strategy at Upazila level.

Source: Cabinet Division Memo No. 04.00.000.822.99.032.16.179; Dated 10 November, 2014.

In reference to the above-mentioned matter, expending 30,000 tk (thirty thousand) from Upazila Parishad Revenue Fund to organize awareness enhancing training of the Upazila level officers/ employees on the National Integrity Strategy is granted. At the same time, after the termination of the training, in this regard a report is requested to be sent to the Local Government Division.

(Dr. Julia Moin)
Deputy Secretary
Phone: 9562247

1. Chairman, Upazila Parishad (all),Upazila,..... Zila.
2. Upazila Nirbahi Officer (all), Upazila, Zila.

Copy to:

1. Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka (...? Senior Assistant Secretary, Integrity and Administrative Reform Section).
2. District Commissioner (all).....Zila.
3. PS to the Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
4. Computer Programmer, Local Government Division, (with request for uploading in the web site).

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Section UP-1

উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

Memo No: 46.00.0000.017.99.004.15-542

Date: Ashar 18, 1424
10 July, 2017

Subject: Approval of building design and ensuring the quality of the building in the area under the jurisdiction of Upazila and Union Parishad which is not covered by the jurisdiction of development authorities.

In reference to the above-mentioned matter it is to inform that according to section 22 of 2nd Schedule of Local Government (Union Council) Act, 2009, the Union Council has the responsibility of controlling the construction of new houses, structure erection or re-erection and risky buildings. In this context, the following committee is formed to approve the design of the buildings/structures and to ensure the quality of the buildings under the jurisdiction of Upazilas and Union Parishads which are not covered by the development authorities:

2. Structure of building/structure design approval and building quality assurance committee for the area under the jurisdiction of Upazilas and Union Parishads outside of development authorities:

| | | | |
|-----|--|---|------------------|
| 1. | Chairman, Upazila Parishad | - | President |
| 2. | Upazila Executive Officer | - | Member |
| 3. | Assistant Commissioner (Land) | - | Member |
| 4. | Upazila Engineer, LGED | - | Member |
| 5. | Chairman of the Concerned Union Council | - | Member |
| 6. | Representative Member of the Fire Service and Civil Defense | - | Member |
| 7. | Representative Member of the Bangladesh Institute of Engineers | - | Member |
| 8. | Representative Member of the Bangladesh Institute of Architects | - | Member |
| 9. | Representative Member of Bangladesh Institute of Planners | - | Member |
| 10. | Representative Member of Institute of Diploma Engineers of Bangladesh | - | Member |
| 11. | Assistant Engineer / Deputy Assistant Engineer (if not Assistant Engineer) | - | Member Secretary |

3. Terms of Reference of the Committee:

- A. This Committee will follow all existing rules and laws including Building Construction Act, 1952, Bangladesh National Building Code, 1993.
- B. The committee shall approve the design of such buildings which are not tall (up to 6 storied or 75 feet high) within Upazila's and Union Parishad's jurisdiction which is not covered by the development authorities.
- C. The committee will meet at least once in every three months.
- D. The quorum would be formed in the presence of the majority of the members of the committee, and it will require the presence of at least (02 two) technical persons mentioned in serial no. 5-9.
- E. If necessary, The Committee may seek the advice of any other organization or experienced professional officer / expert, to facilitate its decision.
- F. The following instructions must be followed during approval of the design of the building and the quality assurance of the building:
 1. For the construction of the building, application should be made in the application form mentioned in Schedule-1 of the Building Construction Rules, 1996. After submitting the application, the

- committee will examine all the paper and design maker's qualifications and approve the lay-out plan.
2. The application cannot be accepted unless at least the following documents are attached to the application form.
 - a. According to the BNBC (Bangladesh National Building Code), the engineer's consent to the key plan, site plan, building service plan, specification and construction supervision.
 - b. Seven copies of the design.
 - c. Documents for proof of ownership of land, pamphlets (if applicable), land development tax payment certificate etc.
 - d. Certificate of land capacity to carry the load by a qualified engineer.
 - e. Land use exemption if applicable.
 3. Before the construction of the building, the developer will appoint a Planning and Supervision Engineer and ensure the implementation of the construction work in accordance with Architectural & Structural Design. The engineer will supervise the construction work. In this regard, all the responsibility should be submitted to the committees for the constructor of the building / engineer.
 4. The designer must have appropriate technical qualifications in designing. Each design should include the manufacturer's signature, the contact number of the professional organization and the owner's signature. Designer must have contact address. The committee will take further steps after verifying the accuracy of the designers and other signatories.
 5. The officials of the concerned Upazila / Union Parishads involved in the planning approval process may not be involved in the preparation of the plan at any location.
 6. After obtaining the building permit, the owner of the building shall ensure that the supervision engineer is present when the layout of the building is provided. After construction up to the plinth level, the Supervision Engineer and the owner of the building will send a report to the committee in the prescribed form in joint signature.
 7. Upon receipt of the preliminary report, the Committee shall notify the owner and the Supervision Engineer of any deviation in writing from the plan approved for inspection. If the building owner does not take action accordingly, the committee will take necessary legal action against him. In this case the committee will order to remove the illegal parts.
 8. After welding the roof of each floor, a performance report should be submitted to the joint signature of the owner and supervision engineer along with the chairman.
 9. No damage can be done to the surrounding buildings, infrastructure and the public during construction.
 10. According to the code of the BNBC (Bangladesh National Building Code) all other building services including the building service namely water supply, drainage, drainage, gas supply, electrical installation, air control must ensure.
 11. The concerned Upazila / Union Parishad may receive expert opinion if applicable. If necessary, the panel of Experts will prepare the panel for approval, plan, construction, reconstruction, removal, etc. on the basis of their opinion.
 12. The owner / developer of the building shall submit to the Committee by the Architectural, Structural, Electrical, Plumbing & Fire fitting design expert, engineer or consultant organization. The committee shall verify the signature and certification of the relevant architect, engineer or consulting firm.
 13. After the partial or complete construction of the building, the residence or use certificate should be obtained. Apply in the prescribed form the following documents and designs should be submitted along with the application for reservation. Namely:
 - a. Completed report by Supervision Engineer;
 - b. The design of buildings constructed on the basis of architectural designs approved by the Committee;
 - c. All design related building services; and
 - d. Test report on building construction such as Cylinder Test Report and MS Rod Test Report.

Inadequacy and appropriateness of the design of the design, all responsibility will be placed on the professionals concerned (architectural engineers).

14. After inspecting the newly constructed building, the committee shall issue a permit for use of the building;
15. It cannot be used for any other purpose for which the building is permitted.

(Md. Mahbubur Rahman)
Deputy Secretary

Recipients:

1. Deputy Commissioner (All), District.
2. Deputy Director, Local Government (All) District. All the UP chairmen of his district send a copy of the letter to him with the request.
3. Upazila Executive Officer (All), Upazila District.
4. Programmer, Local Government Division (with request to publish the letter on the LGD website).

Copy to (not on the basis of seniority):

1. Secretary Security Services Department, Ministry of Home Affairs, Bangladesh Secretariat, Dhaka.
2. Chief Engineer, Local Government Engineering Department, Agargaon, Dhaka.
3. Director General (MEE Wing) / Additional Secretary (All), LGD, Bangladesh Secretariat, Dhaka.
4. Joint Secretary (All), Local Government Division, Bangladesh Secretariat, Dhaka.
5. President, Institute of Engineers, Bangladesh.
6. President, Institute of Architects, Bangladesh.
7. President, Bangladesh Institute of Planners, Bangladesh.



Bangladesh

Gazette

Extra Issue
Published by the Authority

Tuesday, August 29, 2017

Peoples' Republic of Bangladesh
Local Government, Rural Development and Cooperatives
Local Government Division
Circular

Date: Vavra 13, 1424 Bangabdo/28 August, 2017

SRO no 273-Act/2017. Upazila Parishad Act, 1998 (according to the power of section 63 of 24 no. Act of 1998) Government made corrections of Rules on Upazila Parishad Chairman, Vice Chairmen roles, responsibilities and financial benefits, 2010 as follows:

Sub Clause (a) of Clause (Ka) of Sub-rule 1 of Rule 6 of the above-mentioned Rules is replaced as follows:

a) Chairman and Vice Chairmen's monthly honorarium to be as bellows:

| Designation | Allowances (Numeric/Words) |
|---------------|-------------------------------------|
| Chairman | 40,000 (Forty thousand) taka |
| Vice Chairman | 27,000 (Twenty-seven thousand) taka |

But the condition is that, payment of that amount to be paid from the deposited money after fulfilling the liabilities from the parishad's revenue.

2. It shall be deemed to have been effective from 1st July, 2016

By the order of President

Abdul Malek
Secretary

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Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Administration -2 Branch
www.lgd.gov.bd

উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

No: 46.041.030.01.00.001.2018-93

Date- 20 February, 2018

Circular

Subject: Resetting the Prices of Government Hat-Bazars for Leasing.

1. The average value of the lease price for the last 3 years was fixed as government value according to management of government hat-bazars, leasing method and the Article 2.3 of income derived from Distribution Related Act 2011.

2. The government value of the hat-bazars is determined by increasing the average value of the lease for the last 3 years by an additional 25% in the municipal area and 10% for outside the municipal area through the circular no:- 46.041.030.19.00.019.20109(part-1)-88 which is declared by Local Government Division at 1 march 2016. Which was canceled by this circular.

3. In this context, it was requested to take necessary measures to determine the government's hat-bazars pricing by improving the last 3 years lease price with an additional 5%.

4. This circular will be effectively implemented upon the approval of the appropriate authority.

Muhammad Ikbal Hussain
Deputy Secretary
Phone: 9575576
E-mail: lgdadmin2@lgd.gov.bd

Delivery (Not on the basis of seniority):

1. Chief Executive Officer, City Corporation.
2. Deputy Commissioner,
3. Mayor, Municipality, District.
4. Chairman, Upazila Parishad, District.
5. Upazila Executive Officer, Upazila District.
6. Chairman, Union Parishad,Upazila,..... District.

Copy for kind information and taking necessary action (Not on the basis of seniority):

1. Cabinet Secretary, Cabinet Division/ Principal Secretary of Prime Minister, Prime Minister's Office, Dhaka.
2. Senior Secretary, Division/ Ministry.
3. Secretary/ Acting Secretary,Division/ Ministry.
4. Divisional Commission,Division.
5. Private Secretary of Honorable Ministry, Ministry Local Government, Rural Development and Cooperatives.
6. Deputy Director, Division.
7. Private Secretary to the Secretary, Local Government Division.
8. Programmer, Local Government, (with a request to publish in the website)

Muhammad Ikbal Hussain
Deputy Secretary

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila -1 Section
www.lgd.gov.bd

No: 46.041.015.00.00.009.2018-1077

Date- 5 August, 2018

Subject: Sending approved updated Upazila Parishad organizational structure (TO&E)

The order was then passed in order to take the next necessary action of updated Upazila Parishad organizational structure (TO&E) which is prepared and updated by Local Government Division.

Attachment: 1 page.

(Anjuman Ara)
Deputy Secretary
Phone: 9562247

Delivery (Not on the basis of seniority):

1. Secretary, Ministry of Finance, Bangladesh Secretariat, Dhaka
2. Secretary, Ministry of Public Administration, Bangladesh Secretariat, Dhaka

Copy to:

1. Private Secretary of Senior Secretary, Local Government Division.
2. Programmer, Local Government Division, (It is requested to publish in the website.)

Administrative Structure of Upazilla Parishad (Proposed)

Functions of Upazilla Parishad:

1. To prepare five-year and various term development plans.
2. Implementation of programs of various government departments handed over to the Council, Supervise and coordinate the activities of the related department.
3. Construction, repair and maintenance of inter union connected roads.
4. To ensure the best use of ground water resources, to take up and implement the small irrigation projects of the Upazilla Parishad as directed by the government.
5. Ensuring public health, nutrition and family planning services.
6. Improve sanitation and sewage treatment and adequate drinking water system.
7.
 - a. Encouragement and support for the promotion of education at the upazilla level
 - b. To monitor the activities of the concerned institutions, provide assistance to them for the improvement of the quality of secondary education and madrasa education.
8. To take initiatives to set up and develop small industries.
9. Supporting the work of cooperatives and non-governmental organizations and cooperate with them.
10. Provide assistance to women, children, social welfare, youth, sports and cultural activities in private.
11. To take initiatives for the development of agriculture, livestock, fisheries and forest resources.

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graph TD
    A["1x Upazilla Parishad Chairman (elected)  
1x Stenographer cum. Computer operator  
1x Car driver  
1x Office assistant"] --> B["1x Upazilla Parishad Vice Chairman (elected)"]
    A --> C["1x Upazilla Parishad Female Vice Chairman (elected)"]
    B --> D["1x Office assistant"]
    C --> E["1x Office assistant"]
    
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12. Regularly sending report to the higher authorities by reviewing the overall matters of Upazilla law and order, including the District law and order committee.
13. Providing necessary assistance to the Government to implement programs in the own initiatives for self-employment and poverty alleviation, implementation as well as governmental and non-governmental programs in this regard.
14. Coordinating and examining the development activities of the Union Council and providing necessary support
15. Taking other preventive measures including public opinion against crimes, such as acid throwing, women and children abuse etc.
16. Taking other preventive measures including public opinion against crimes, such as militancy, terrorism, theft, robbery, smuggling, drug use, etc.
17. Undertaking other activities including social forestry for the environmental conservation and development.
18. Coordinate all disaster management work.
19. Co-operation with other organizations performing the similar functions of the Upazilla Parishad.
20. Launch and encourage E- Governance.
21. Other functions given by the Government from time to time.

| Equipments and Vehicle (TO&E) | | Total manpower based on posts | |
|--|---------------------------------|--|-------------------------------------|
| Present Situation | Proposed Equipments and Vehicle | Present Situation | Proposed Equipments and Vehicle |
| 1. Jeep - 490 | 1. Jeep - 2 | 1. Typist Cum-Computer Operator 490 x 1 = 490 | 1. Typist Cum-Computer Operator = 2 |
| 2. Boat besides Jeep (Itna, Ashtagram and Mithamin in Kishoreganj district, Taherpur and Shaallo in Sunamganj district, Barkal in Rangamati district, Bilaischhari and Khaliajuri in Netrokona district) | 2. Computer - 2 | 2. Driver 490 x 1 = 490 | 2. Driver = 2 |
| 3. Computer - 490 | 3. Photocopy machine - 2 | 3. Boat drivers (for Itna, Ashtagram and Mithamin in Kishoreganj district, Taherpur and Shaallo in Sunamganj district, Barkal in Rangamati district, Bilaischhari and Khaliajuri Upazila Parishad in Netrokona district) | 3. Office assistant = 4 |
| 4. Photocopy machine - 490 | 4. Fax machine - 2 | 4. Office assistant 490 x 2 = 980 | Newly created manpower (2+2+4)= 8 |
| 5. Fax machine - 490 | 5. Laptop (with Edge Modem) - 2 | Total Manpower (490+490+10+980)= 1970 | |
| 6. Laptop (with Edge Modem) - 490 | | | |

* Existing equipment, vehicles and manpower are shown in black; ** Proposed equipment, vehicles and manpower are shown in green

(S.M. Golam Faruq)
Senior Secretary
Local Government Division

Government of the People's Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
(Upazila-2 Section)
www.lgd.gov.bd

উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

Memo No: 045.022.10.01.001.2011-1058

Date: 23.09.20

Subject: Making Administrative Approval of the Upazila Parishad easy from Local Government Division.

In reference to the above-mentioned matter it is to inform that the administrative approval of the Local Government Division is sought from various Upazila Parishad of the country in order to take the following activities. However, the decision is delayed due to not sending the required information/document with the proposal. In this case, in order to seek the administrative approval of the Local Government Division on the following, it is requested to send the information/document mentioned on the side:

| Subject | Essentially transmitted information / document along with the proposal |
|--|--|
| Construction of main entrance gate of the Upazila Parishad | <ol style="list-style-type: none">a. Issue of proposal within an expenditure ceiling 1.5 lakhs tk (eighteen lac seventy four thousand) according to a single and uniformly defined design and estimate made by LGED and approved by the Local Government Division.b. Projects and Estimates are the Proceedings of the monthly meeting of the Upazila Parishad with approval.c. The prepared estimate should have the signature of the Chairman, Upazila Nirbahi Officer and Upazila Engineer.d. The estimate preparation, as per the design approved by the Local Government Division and the technical report of the Executive Engineer, LGED should be mentioned.e. Proof of the status of the Revenue Fund (Bank Statement). |
| Construction of boundary wall of the Upazila Parishad | <ol style="list-style-type: none">a. Issue of proposal within an expenditure ceiling 12,650 tk per meter on the front of the boundary wall and 8,912 tk per meter on the back / side wall according to a single and uniformly defined design and estimate made by LGED and approved by the Local Government Division.b. The estimated cost per meter and the distance of the boundary wall in any direction should be clearly stated in the monthly meeting of the Upazila Parishad and in the letter of the Upazila Executive Officer.c. The prepared estimate should have the signature of the Chairman, Upazila Nirbahi Officer and Upazila Engineer.d. The estimate preparation, as per the design approved by the Local Government Division and the technical report of the Executive Engineer, LGED should be mentioned.e. Proof of the status of the Revenue Fund (Bank Statement). |
| To cut trees owned by Upazila Parishad for implementation of development projects: | <ol style="list-style-type: none">a. The proposal shall be submitted by the Deputy Commissioner with reference to the schedule of the monthly meeting of the Upazila Parishad, which has been constituted by the Committee on 15-08-2007 of Memo no: Upa-2/4P-124/2005/384 of the Local Government Division on 15-08-2007.b. Procedure with the approval of the Environment and Forest Development Committee to specify the number of trees / details of timber and the value to be paid. |

| | |
|---|--|
| Declaration and sale of the building owned by the Upazila Parishad. | <p>a. The minutes of the monthly meeting with the approval of the Upazila Parishad clearly stating the name / type / location of the building and its estimated value.</p> <p>b. The prepared estimate must be signed by the Chairman, Upazila Executive Officer and Upazila Engineer.</p> <p>c. Mention the ownership of the building / installation: No objection of the concerned department.</p> <p>d. In the recommendation and minutes of the District Condemnation Committee, the name / type / location of the building and its estimated value should be clearly mentioned and the proposal should be sent through the Deputy Commissioner.</p> |
| Purchase of new furniture of the Upazila Parishad | <p>a. Minutes of the monthly meeting of the Upazila Parishad with approval of both project and estimate of purchase of new furniture in the Upazila Parishad.</p> <p>b. In the case of purchase of new furniture in the Upazila Parishad, a clear statement as to whether the amount of Taka 1.5 Lac.</p> <p>c. The prepared estimate should have the signature of the Chairman, Upazila Nirbahi Officer and Upazila Engineer</p> <p>d. Proof of status of revenue fund (bank statement).</p> |
| Office Building / Home Repair of Upazila Parishad | <p>a. Minutes of monthly meeting of the Parishad with approval of both project and estimate of office building / home repair owned by Upazila Parishad.</p> <p>b. In case of repair of office building / house owned by Upazila Parishad, Rs. Explicit description.</p> <p>c. The prepared estimate must be signed by the Chairman, Upazila Executive Officer and Upazila Engineer.</p> <p>d. Proof of status of revenue fund (bank statement).</p> |

(Mohammad Zahirul Islam)
Deputy Secretary
Phone: 956230
e-mail: lgd.upazila2@gmail.com

1. Chairman, Upazila Parishad (All)
2. Upazila Nirbahi Officer (All)

Copy:

1. Deputy Commissioner (All) District.
2. Deputy Director, Local Government (All) District.
3. Private Secretary to the Senior Secretary, Local Government Division.
4. Programmer, Local Government Division (with request to publish the letter on the web site).

Registered No. DA-1



Bangladesh

Gazette

**Extra Issue
Published by the Authority**

Tuesday, August 29, 2017

Peoples' Republic of Bangladesh
**Local Government, Rural Development and Cooperatives
Local Government Division
Upazila 1 Wing
Circular**

Date: Kartrik 27, 1425/November 11, 2018

S.R.O. No. 328- Act/2018, It is hereby absolved from the provision of imposition by the government under the given power of article 13 of Bangladesh Economic Zone Act, 2010 (42 no act of 2010) for economic zone declared by the notification in the official gazette under the sub-section (1), Section 5 of above act and 1% of income from immoveable property transfer tax belonging to the Upazila area under the article 44 of Upazila Parishad Act, 1998 (24 no Act of 1998) for the purpose of depositing the funds of the concerned Upazila Parishad.

According to the order of the President
Dr. Zafor Ahmed Khan
Senior Secretary

Peoples Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila Wing-1
www.lgd.gov.bd

উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

Memo. No.- 46.046.026.00.00.096.2012-511

Date: 17th Ashar 1426
1st July 2019

Subject: Approval for Construction of Farmer Training Building (Phase-3) at Upazila Chattar.

Reference: Memo No.-245 of Deputy Commissioner's Office, Rajshahi; Date: 28/04/2019.

In the context of the subject and the reference mentioned above, on 26/11/2013 under the project titled "Farmer Training for Technology Transfer at Upazila Level (Phase II)" under the Department of Agriculture Extension of Ministry of Agriculture, a Memo of Understanding was signed with the department on certain conditions. But in the 3rd phase of the project, it is being informed that there is no scope to transfer and use the land of the Upazila Parishad without the prior approval of this department.

Numery Zaman
Deputy Secretary
Cell: 9562247
e-mail: lgdupazila1@lgd.gov.bd

1. Chairman, Upazila Parishad (All).
2. Upazila Nirbahi Officer (All).

Copy:

1. Secretary, Ministry of Agriculture, Bangladesh Secretariat, Dhaka.
2. Director General, Department of Agricultural Extension, Khamarbari, Dhaka.
3. Deputy Commissioner (All).
4. Programmer, Local Government Division (with request to publish the letter on the website).

Peoples Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila Wing-1
www.lgd.gov.bd

Memo. No.- 46.046.018.00.00.054.2013-629

Date: 19/08/2019

Subject: Formulation, Finalization and Implementation of projects of Upazila Parishad according to Upazila Development Fund Utilization Guideline, 2014 funded by Annual Development Program (ADP)

Formula: Memo No.- 46.046.018.00.00.054.2013-1068 of this Dept.; Dated 10th Nov, 2014.

With due attention to the instruction issued in the subject and reference mentioned above, it is to be informed that, 'Upazila Development Fund Utilization Guidelines, 2014' was issued from Local Government Division on last 10/11/2014. According to the guidelines, the last date for taking projects of the current fiscal year by Upazila Parishad with the funding of ADP is March 31 of the previous fiscal year and the deadline of implementing the taken development programs is 31st May of current fiscal year. But it is noticed that some Upazila Parishad do not take and implement projects according to existing guidelines. As a result, the money allocated by ADP remain unspent and this unspent money is automatically submitted to iBass++ system on June, 30.

Due to this reason, Tk 21.25 crore (approximately) was submitted as unspent money in the last 2018-19 fiscal year which was allocated to 'Development Assistance' sector by ADP. In addition, at the end of the fiscal year (June), it is not possible to ensure the quality of work including monitoring the tasks of the project as a result of hasty implementation of the project.

In this situation, the following instructions have been issued to ensure proper implementation of ADP funded development projects and effective utilization of government funds by Upazila Parishad:

| Sl No | Instructions | Deadline of Implementation |
|-------|---|---|
| 1. | Taking projects and preparing final list by Upazila Parishad. | : Within 31 st March of previous fiscal year. |
| 2. | Sending the accepted and final project list to the DDLG. | : Within 30 th October of current fiscal year. |
| 3. | Tender activities of the project- | : Taking projects within the amount -4 times of the first installment + 10% more and completing tender activities within 31 st January. |
| 4. | Receipt of 4 th Installment- | : The report on the expenditure received up to the 2nd installment for the implementation of the taken projects should be sent to DDLG by 28th February. The allocation of 4 th installment will be deducted from the Upazila Parishads which will not be able to spend the money received till the 2 nd installment and it will be provided to other Upazila Parishads (capable to spend) as special allocation. |
| 5. | Completing implementation task of the taken projects- | : Within 31 st May of the current fiscal year. |
| 6. | Work orders cannot be issued in favor of the contractor until funds are allocated from the Local Government Division. | |
| 7. | All the Upazila Parishad's inability/failure will be considered regarding future allocation which (UZPs) are not able to spend the ADP money as per the rules within the stipulated time. | |

Distributed to (for taking necessary action):

1. Chairman (All),Upazila Parishad.....
2. Upazila Nirbahi Officer (All)
3. Upazila Engineer, LGED (All), Upazila Parishad.

Copy (for Kind Acknowledgment):

1. Deputy Commissioner,District.
2. Deputy Director (All), Local Government (With request to confirm sending summary of the report on the expenditure of the 2nd installment received from the Upazila Parishad to Upazila-2 wing by 15th March).
3. Private Secretary of the Secretary, Local Government Division.
4. Vice Chairman (Male/Female) (All),Upazila Parishad.
5. Programmer, Local Government Division (With request to upload the letter on website).

Mohammad Zahirul Islam
Deputy Secretary
Phone: 9577230
e-mail: lgd.upazila2@gmail.com

Peoples Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila-1 Wing
www.lgd.gov.bd

Memo. No.- 46.00.0000.046.16.10.19-856

Date: 28th Asshin 1426
13th October 2019

Subject: Sending application for leave from Bangladesh (external) of Upazila Parishad Chairman and Vice Chairmen.

In the context of the subject mentioned above, Upazila Parishad Chairmen and Vice-Chairmen can send their application for leave from Bangladesh (external) directly or through Deputy Commissioner to this department. Before considering the application, the Ministry can verify the information from the Deputy Commissioner if necessary.

It is informed to all concerned in order.

Numery Zaman
Deputy Secretary
Cell: 9562247
e-mail: lgdupazila1@lgd.gov.bd

1. Deputy Commissioner (All).
2. Chairman, Upazila Parishad (All), District
3. Vice Chairman/Female Vice Chairman, Upazila Parishad (All), District

Copy:

1. Additional Secretary (Admin), Local Government Division.
2. Divisional Commissioner (All).
3. Private Secretary of Secretary, Local Government Division
4. Computer programmer, Local Government Division (with request to publish the letter on website).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila Division-1)
(www.lgd.gov.bd)

উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

Memo no- 46.00.0000.046.26.063.14-904

Date: 08 Kartik, 1426
24 October, 2019

Subject: Implementation of the decision taken by the Deputy Commissioners Conference-2019.
Reference: Memo 165 of Monitoring-2 branch of this department; Dated 02/10/2019.

In view of the above-mentioned issue and reference, all the Upazila Nirbahi Officers are requested to take necessary steps to modernize the evening office at their residence.

(Numeri Jaman)
Deputy Secretary
Phone: 9562247
e-mail: lgdupazila1@lgd.gov.bd

Upazila Nirbahi Officer.....(All)

Copy:

01. Deputy Commissioner (All).
02. Personal Secretary to the Secretary, Local Government Division.
03. Assistant Secretary, Monitoring-2 Branch, Local Government Division.
04. Programmer, Local Government Division (With the request to publish the letter on the web site).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila Division-1)
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উন্নয়নের গণতন্ত্র
শেখ হাসিনার মূলমন্ত্র

Memo no: 46.00.0000.046.22.002.12-959

Date: 27 Kartik 1426
12 November, 2019

Subject: Following the rules of implementation of Upazila Parishad activities.

In the light of the above mentioned subject, it is to be informed that the power given by the Local Government Division on 19 September 2010 through S, R, O No. 323 / Act 2010 under Section 63 of the Upazila Parishad Act, 1996 (Act No. 24 of 1996) Sub-rule (1) of rule 14 of the Council (Implementation of Activities) Rules, 2010 replaces and amends the notification as follows:

"(1) The officers of the departments mentioned in the third schedule of the Act shall submit to the Chairman of the Upazila Parishad for approval all the documents and documents handed over by the Government to the Upazila Parishad through the Upazila Nirbahi Officer."

Under the above circumstances, it is requested to implement the instructions of the revised notification as described.

Attachment: 01 (one) page.

(Numeri Jaman)
Deputy Secretary
Phone: 9562247
E-mail: lgdupazila1@lgd.gov.bd

01. Chairman, Upazila Parishad (All).....
02. Upazila Nirbahi Officer, (All).....

Copy for kind information and necessary action (not in order of seniority):

01. Senior Secretary/ Secretary/ Acting Secretary..... Division/ Ministry.
02. Divisional Commissioner (All).....
03. Deputy Commissioner (All).....
04. Private Secretary to the Minister, Local Government Division, Ministry of Local Government, Rural Development and Cooperatives.
05. Private Secretary to the Secretary, Local Government Division.
06. Upazila..... Officer, Upazila (All), District (All).
07. Programmer, Local Government Division (With the request to publish the letter on the web site).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila Division-1)
www.lgd.gov.bd

No.: 46.046.026.00.00.054.2013-264

Date: 03 Falgun 1426
16 February 2020

From: Helaluddin Ahmed
Senior Secretary
Local Government Division.

To: Chairman
..... Upazila Parishad
District.....

Subject: Upazila Parishad Revenue Fund Utilization Guideline, 2020.

Ref: Memo No.47.046.026.00.00.054.2013-1067 of Local Government Division; Date: 10 November 2014.

In view of the above issues and sources, it is being informed that the Upazila Parishad revenue fund formed on the basis of local resources makes an important contribution to local development activities. In order to establish transparency, accountability and financial discipline in the use of limited but important local resources, a policy on the use and expenditure of Upazila Parishad revenue funds was issued by the Local Government Division to the previously mentioned Memo. In view of the reality, some sections of the said policy have been amended and added and sent along with the Upazila Parishad Revenue Fund Utilization Guideline, 2020.

2. This guideline was issued in the public interest and will be effective immediately.

Helaluddin Ahmed
Senior Secretary
Local Government Division

No.: 46.046.026.00.00.054.2013-264

Date: 03 Falgun 1426
16 February 2020

Copy for kind information and necessary action:

01. Divisional Commissioner (All), Divisions.
02. Deputy Commissioner (All), Districts.
03. Director, Local Government (All), Division.
04. Deputy Director, Local Government, District (All).
05. Upazila Nirbahi Officer (All),Upazila, District.
06. Vice-Chairman/ Female Vice-Chairman (All), Upazila Parishad, District.

(Numeri Jaman)
Deputy Secretary
Phone: 9562247

No.: 46.046.026.00.00.054.2013-264

Date: 03 Falgun 1426
16 February 2020

Copy for kind information (not in order of seniority):

1. Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka.
2. Chief Secretary, Prime Minister's Office, Dhaka.
3. Secretary, Finance Division, Ministry of Finance, Bangladesh Secretariat, Dhaka.
4. Secretary, Planning Division, Sher-e-Bangla Nagar, Dhaka.
5. Member (Activities), Planning Commission, Sher-e-Bangla Nagar, Dhaka.
6. Director General, NILG, Agargaon, Dhaka.
7. Director General, Monitoring, Evaluation and Inspection Division, Local Government Division.
8. Chief Engineer, LGED / DPHE, Agargaon / Kakrail, Dhaka.
9. Private Secretary to the Honorable Minister /State Minister, Ministry of Local Government, Rural Development and Cooperatives.

(Numeri Jaman)
Deputy Secretary
Phone: 9562247

Upazila Parishad Revenue Fund Utilization Guideline 2020

After the introduction of the Upazila system, the Local Government (Upazila Parishad and Reorganization of Upazila Administration) Ordinance, 1998, provided for the formation of a separate fund for each Upazila. The Upazila Parishad Act 1998 [as amended by the Upazila Parishad (Amendment) Act, 2011] has provisions for the Upazila Parishad to form its own fund. There is a provision to include the surplus money in the next year's development deposit after completing the prescribed expenditure from the Upazila Parishad income every year. After the introduction of the Upazila system, circulars have been issued from time to time to bring order in the use of this fund. In order to speed up the development activities, to ensure transparency, accountability and financial discipline in the expenditure of limited local resources, the Local Government Division has canceled all the instructions / policies / instructions issued for the Upazila Parishad for the formation and expenditure of the Revenue Fund on November 10, 2014 by issuing a new guidelines of Memo no. 46.046.026.00.00.054.2013-1067. Considering the present context, the following guidelines have been issued with some amendments and additions to the said guidelines. The government hopes that the guidelines will help in utilizing revenue funds and implementing appropriate projects.

1. **Source of Upazila Parishad Revenue Fund:** Upazila Parishad Revenue Fund will be formed on the basis of local resources. The source will be the income received from the Upazila Parishad's residence; Money received from various taxes / rates / fees / tolls imposed by the Parishad as mentioned in the 4th Schedule of the Upazila Parishad Act, 1998 [as amended by the Upazila Parishad (Amendment) Act, 2011]; Hat-Bazar lease money (remaining 41%); 1% of registration fee for transfer of immovable property tax and 2% of land development tax collected; Income or profits from property entrusted to or managed by the council; Grants from organizations or individuals; Profits from the investment of council money; Any other money received from the Upazila Parishad; Money received from other sources of income assigned to the council under the direction of the government.

2. **Management of Upazila Parishad Revenue Fund:** All the money deposited in the revenue fund of the Upazila Parishad has to be transacted through a bank which manages the affairs of the government treasury. The Upazila Parishad Chairman and the Upazila Nirbahi Officer (UNO) will jointly manage the fund.

3. **Areas of expenditure of Upazila Parishad Revenue Fund:** Following the prevailing financial rules and regulations, the money of Upazila Parishad Revenue Fund can be spent in the following areas subject to the decision of the Upazila Parishad:

| Sl | Description |
|----|---|
| A. | Repair / Preservation / Painting of Upazila Parishad Buildings and Homes: Repair / Preservation / Painting of Upazila Parishad Buildings and Homes can be done by the decision of Upazila Parishad with the help of Upazila Parishad Revenue Fund. However, in this case, no amount of money can be spent more than a maximum of Tk. 10,00,000/- (Ten lacks) taka in a given fiscal year, and the cautions and the principles of equality has to be resorted in this regard. No new building can be constructed or any building can be expanded by using the Revenue fund without the prior approval of the Local Government Division. |
| B. | National Day Celebration: Upazila Parishad Revenue Fund can be utilized for National Day Celebration. In this case not more than Tk. 1,00,000 / - (one lakh) can be spent in a financial year. |
| C. | Construction of boundary wall and main gate of Upazila Parishad: According to the Memo No. 48.046.018.00.00.039.2012-1314 dated 21 August 2016 of the Local Government Division, identical boundary walls of the complex of Upazila Parishad and according to the Memo No. 46.045.020.09.03.003.2014-542 dated 18 May 2015, the approval of the Local Government Division has to be taken by the decision of the Upazila Parishad for the construction of a common main gate of the Upazila Parishad. If there is not enough money in the revenue fund, it can be implemented in more than one financial year. Under no circumstances a boundary wall can be built |

| | |
|----|---|
| | with the development funds. In the case of construction of boundary wall, the existing rules and regulations must be followed properly. |
| D. | Unexpected expenditures: A maximum of 5, 00,000 (five lakh) taka can be used from the revenue fund for emergency repair and maintenance of key installations and to meet immediate needs in cyclone, flood, natural disaster, fire, burring unknown dead body etc. as per decision of Upazila Parishad. Careful and logical decisions should be made in the light of practical situation. |
| E. | Programs implemented with ADP fund: Any project undertaken or implemented by ADP and national government funds shall not be implemented by Upazila Parishad Revenue Fund. Undertaking such project will be considered as violation of financial discipline and abuse of power. |
| F. | Purchasing office equipment: Office equipment's mentioned in Upazila Parishad TO&E can be purchased by Upazila Parishad Revenue Fund. But this expenditure shall never be more than 3,00,000 (three lacs) taka in a year. |
| G. | Furniture collection / repair: Necessary furniture for the Parishad can be collected / repaired by the Upazila Parishad Revenue Fund. The repairing cost in this sector will be limited to Taka. 50,000 / - (fifty thousand). Expenditure on purchasing of new furniture will be limited to Taka 3,00,000 / - (three lakhs) per annum. |
| H. | Refreshment expenses: (1) Up to a maximum of Taka. 30,000 / - (thirty thousand) per month may be spent from the Upazila Parishad revenue fund for other entertainment including meeting of Upazila Parishad, Upazila Parishad Chairman, Vice-Chairmen and Upazila Nirbahi Officer. (2) A monthly expenditure of Taka 8,000 / - (eight thousand) may be incurred for the meetings of 17 (seventeen) Upazila Committees constituted under the chairmanship of Vice-Chairmen. |
| I. | Miscellaneous costs: In accordance with government purchase related rules-regulations/directions, office equipment and stationeries can be purchased from Upazila Parishad Revenue Fund. Monthly expenditure on this purpose shall not exceed 5, 000 (Five thousand) taka. |
| J. | Maintenance of office equipment: In accordance with the government purchase related rules-regulations/directions, maintenance and repairing activities of office equipment namely; computer, photocopier machine etc. can be done from Upazila Parishad Revenue Fund. But the yearly expenditure on maintenance and repair shall not exceed 50, 000 (Fifty thousand) taka. |
| K. | Maintenance & repair of water pump: In accordance with the regulations, maintenance and purchasing water pump etc. can be paid from Upazila Parishad Revenue fund as per decision of Upazila Parishad. |
| L. | Audit fee: Fees of audit firm, appointed by the Local Government Division, can be paid at government approved rates from Upazila Parishad Revenue fund. |
| M. | Litigation expenditures: Under the Upazila Parishad Act, 1998 [as amended by the Upazila Parishad (Amendment) Act, 2011], the case management expenses related to the interests of the Upazila Parishad can be borne from the revenue fund. However, this expenditure should be in accordance with the circulars / orders issued by the government at different times. No personal liability case can be handled by this money. |
| N. | Paying electricity/telephone bill, land development taxes etc.: In accordance with the regulations, various bills such as electricity, newspaper advertisement, telephone, internet, gas as well as land development tax, municipality/holding tax etc. can be paid from Upazila Revenue fund. |
| O. | Vehicle repairing: In accordance with the Memo no. 1gd/upa-1/vehicle/(2)-2/99/93(472) of the Local Government Division dated 24.04.2005, a highest of 1,00, 000 (one lack) taka can be used for vehicle repairing every year from Upazila Parishad revenue fund. |
| P. | Recruitment of gardener/sweeper: In accordance with the rules-regulations of government, a gardener/sweeper can be recruited on daily contract basis with the payment from Upazila revenue fund at a government approved rate. |
| Q. | Additionally, Upazila Parishad can bear the following expenditures from Revenue Fund: (1) Outstanding payment to the Government from the incomes of transferred Sayrat Mahals. |

| | |
|----|---|
| | (2) Expenditures on tax collections under Upazila Parishad. |
| R. | Solar Panel Installation: Adhering to the government rules-regulations, Solar panel can be installed by spending a maximum of 500,000 (5 lakh) taka from Upazila Parishad revenue fund for better functioning of Upazila Parishad's official activities. For the maintenance and repairing of solar panel, yearly at best 10,000 (ten thousand) taka can be spent. |
| S. | Honorarium and TA/DA for Upazila Chairman and Vice Chairmen: Honorarium, TA/DA and allowances of Upazila chairman and Vice Chairmen can be spent from Upazila Parishad revenue. |
| T. | Purchase of kits for detecting formalin and other harmful chemical products: As per demand of Mobile court, equipment for detecting formalin and other chemical products, harmful for the public health, can be purchased by Upazila Parishad revenue fund. But not more than 1,00,000 can be spent in a fiscal year. Approval from Local Government Division has to be taken in case of expenditure of more than 1,00,000 (1 lac) taka. |
| U. | Purchase of Close Circuit Camera: Tk. 3,00,000 / - (Three Lakh) can be spent on the decision of the Upazila Parishad meeting to finance in this case from the Upazila Parishad Revenue Fund. |
| V. | Mosquito eradication: A maximum of Taka. 10,000 / - (ten thousand) can be spent in each union in each union as per the decision of the Upazila Parishad meeting to finance in this case from the the Upazila Parishad Revenue Fund. |
| W. | Publications: A maximum of Tk. 1,00,000 / - (one lakh) can be spent in each financial year to meet the expenses of other publications including the annual report as decided by the meeting of the Upazila Parishad with the funding of Upazila Parishad Revenue Fund. |
| X. | Waste Management / Cleaning: A maximum of Tk. 1,00,000 / - (one lakh) can be spent in each financial year as per the decision of the Upazila Parishad meeting to finance in this case from the Upazila Parishad revenue fund. |
| Y. | Security Sector (Ansar): A maximum of Tk. 1,00,000 / - (one lakh) can be spent in each financial year as per the decision of the Upazila Parishad meeting to finance in this case from the Upazila Parishad revenue fund. |

4. If there is a need to spend more than the expenditure limit mentioned in the Upazila Parishad Revenue Fund Guideline, 2020 or if there is a special need to spend in other sectors up to the specified (serial no. A-Y of 3), a letter is to be sent to the Local Government Division.
5. **Remaining money after expenditure up to paragraph A-Y of section 3:**
 - (a) If there is a need to implement any urgent developmental project before the end of the financial year after spending 3 (a-m) of the Upazila Parishad Revenue Fund Utilization Guideline, 2020, one and a half times (150%) of the operating expenditure fixed by the Upazila Parishad for the remainder of the financial year. The money can be presented to the monthly coordination meeting of the Upazila Parishad and the proposal can be spent after receiving the approval of the Local Government Division following all the rules and regulations of the Upazila Parishad.
 - (b) In order to meet the expenditure of sector 5 (a) of the revenue fund of the Upazila Parishad, after getting the approval of the Upazila Parishad meeting, the technical report of the concerned district executive engineer, LGED should be prepared and the project list should be sent to the Local Government Division for approval. The name of the project must be mentioned in the forward letter sent for project approval. If the number of projects is more than 10 (ten), soft copy (CD / Pen Drive) of the project list should be sent. The project cannot be accepted in pieces and sent to the Ministry for approval. The tendency to formulate revised estimates in project implementation should be avoided.
 - (c) If it is necessary to spend from the money saved in case of emergency or any other emergency, it can be spent with the approval of the Local Government Division. **The unspent money of the revenue fund has to be deposited in the development fund after June 30 of each financial year.**
6. All the tender schedule of the Upazila Parishad will have to submit the proceeds from the sale (if any) to the government treasury as per the prevailing provisions. The money from the sale of tender schedule cannot be spent as revenue fund.

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila-1 Wing)
(www.lgd.gov.bd)



শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo no.- 46.00.0000.046.18.157.20-318

Date: 19 Falgun 1426
03 March, 2020

Subject: Regarding opening / formation of future fund (GPF) account of Upazila Parishad employees.

Regarding above, it is to be informed that “Upazila Parishad” (Autonomous Local Government Institution) is following the Rule 46-59 of the Employees (Employment) Rules of the Upazila Parishad, 2010 (Chapter VIII). It is requested to inform the Division about the activities for future fund raising for the employees working in the Upazila Parishad.

Attachment Page.

Numeri Zaman
Deputy Secretary
Phone: 9562247
e-mail: lgdupazila1@lgd.gov.bd

Upazila Nirbahi Officer (All).

Copy to:

1. Additional Secretary (Upazila), Local Government Division.
2. Deputy Commissioner (All).
3. Chairman, Upazila Parishad (All).
4. Private Secretary to the Senior Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
5. Programmer, Local Government Division, Bangladesh Secretariat, Dhaka (for publication on website).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila-1 Wing)
(www.lgd.gov.bd)



শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo no.- 46.00.0000.046.16.011.19-393

Date: 8 Chaitra 1426
22 March, 2020

Subject: Use of unexpected fund to prevent the spread of Corona Virus (Covid-19)

In view of the above, it is to be noted that in order to prevent the spread of Corona Virus (Covid-19), necessary preventive measures including use of appropriate disinfectant spray, purchase of hand sanitizer and mask were requested to buy from the unforeseen sector mentioned in 3 (d) of Upazila Parishad Revenue Fund Utilization Guideline, 2020.

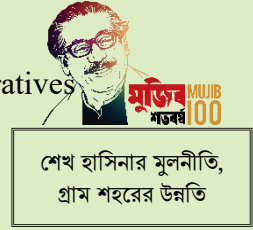
(Numeri Jaman)
Deputy Secretary
Phone: 9562247
E-mail: lgdupazila1@lgd.gov.bd

01. Chairman (All), Upazila Parishad, District.
02. Upazila Nirbahi Officer (All), Upazila, District.

Copy for kind information (not according to seniority):

01. Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka.
02. Chief Secretary, Prime Minister's Office, Tejgaon, Dhaka.
03. Secretary, Department of Health Services, Ministry of Health and Family Welfare, Bangladesh Secretariat, Dhaka.
04. Secretary, Prime Minister's Office, Tejgaon, Dhaka.
05. Divisional Commissioner (All), Division.
06. Deputy Commissioner (All), District.
07. Deputy Director, Local Government (All), District.
08. Private Secretary to the Senior Secretary, Local Government Division.
09. Vice Chairman/Female Vice Chairman (All), Upazila Parishad, District.
10. Programmer, Local Government Division (with request to publish the letter on the web site).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila Division-1)
(www.lgd.gov.bd)



Memo no: 46.00.0000.046.18.054.13-416

Date: 02 Boisakh 1427
15 April, 2020

Subject: Guidelines on the use of revenue funds to prevent the spread of corona virus (Covid-19), the use of the unexpected sector of 2020.

In the light of the above, it is to be informed that as per the instructions of the Memo of 46.00.0000.046.18.011.19-393 dated 22nd March, 2020, permission was given to spend money for prevention of corona virus from the unforeseen sector. According to the 3 (d) of the Revenue Fund Utilization Guideline 2020, there is an opportunity to spend a total of 5 (five) lakh taka. It was re-requested to take necessary steps to prevent coronation from that sector. In case of additional expenditure of Rs. 5 (five) lakhs, it was requested in the next instance to follow the proper procedure and seek the permission of the department.

Attachment: According to the description.

(Numeri Jaman)
Deputy Secretary
Phone: 9562247

01. Chairman (All)..... Upazila Parishad, District.
02. Upazila Nirbahi Officer (All),Upazila..... District.

Copy for information (not according to the seniority):

1. Cabinet Secretary, Cabinet Division.
2. Chief Secretary, Prime Minister's Office, Tejgaon, Dhaka.
3. Secretary, Department of Health Services, Ministry of Health and Family Welfare, Bangladesh Secretariat, Dhaka.
4. Secretary, Prime Minister's Office, Tejgaon, Dhaka.
5. Divisional Commissioner (All), Divisions.
6. Deputy Commissioner (All), Districts.
7. Private Secretary to the Honorable Minister, Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.
8. Deputy Director, Local Government, District (All).
9. Chairman (All), Upazila Parishads,..... Districts.
10. Upazila Nirbahi Officer (All),Upazila..... District.
11. Private Secretary to the Senior Secretary, LGD, Bangladesh Secretariat, Dhaka.
12. Vice-Chairman/ Female Vice-Chairman (All),Upazil Parishad..... District.
13. Programmer, LGD (With the request to publish the letter on the web site).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
Upazila-1 Wing
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শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo no: 46.00.0000.045.014.22.2018-286

Date: 19/07/2020

Subject: Publication of annual report of financial year completed by Upazila Parishad and sending of financial report.

In view of the above, it is to be informed that as per the provisions of Section 39 (2) of the Upazila Parishad Act 1998 (Amended 2009 and 2011), each Upazila Parishad will send a financial report of income and expenditure for the last financial year to the Local Government Division by 31 December. But regular annual financial reports from the Upazila Parishad are not sent to the Local Government Division. Besides, according to the Upazila Revenue Fund Guideline-2020, there is a provision to spend money on other publications including annual reports.

In this context, it is requested to publish the annual report of each Upazila Parishad for the financial year ending September by the end of each financial year and to ensure that the annual financial report in the attached prescribed format is sent to the Local Government Division by 31 December.

Attachment: 02 pages as described.

01. Chairman, Upazila Parishad (All), Upazila.
02. Upazila Nirbahi Officer (All), Upazila.

Md. Zahirul Islam
Deputy Secretary
Phone: 9577230
Email: lgd.upazila2@gmail.com

Copy is sent for kind information and necessary action:

01. Divisional Commissioner (All), Divisions.
02. Deputy Commissioner (All), Districts.
03. Director, Local Government (All), Division.
04. Deputy Director, Local Government, District (All).
05. Private Secretary to the Senior Secretary, Local Government Division.
06. Programmer, Local Government Division (With the request to publish the letter on the web site).

Annual Financial Statement for Upazila Parishad

Name of Upazila Parishad:

Name of Zila:

Financial Year:

Date of Preparation of the Report:

Form A: Upazila Parishad Revenue Accounts

| Revenue income | Last Completed Financial Year | Previous Financial Year |
|--|-------------------------------|-------------------------|
| (1) Initial remaining: | | |
| (2) Tax and Rent | | |
| (3) Lease of land and other properties | | |
| (4) Registration Fees | | |
| (5) License and Permit Fees | | |
| (6) Assets rent, Lease & profit | | |
| (7) Land transfer Fees (1%) | | |
| (8) Land development Fees (2%) | | |
| (9) Leasing market, water-body, sand-body, stone-body etc.(41%) | | |
| (10) Government Grant- Establishment | | |
| (11) Other receipts | | |
| Total revenue income: | | |
| Revenue expenditure | Last Completed Financial Year | Previous Financial Year |
| (1) General Establishment (honorarium, salary-allowance, other institutional expenses, gratuity fund and vehicle repair and fuel) | | |
| (2) Expenditure for tax collection | | |
| (3) Other expenses (telephone, electricity, gas and water bills, municipal and land development taxes, internal audit expenses, litigation costs, hospitality expenses, maintenance and service expenses, other payable taxes / bills and incidental expenses) | | |
| (4) Tax collection expenditures (printing different register, form, receipt book etc.) | | |
| (5) Tree plantation and maintenance | | |
| (6) Repairing of parishad building | | |
| (7) Purchase of equipment | | |
| (8) Celebration of national day | | |
| (9) Sports and culture | | |
| (10) Emergency relief | | |
| (11) Others | | |
| Total revenue expenditure: | | |
| Revenue surplus (Total revenue income- Total revenue expenditure) | | |

| Form B: Upazila Parishad Development Account | | |
|--|--------------------------------------|--------------------------------|
| Source of development expenditure | Last Completed Financial Year | Previous Financial Year |
| (1) Revenue Surplus | | |
| (2) Allocation from received ADP | | |
| (3) Allocation from UGDP/other projects | | |
| (4) Development grants from other sources | | |
| Total Development Grant | | |
| Sector based development expenditure | | |
| (1) Agriculture and irrigation | | |
| (2) Craft and handicraft | | |
| (3) Elementary infrastructure | | |
| (4) Socio-economic infrastructure | | |
| (5) Sports and culture | | |
| (6) Services | | |
| (7) Education | | |
| (8) Health | | |
| (9) Poverty reduction: social safety and institutional support | | |
| (10) Rural development and cooperatives | | |
| (11) Women, youth and child development | | |
| (12) Disaster management and relief | | |
| (13) Expenditure on training sector | | |
| (14) Expenditure on women development forum sector | | |
| (15) Other development related expenses | | |
| Total development Expenditure: | | |

Form C: Development Expenditure of the Transferred Line departments (Received from the concerned department / ministry except Upazila Parishad)

| Sl no. | Transferred line departments | Last Completed Financial Year | Previous Financial Year |
|---------------|--|--------------------------------------|--------------------------------|
| 1. | Department of Health and Family Welfare, Ministry of Health and Family Welfare. | | |
| 2. | Department of Agriculture, Ministry of Agriculture | | |
| 3. | Department of Livestock, Ministry of Fisheries and Livestock | | |
| 4. | Department of Fisheries, Ministry of Fisheries and Livestock | | |
| 5. | Department of Family Planning, Ministry of Health and Family Welfare | | |
| 6. | Department of Engineering, Ministry of Local Government Rural Development And Cooperatives | | |

| | | | |
|--------------------------------|--|-----------------------------------|--|
| 7. | Department of Primary Education, Ministry of Education | | |
| 8. | Department of Secondary Education, Ministry of Education | | |
| 9. | Department of Women Affairs, Ministry of Women and Children Affairs | | |
| 10. | Upazila Project Implementation officer, Ministry of Relief and Disaster Management. | | |
| 11. | DPHE officer, Ministry of Local Government Rural Development And Cooperatives | | |
| 12. | Rural Development officer, Ministry of Local Government Rural Development And Cooperatives | | |
| 13. | Cooperative officer, Ministry of Local Government Rural Development And Cooperatives | | |
| 14. | Social Welfare officer, Ministry of Social Welfare. | | |
| 15. | Youth and Sports Development Official, Ministry of Youth and Sports | | |
| 16. | Upazila Ansan,&VDP department | | |
| 17. | Other departments | | |
| | Total | | |
| Upazila Nirbahi Officer | | Chairman, Upazila Parishad | |



শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo no. 46.00.0000.046.019.001.2012-673

Date: 23 Vadro 1427
07 September, 2019

Circular

Subject: Transfer of drivers engaged in the revenue sector of the Upazila Parishad.

The Divisional Commissioners shall take necessary action in the case of inter-district transfers and in the case of intra-district transfers, the Deputy Commissioners shall take only the application for reciprocal transfer of the drivers appointed and working by the Upazila Parishad.

2. In case of inter-departmental transfer, the Local Government Division will take action.
3. If the government deems it necessary, it can transfer any driver working in the Upazila Parishad in the public interest to any Upazila Parishad in the country.
4. Circular No. 336 dated March 08, 2018 in this regard has been canceled.
5. The order was issued in the public interest and will take effect immediately.

(Numeri Jaman)
Deputy Secretary
Phone: 9562247
E-mail: lgdupazila1@lgd.gov.bd

Copy (for information and necessary actions):

01. Divisional Commissioner (All), Division.
02. Deputy Commissioner (All), District.
03. Chairman (All), Upazila Parishad, District.
04. Upazila Nirbahi Officer (All), Upazila, District.
05. Personal Secretary to the Senior Secretary, Local Government Division.
06. Vice-Chairman/ Female Vice-Chairman (All), Upazila Parishad, District.
07. Programmer, Local Government Division (With the request to publish the letter on the web site).

Peoples Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
Local Government Division
Upazila-1 Wing
www.lgd.gov.bd

Memo. No.- 46.00.0000.046.18.157.20-736

Date: 09 Aswin 1426
24th September 2020

Subject: Regarding opening / formation of account for Provident Fund (GPF) of Upazila Parishad employees.

Reference: Memo. no. 46.00.0000.046.18.157.20-318; Date: 3rd March 2020.

In the context of the subject mentioned above “Upazila Parishad” (Autonomous Local Government Institution) were requested through the reference stated above to inform this department of taking necessary steps to form provident fund for Upazila Parishad employees, following rule 46-59 of Upazila Parishad employee (service) rules 2010 (Chapter 8). But this department has not been informed of this matter yet.

In this case “Upazila Parishad” (Autonomous Local Government Institution) are requested again as per order to inform this department of taking necessary steps to form provident fund for Upazila Parishad employees, following rule 46-59 of Upazila Parishad employee (service) rules 2010 (Chapter 8).

Attachment.....Nos.

Numery Zaman
Deputy Secretary
Cell: 9562247
e-mail: lgdupazila1@lgd.gov.bd

Upazila Nirbahi Officer (All).

Copy:

1. Additional Secretary (Upazila), Local Government Division.
2. Deputy Commissioner (All).
3. Chairman, Upazila Parishad (All).
4. Private Secretary to Senior Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
5. Programmer, Local Government Division, Bangladesh Secretariat, Dhaka (to publish on website).

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development and Cooperatives
Local Government Division
(Upazila Division-1)
(www.lgd.gov.bd)



শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo no. 46.00.0000.046.26.059.13-823

Date: 20 October, 2020

Subject: Regarding the administrative approval for the implementation of the project funded by the revenue fund of the Upazila Parishad.

In the light of the above, it is to be informed that in the light of the Upazila Parishad Revenue Fund Guidelines, 2020, approval has been requested from the Local Government Division for the approval of all the projects which need to be approved.

(Numeri Jaman)
Deputy Secretary
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03. Chairman (All), Upazila Parishad, District.
04. Upazila Nirbahi Officer (All), Upazila, District.

Copy (for information):

11. Divisional Commissioner (All), Division.
12. Deputy Commissioner (All), District.
13. Deputy Director, Local Government (All) District.
14. Personal Secretary to the Senior Secretary, Local Government Division.
15. Vice-Chairman/ Female Vice-Chairman (All), Upazila Parishad, District.
16. Programmer, Local Government Division (With the request to publish the letter on the web site).

Peoples Republic of Bangladesh
Ministry of Local Government, Rural Development and Cooperatives
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গ্রাম শহরের উন্নতি

Memo. No.- 46.00.0000.046.16.010.19-846

Date: 09 kartik 1427
25th October 2020

Subject: Regarding implementation of the decisions of 4th committee meeting of Cabinet on Law and Order.

Reference: 1. Memo. no.-578 of the Department of Public Security; Date: 11th October, 2020.

2. Upazila Parishad Revenue Utilization Guidelines 2020.

In the context of the subject and reference mentioned above it is to be informed that, the following decision (copy attached) was taken with other decisions on the 4th committee meeting of Cabinet on Law and Order held on last 8th September 2020.

12.1(ঙ) “Upazila Parishad campus will have to be covered by CCTV cameras periodically”.

Besides this, according to 3(গ) of Upazila Parishad Revenue Utilization Guidelines 2020, instructions were given to set up close circuit cameras.

In this case, according to the decision of 12.1(ঙ) of 4th committee meeting of Cabinet on Law and Order and regarding the instructions of Upazila Parishad Revenue Utilization Guidelines 2020 it is requested as per order to take necessary steps to cover Upazila Parishad campus with close circuit cameras.

Numery Zaman
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01. Chairman (All)..... Upazila Parishad,District.
02. Upazila Nirbahi Officer (All),Upazila, District.

Copy for information (not according to the seniority):

1. Cabinet Secretary, Cabinet Division.
2. Chief Secretary, Prime Minister's Office, Tejgaon, Dhaka.
3. Secretary, Department of Health Services, Ministry of Health and Family Welfare, Bangladesh Secretariat, Dhaka.
4. Secretary, Prime Minister's Office, Tejgaon, Dhaka.
5. Divisional Commissioner (All), Divisions.
6. Deputy Commissioner (All),Districts.
7. Private Secretary to the Honorable Minister, Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.
8. Deputy Director, Local Government, District (All).
9. PS to the Senior Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
10. Vice-Chairman/ Female Vice-Chairman (All),Upazila Parishad..... District.
11. Programmer, LGD (With the request to publish the letter on the web site).

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শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo. No.- 46.00.0000.046.015.004.12 (part)-883

Date: 24 kartik 1427
09th November 2020

Office Order

According to the instructions of 3(ta) of Upazila Parishad Revenue Fund Utilization Guideline 2020 and memo. no.-93 dated: 12th October 2020 from the Finance Department of the Ministry of Finance, Regulation-3 Branch, the wage rate of the workers employed in Upazila Parishad on daily basis is determined as follows:

| SI. No. | Office Location | Daily Payable wage rate | Comment |
|---------|------------------|-------------------------------|---------------------------------|
| 1. | Upazila Parishad | 550/- (Five Hundred fifty) Tk | Skilled Gardener and Sweeper |
| 2. | Upazila Parishad | 500/- (Five Hundred) Tk | Un skilled Gardener and Sweeper |

Conditions:

1. The number of workers has to be approved in the monthly meeting of Upazila Parishad.
 2. This expenditure has to be met from the money of Upazila Parishad Revenue Fund; no additional allocation can be demanded in this sector;
 3. Monthly based workers cannot be hired at the mentioned daily wage rate;
 4. If any irregularity is observed in this regard, the bill paying authority will be responsible; and
 5. In the context of this expenditure, all the financial regulations have to be followed properly.
2. The order issued with the approval of the appropriate authority will come into force immediately.

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01. Chairman (All)..... Upazila Parishad,District.
02. Upazila Nirbahi Officer (All),Upazila, District.

Copy for information (not according to the seniority):

1. Cabinet Secretary, Cabinet Division.
2. Chief Secretary, Prime Minister's Office, Tejgaon, Dhaka.
3. Secretary, Department of Health Services, Ministry of Health and Family Welfare, Bangladesh Secretariat, Dhaka.
4. Secretary, Prime Minister's Office, Tejgaon, Dhaka.
5. Divisional Commissioner (All), Divisions.
6. Deputy Commissioner (All), District.
7. Private Secretary to the Honorable Minister, Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.
8. Deputy Director, Local Government, District (All).
9. PS to the Senior Secretary, Local Government Division, Bangladesh Secretariat, Dhaka.
10. Vice-Chairman/ Female Vice-Chairman (All), Upazila Parishad District.
11. Programmer, LGD (With the request to publish the letter on the web site).

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শেখ হাসিনার মূলনীতি,
গ্রাম শহরের উন্নতি

Memo no- 46.00.0000.046.26.487.2012(part-1)-919

Date: 02 Ogrohayon 1427
17 November, 2020

Subject: Construction of accommodation of Ansar members for residence and physical security of Upazila Nirbahi Officers.

Reference: Memo no. 225 of the Cabinet Division, Date: 09 November 2020.

In view of the above issues and sources, in the light of the decision No. 13.5 taken at the inter-ministerial meeting held at the Cabinet Division on November 05, 2020, the following action is requested:

- (a) In accordance with the layout plan obtained from the Public Security Department, to ensure the provision of arsenal/ammunition storage and accommodation for 10 (ten) Ansar members deployed in the residence and physical security of the Upazila Nirbahi Officers at a convenient place in the Upazila Parishad premises (near the residence of the Upazila Nirbahi Officer). Undertaking necessary activities for construction of housing building for Ansar members from Upazila Parishad Revenue Fund.
- (b) Only if there is a shortage of revenue funds in the Upazila Parishad the Upazila Nirbahi Officers will send the demand in the Local Government Division for demolition of the housing building of the Ansar members.

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Upazila Nirbahi officer (All),
... .. Upazila,
... .. District.

Copy for information (not according to the seniority):

01. Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka.
02. Senior Secretary, Public Security Division, Bangladesh Secretariat, Dhaka.
03. Senior Secretary, Finance Division, Bangladesh Secretariat, Dhaka.
04. Secretary, Ministry of Public Administration, Bangladesh Secretariat, Dhaka.
05. Secretary, Prime Minister's Office, Tejgaon, Dhaka.
06. Divisional Commissioner (All), Divisions.
07. Deputy Commissioner (All), Districts.
08. Private Secretary to the Honorable Minister, Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.
09. Deputy Secretary (Administration-1), Local Government Division.
10. Chairman (All), Upazila Parishads, Districts.
11. Private Secretary to the Senior Secretary, LGD, Bangladesh Secretariat, Dhaka.
12. Programmer, Local Government Division (With the request to publish the letter on the web site).

