

**Local Government Division
(LGD),
Ministry of Local Government,
Rural Development (LGRD) &
Co-operatives**

**Japan International
Cooperation Agency
(JICA)**

Technical Cooperation

People's Republic of Bangladesh

**Strengthening Pourashava Governance Project
(Phase1:Feb. 2014 – June.2015)**

2nd Progress Report (Main Report)

June 2015

IC Net Limited

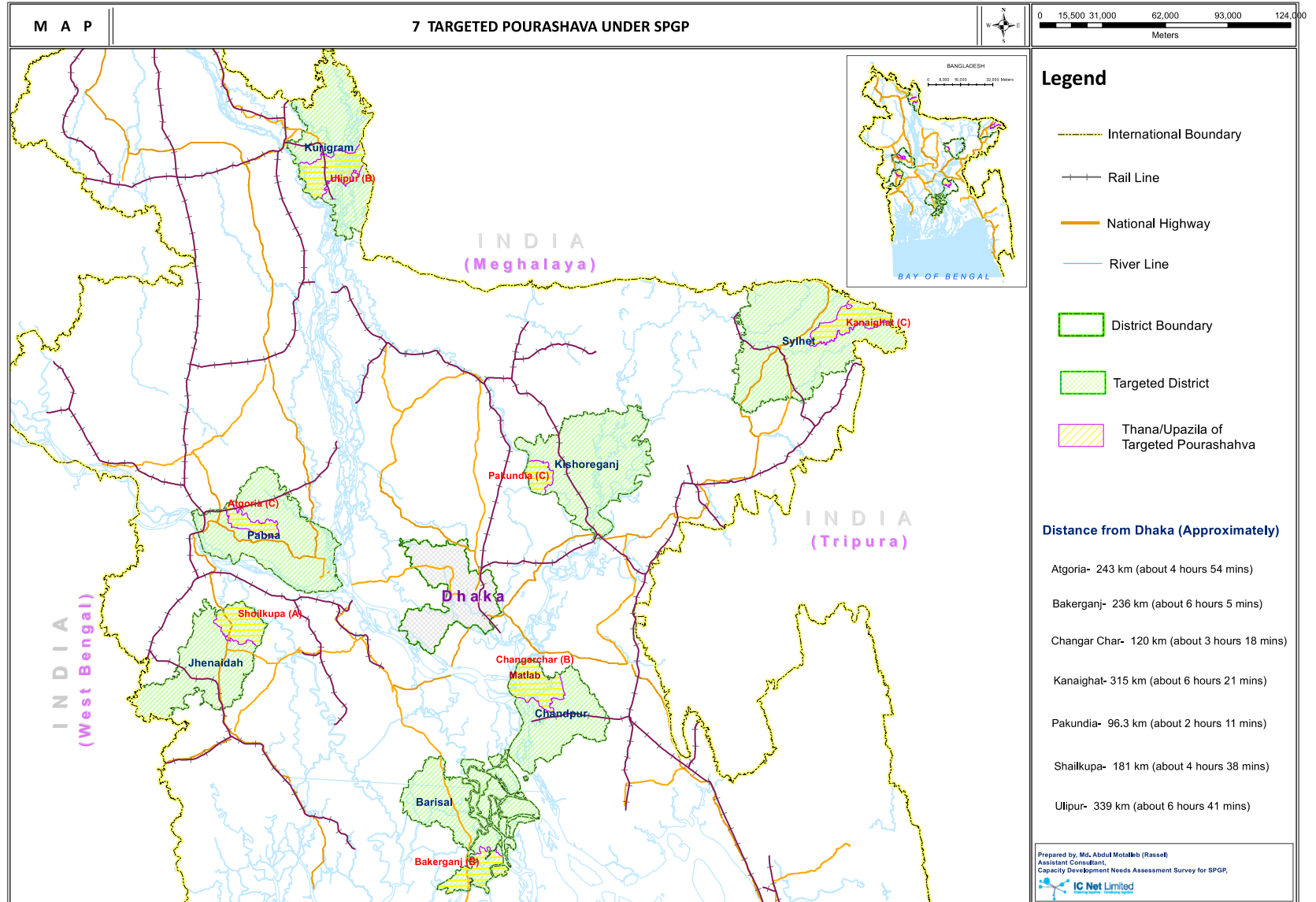
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Abbreviations

ADB	Asian Development Bank
BIM	Bangladesh Institute of Management
BUF	Bangladesh Urban Forum
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
JICA	Japan International Cooperation Agency
LGD	Local Government Division
LGED	Local Government Engineering Department
MAB	Municipal Association of Bangladesh
MLGRD&C	Ministry of Local Government Division, Rural Development and Cooperative
MOU	Memorandum of Understanding
MSP	Municipal Strengthening Project
MSU	Municipal Support Unit
NILG	National Institute of Local Government
NOBIDEP	Northern Regional Bangladesh Integrated Development Project
PDM	Project Design Matrix
R/D	Record of Discussion
SDC	Swiss Agency for Development and Cooperation
SPGP	Strengthening Paurashava Governance Project
TLCC	Town Level Coordination Committee
TOT	Training of Trainers
UGIIP	Urban Governance and Infrastructure Improvement (Sector) Project
UMSU	Urban Management Support Unit
WC	Ward Committee

MAP



1. Outline of the Operation

1.1 Background of the Project¹

Bangladesh is experiencing rapid urbanization. The annual population growth rate is 3.4% in urban areas, as compared with the national average of 1.7%². The deteriorating living environment, the haphazard construction of residential districts and traffic networks, and inadequate public service delivery have become conspicuous in many urban areas. It is reported that by 2015 the number of urban poor will have grown by one million since 2008 despite the declining poverty rate on a national level. Mindful of such a rapid urbanization, the Bangladesh government has put forward a policy of revitalizing local economies by strengthening local administration and other means in its Sixth Five-Year Plan (2011/12-2015/16) as part of its efforts to reduce poverty and achieve balanced development. In 2014, the Bangladesh government approved the National Urban Sector Policy, which is designed to strengthen urban governance as well as promote economic development with infrastructure development and urban environmental conservation, with a view to sustainable urbanization and a decentralized and participatory urban development process.

In Bangladesh, local governments in urban areas are divided into City corporations and Pourashavas (municipalities), depending on the scales of their population and tax revenue. These urban local governments have a larger scope of responsibility than their rural counterparts. With limited service delivery by the central government, they assume such important functions as city planning, local infrastructure development, and the delivery of public services essential for local communities, including water supply and solid waste management. Unlike City corporations, which govern large cities, Pourashavas, which are located nearer to rural areas, are expected to play additional roles, including promoting local industries, invigorating physical distribution in rural areas, and serving as a center for developing the local economy as a whole. Most of the Pourashavas, however, are unable to envision such roles intrinsic to local governments, because of both the lack of financial and human resources and the inadequate capacities of elected representatives and officials as well as municipal machinery. They lack the capacity to deliver public services based on a mid- to long-term strategy or development plan, and in many Pourashavas, municipal management is not efficient and service delivery is often haphazard. The situation

¹ This section was described, based on the previous JICA's preparatory researches.

² Figures are the average ones for the period between 1990 and 2012. (Source: UNICEF Bangladesh office)

is particularly serious in small Pourashavas.

The Bangladesh government has an institution for capacity building of local governments called National Institute of Local Government (NILG), whose existing training programs are limited in terms of their content and participant base as far as Pourashavas are concerned. The Asian Development Bank (ADB) and the World Bank have long been supporting the institutional capacity building of Pourashavas combined with infrastructure development. Their assistance has proved relatively successful for large and medium Pourashavas; the problem is that such assistance has not reached out to every small Pourashava. These circumstances prompted the Bangladesh government to request Japan to implement the yen-loan project called “Northern Bangladesh Integrated Development Project (NOBIDEP)”, a comprehensive development project involving building the administrative capacity of small Pourashavas and developing basic urban infrastructure, including infrastructure development in surrounding areas. This led to the signing of a yen-loan contract with JICA in March 2013. In addition, the Bangladesh government, recognizing both the importance of supporting small Pourashavas, which are at early stages of urbanization, and the hitherto unaddressed need for developing a capacity development system for such Pourashavas, asked Japan for a technical cooperation project designed to facilitate the yen-loan project and maximize its effectiveness and support capacity building for Pourashavas. This resulted in a detailed design study of June 2013, which in turn led to the signing of a Record of Discussion (R/D) on October 7, 2013.

1.1.1 Analysis of the problems with Pourashava administration

We, IC Net Limited, have identified the major problems facing Pourashavas with a view to helping them to improve their accountability and deliver quality public services. We reviewed (i) the reports of the detailed design study for this project, the preparatory survey for NOBIDEP, and other studies; and (ii) the latest local information from the people involved in the two projects in Bangladesh in which IC Net is engaged. The main problem is that it is difficult for Pourashavas to provide sufficient services to their citizens. This problem is caused by three direct causes such as i) There is not enough budget, ii) Budget may not be allocated properly within Pourashavas and iii) Administrative activities may not be fully efficiently carried out. The main problem poses an obstacle to improving the lives of local residents and building a relationship of trust between them and local governments.

The tree below summarizes the analysis of the problems mentioned above.

[Problems Analysis Tree]

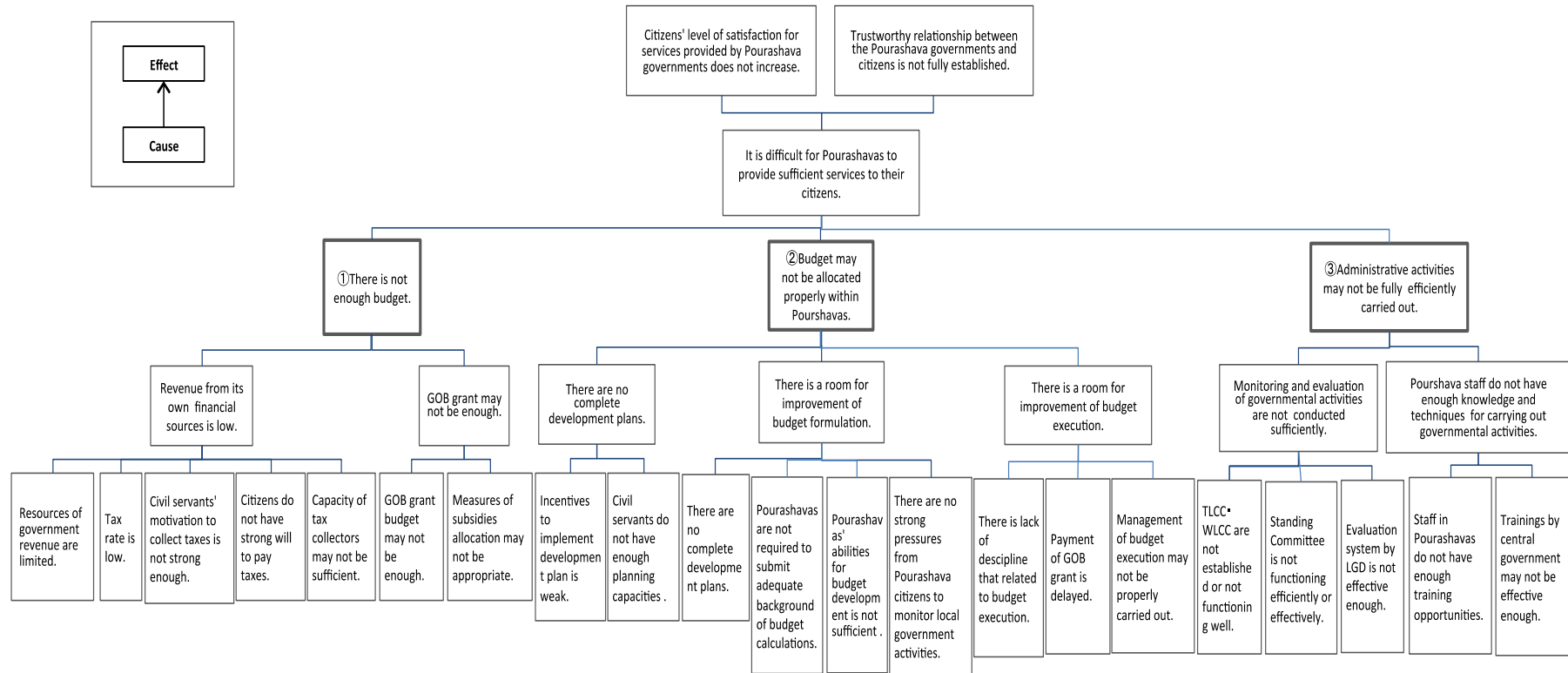


Figure 1-1: Problems Analysis Tree

1.1.2 Identifying the issues to address

Based on the analysis findings in the preceding subsection, we have identified the issues that need to be addressed to help achieve three aims: (i) that Pourashavas will be able to provide better public services; and eventually, (ii) that the living standards of local residents will improve; and (iii) that a trusting relationship will be established between Pourashavas and local residents.

There are two major objectives contributing to the above aim that Pourashavas will be able to provide better public services. They are i) improvement of Pourashavas' shortage of financial resources and ii) implementation of efficient and accountable administrative activities by Pourashava staff. Concrete issues to be tackled in order to realize the major objectives are shown in the tree below, which also describes the relationship between the identified issues and the project objectives.

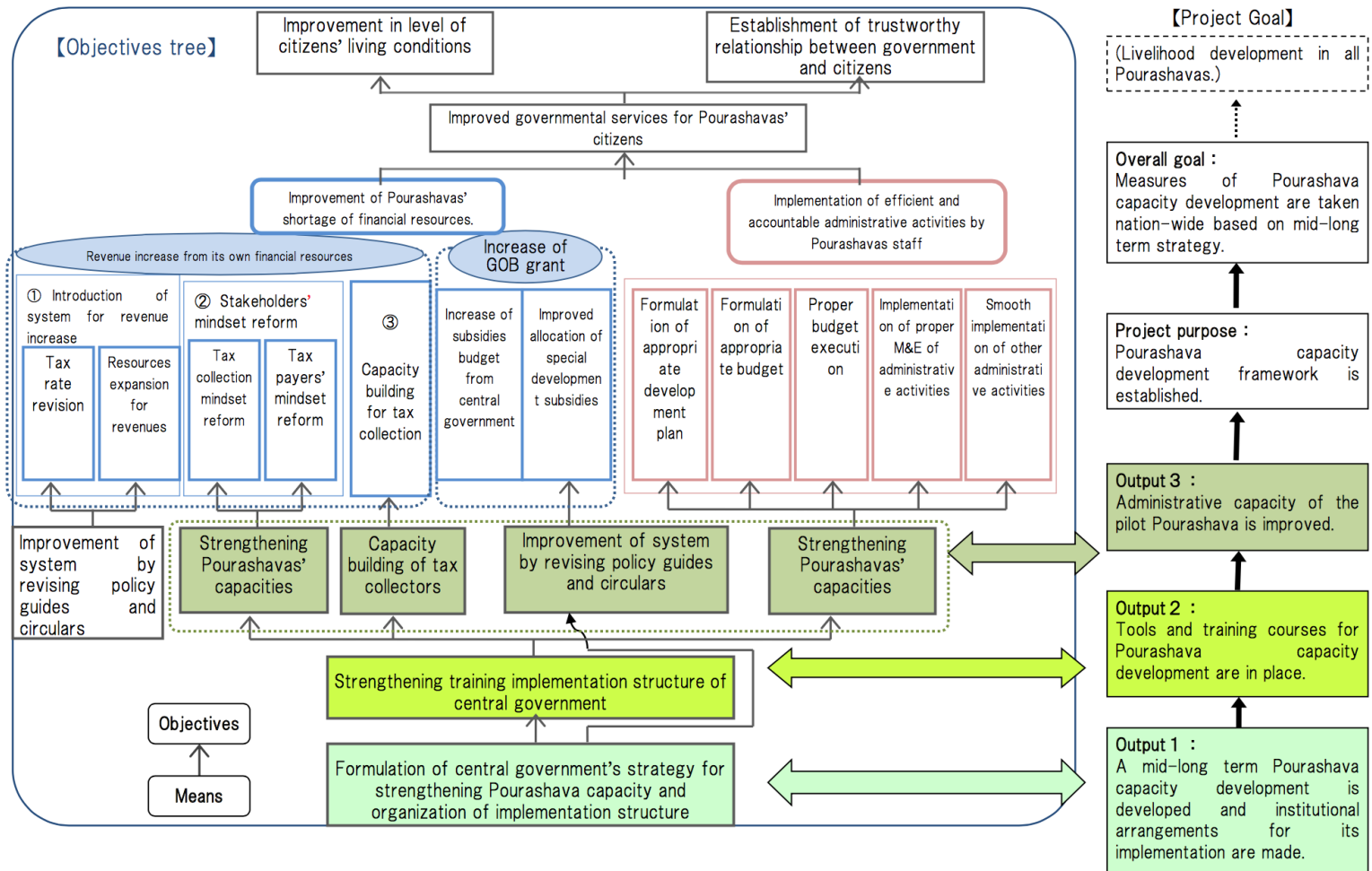


Figure 1-2: Objectives tree

1.2 Outline of the Project

(1) Objectives and expected Outputs of the project

The project period is from February 2014 to December 2017. The following are the Overall Goal, Project Purpose, and expected Outputs of the project.

1) Overall Goal

Measures of Pourashava capacity development are taken nation-wide based on mid-long term strategy.

2) Project Purpose

Pourashava capacity development framework is established.

3) Outputs

- 1) A mid-long term strategy for Pourashava capacity development is developed and institutional arrangements for its implementation are made.
- 2) Tools and training courses for Pourashava capacity development are in place.
- 3) Administrative capacity of the pilot Pourashava is improved.

In this project, **Output 1** is produced when a grand design is drawn with a view to achieving the Overall Goal.

On this basis, **Output 2** is produced when a basic framework is established for training to be provided to Pourashava administrators nationwide and when training programs and materials are developed. **Output 3** is produced, when training is provided to elected representatives and officials of the pilot Pourashavas, by utilizing the developed training programs and materials, and also technical support for their duties is provided. In this scenario, the successful production of **Output 3** means that the nationwide application of the training platform built in relation to **Output 2** proves to be feasible.

The Overall Goal is achieved when the kind of training that has thus proved to be feasible is provided in Pourashavas across the country. The ultimate goal above the Overall Goal is that the living standards of local residents will be improved in all Pourashavas across the country.

(2) Targets of the project

1) Target area

The entire Bangladesh, especially seven pilot sites that were selected from the 319³ Pourashava s nationwide after the launch of the project

2) Bangladesh organizations concerned

(i) Counterpart agency

³ As at May, 2013, the number of Pourashavas is 324 in May, 2015.

Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives

(ii) Training institutes/partner organizations

The training institutes that are suitable for improving Pourashavas' core capabilities identified in the draft mid-long term strategy for Pourashava capacity development will be selected during the first year of the project as the partner organizations.

The candidate institutions include National Institute of Local Government (NILG) and Local Government Engineering Division (LGED).

3) Beneficiaries

The direct beneficiaries are LGD, elected representatives and officials in the seven Pourashavas, and the training institutes (partner organizations).

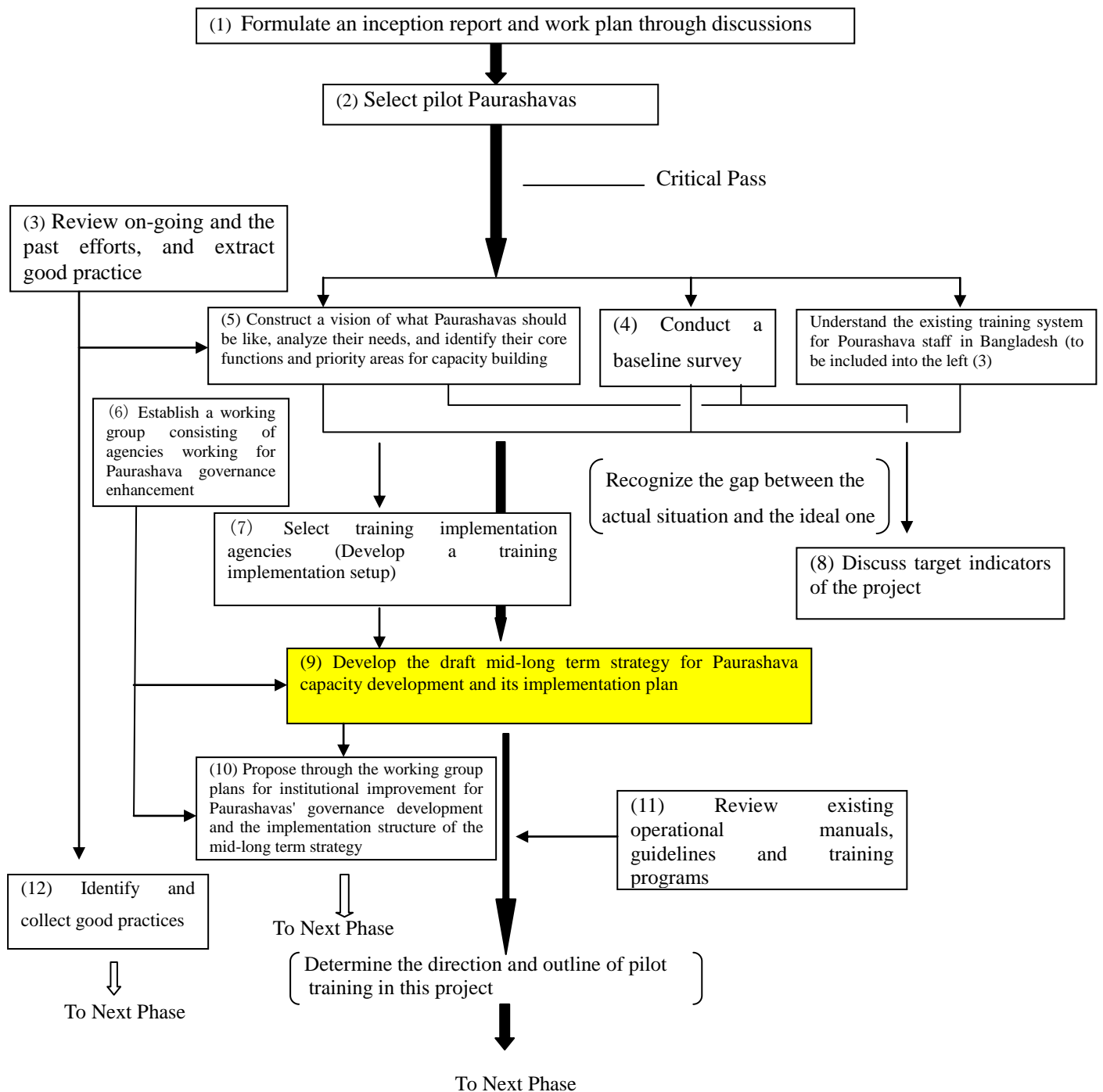
The indirect beneficiaries are elected representatives and officials in the entire Bangladesh and local residents in the seven Pourashavas.

2. The project activities

2.1 Work Flow

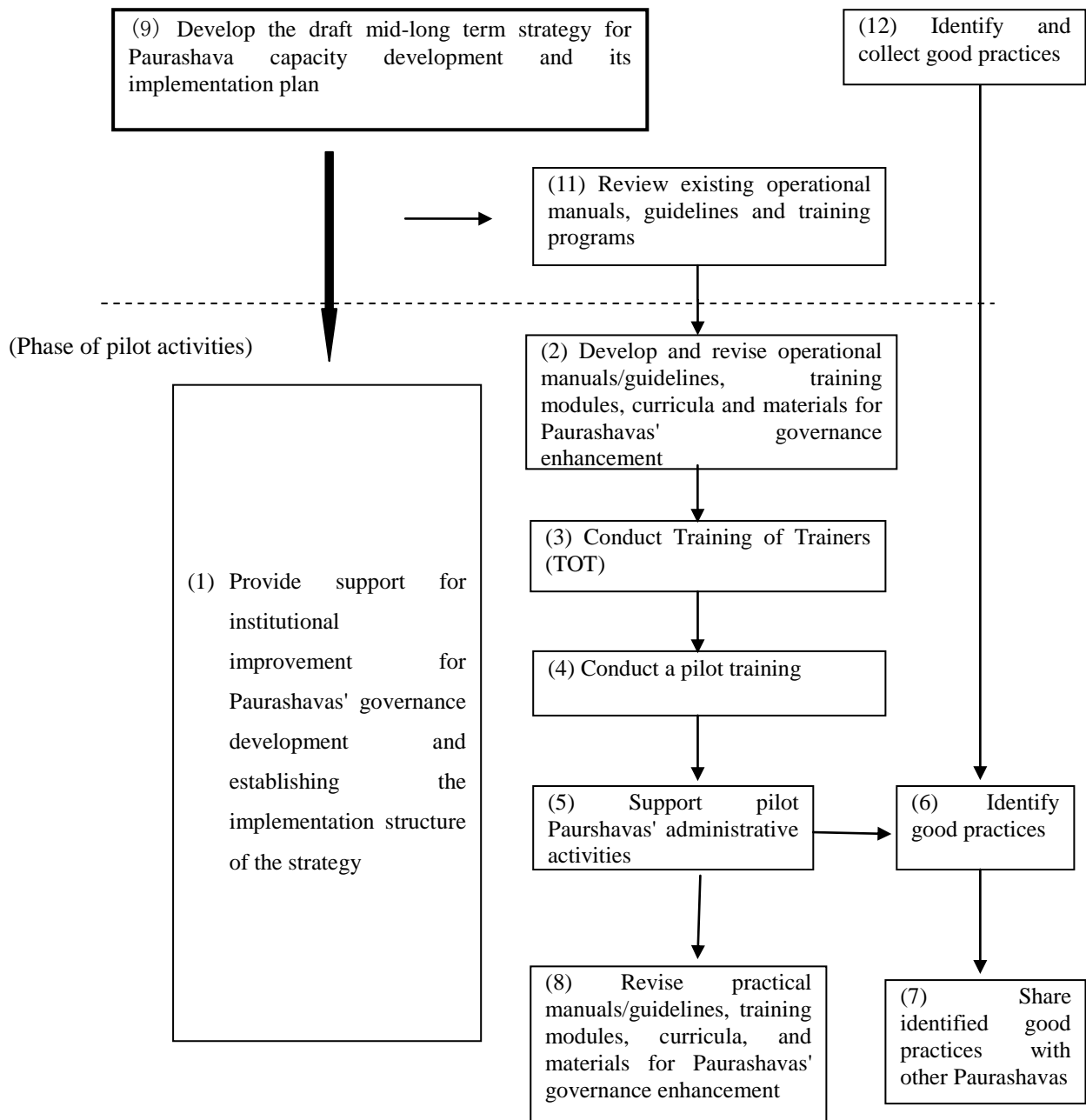
The first year of the Project consists of 2 phases such as “Phase of needs analysis and strategy formulation” and “Phase of pilot activities”. The original flow charts of these 2 phases are shown below.

【Phase of needs analysis and strategy formulation : February 2014 ~ September 2014】



【Phase of pilot activities : October 2014~June 2015】

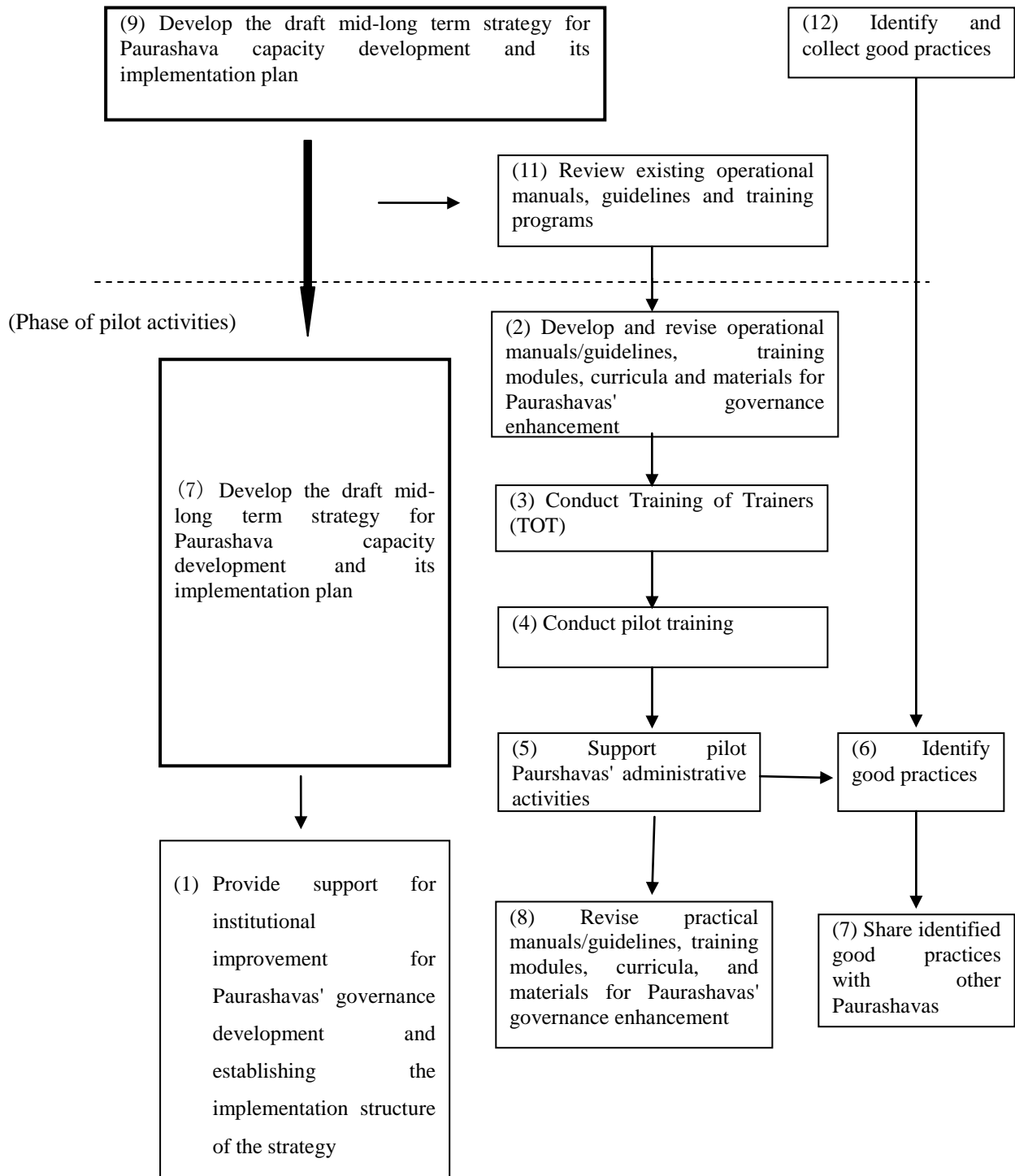
(Previous Phase)



The above charts are of originally expected flow. Because activity (7) was extended, the work flow of “Phase of pilot activities” was revised as follows.

【Phase of pilot activities : October 2014~June 2015】

(Previous Phase)



2.2 Review of progress situation

Overview of progress

Until about June 2014, activities were generally conducted smoothly. Then, given the delays in compiling the results of the two major surveys (the baseline survey and the administrative needs assessment survey), which are a prerequisite for preparing the draft *Strategy for Paurashava Administrative Capacity Development* and for conducting any pilot training activities, and based on the determination that more time should be spent on preparing the draft strategy than had been originally planned,⁷ on the basis of discussion with the responsible JICA section and other stakeholders, the activity plan was overhauled at the time of preparing the Second Work Plan (July 2014).

Out of consideration for delays in preparing the training for some subjects due to the impacts of the subsequent *Hartal* (strike action instigated by opposition forces) in November 2014, and out of concerns for the quality of the operational manuals for administration to be used in the training,⁸ after consultation with the responsible JICA section and other stakeholders, it was decided to spend more time on the preparation process for the pilot training.

Furthermore, both the formulation of the draft strategy and the preparation for the pilot training were affected by a number of factors, including delays in discussions with the implementing agency caused by a limited scope of activity as well as the postponement of travel by experts due to the ongoing *Oborodh* (barricading of roads by opposition forces) and *Hartal* being called in Bangladesh from the beginning (January 6th) of 2015⁹. Therefore, in February 2015, changes were again made to the planned activities for the pilot training. The draft strategy as of the end of June 2015 will be completed up to chapter 4, and it is expected that the pilot training will conclude with a total of six training sessions on the following subjects: “Training on Paurashava budget formulation, accounting, monitoring and reporting, Training on Paurashava tax collection and assessment, Training on financial management for elected representatives, Orientation course on the basics of Paurashava administration, Training on Citizen Participation through Ward Committee and Town Level Coordination Committee at Central Level, Training of Trainers on Citizen Participation through Ward Committee and Town Level Coordination Committee”.

⁷ According to the original TOR provided by JICA, it was planned to formulate the Strategy draft by the end of September, 2014. But it was found out that it took half a year to 1 year to complete the similar task in a successful case of strategy formulation in Bangladesh (Water and sanitation sector). Then, the project team concluded that it was better to spend more time for the strategy formulation by obtaining understanding and cooperation of many stakeholders.

⁸ There was repeated strong request from LGD to make the quality of manuals of even first edition as high as possible.

⁹ The situation had calmed by around April 2015, and the instruction issued by the JICA Bangladesh Office restricting all manner of activities was lifted on May 13, 2015.

Overview of results

Although delays were seen in some activities as mentioned above, most of the activities to be carried out in the first year were completed. Activity results and outputs have been achieved which are both of a quality that is highly satisfactory for the implementing agency.

The following are the detailed results of individual activities, presented in line with the project flow chart above.

【Phase of needs analysis and strategy formulation : February 2014~September 2014】

(1) Formulate an inception report and work plan through discussions

Original plan: This activity had the following main objectives: (a) grasp the entire picture of the project based on such resources as the report on information collection and confirmation survey on the improvement of governance in small-scale local cities, and the detailed design survey report on this project; (b) develop an inception report and a draft work plan covering such items as the basic policy and method of project implementation and the work flow plan; and (c) obtain JICA's approval on the contents of the inception report and the draft work plan. In addition, this activity aimed to explain the inception report and the draft work plan to relevant stakeholders on the Bangladeshi side, discuss the report and the plan with them, and share with them the entire picture of the project. The activity was planned to last until March 2014.

Result: The inception report and the work plan were developed as planned and shared among relevant stakeholders.

Analysis of the background on the progress level (including causes of delays and factors that hindered the achievement of the activity objective(s)): Nothing in particular

Output¹⁰: Inception Report / Work Plan (already submitted)

(2) Select pilot Paurashavas

Original plan: This activity was to select pilot Paurashavas for the upcoming activities. It was launched soon after the start of the project, and was scheduled to be completed by the end of April 2014.

Result: The expert team developed the selection criteria first, and shared them among project stakeholders on the Japanese side. Then the team discussed the criteria intensively with LGD, the implementing agency. The activity was completed in the middle of May 2014, which was nearly two weeks later than had been scheduled. Eventually, seven pilot Paurashavas in total were selected¹¹.

Analysis of the background on the progress level: As mentioned above, this activity was conducted almost as planned. One of the reasons for the delay was careful discussions with LGD in frequent meetings. However, it is fair to say that this step was inevitable to select proper pilot Paurashavas in an accurate way.

¹⁰ In this section "Output" means tangible deliverables and not that in PDM.

¹¹ The seven Paurashavas are Atgoria, Bakerganj, Changar Char, Kanaighat, Pakundia, Shailkupa, and Ulipur.

Outcome: To produce an effective Strategy for Paurashava Administrative Capacity Development, a baseline survey and an administrative needs assessment survey were carried out. In doing so, with a view to rolling out the strategy nationally, in order to ascertain the situation of the most “ordinary” Paurashavas, a total of seven ordinary Paurashavas were selected as pilot Paurashavas from all Paurashavas¹² nationwide using a statistical method based on such perspectives as population, area and degree of economic development. The selection process involved frequent discussion with LGD, and adjustments were made to avoid any duplication with projects supported by other donors. The following baseline survey and administrative needs assessment survey have been carried out on these pilot Paurashavas.

Output: Note on the Result of Pilot Paurashava Selection (2nd Progress Report, Supplementary Volume: Output 1)

(3)Review on-going and past efforts, and extract good practices

Original plan: This activity was to review undertakings for strengthening Paurashavas that were conducted by other donors and government institutions, and the results of needs surveys, through such sources as documents and interviews. It was also meant to extract good practices and approaches that can be utilized for strategy implementation. In the first year, this activity was originally scheduled to extract good practices and approaches mainly from similar projects in the past and was to be completed approximately by the end of May 2014.

Subsequently given that the need to complete the work as originally planned was not particularly high from the perspective of the critical path of the project as a whole¹³, completion time of this activity was reset to October 2014.

Result: For the reasons outlined above, the actual start of the activity was adjusted to August, and substantial work was completed in November.

Background analysis of progress: It took about an extra month because the work was being carried out more carefully at the final stage of editing the Good Practices Survey Report.

Outcome: Various reports of earlier projects by other donors in the area of local administration were reviewed, and good practices (seven case examples) in the Paurashava service sector were extracted which looked like being helpful in this project and in developing a strategy. Officials that actually participated in the projects were interviewed, and from this, lessons were drawn. The survey results are being used as background materials for developing strategy.

Output: Final report: Report on Good Practice Study under Strengthening Paurashava Governance Project (SPGP)(2nd Progress Report, Supplementary Volume : Output 2)

(4)Conduct a baseline survey

Original plan: This activity was to conduct a baseline survey in the pilot Paurashavas that were selected in

¹² 319 Paurashavas at the time of surveys

¹³ Based on the discussion with JICA’s responsible section, it was concluded that more time should be spent on preparing the draft strategy than had been originally planned. Then, planned time of completion of first draft Strategy was changed from September, 2014 to May, 2015 (“Work Plan 2nd”).

the activity (2). The activity was supposed to be completed by June 2014.

Result: The survey method was interviews with a questionnaire collecting samples at random. The survey targets were residents of the ten Paurashavas¹⁴, and the number of samples was statistically significant 700. The survey asked the residents about the level of both their satisfaction with the services provided by Paurashava and the importance of the services¹⁵. The compilation of the survey results was essentially completed by the end of August 2014.

Analysis of the background on the progress level: The selection of pilot Paurashavas, the precondition for this activity, was slightly delayed. In addition, it took more time to conduct the survey itself and compile the survey report than originally intended. The calculation on the initial work schedule may have been a bit too optimistic because the expert and the local consultants who were responsible for this activity worked hard to implement the survey and compile the survey report¹⁶.

Outcome: The questionnaire used in the survey was produced based on discussions with the implementing agency and with reference to similar questionnaires conducted for local governments in Japan.¹⁷ Furthermore, to prevent any biases in the sample, stratified sampling¹⁸ was used, taking into account the disparities between men and women as well as the distance from the Paurashava. From the survey results, detailed information was obtained in connection with the residents' satisfaction and demand for administrative services.¹⁹ The survey results made clear the needs of the residents, and will help formulate strategy in the future. The following is a summary of the baseline survey results.

Summary of baseline survey results	
1.	Key survey results
	<ul style="list-style-type: none"> • With respect to the 32 services regarded as being a legal obligation for Paurashavas to provide, on average, only about one third of residents recognise that each service is actually being implemented. • On a scale of one to four, the average level of resident satisfaction with regard to services recognised as being implemented by Paurashava is only 2.42. There is much room for improvement.²⁰ • Importance-performance analysis²¹ shows that the following ten services ought to be prioritised in the future: (i) waste management; (ii) street light; (iii) water supply (public); (iv) public toilet (construction); (v) public

¹⁴ The ten Paurashavas are the sum of the seven pilot Paurashavas and the three Paurashavas that were compared with this project to assess the project impact.

¹⁵ It is planned to conduct the same survey as endline survey at the time of project completion in order to assess the impact of the project.

¹⁶ However, in this survey, there was also a problem with the quality of the survey result, which was initially compiled by local consultants.

¹⁷ The project team collected and studied indicators in administration evaluation in the cases of Japanese local government organizations. The result will be utilized for the review of indicators in PDM and also of target setting in the Strategy to be formulated.

¹⁸ A method of sampling that involves the division of a population into smaller groups known as strata. In stratified random sampling, the strata are formed based on members' shared attributes or characteristics.

¹⁹ The survey result was compared to the result of previous similar questionnaire survey to local residents in another project (UGIIP supported by ADB) and it was confirmed that there is no much difference in the general trend.

²⁰ Evaluation criteria is 1) very dissatisfied (Score: 1); 2) dissatisfied (Score: 2); 3) satisfied (Score: 3); and 4) very satisfied (Score: 4).

²¹ This is an analysis method announced by Martilla and James in 1977 and it is widely used as the methodology to assess customer satisfaction.

toilet (maintenance); (vi) public street (construction); (vii) public street (maintenance); (viii) drainage (construction) (ix) waste removal; and (x) drainage (maintenance)

- In the questionnaire survey, as many as 70% of residents responded that “the number of taxpayers would increase if the quality of available services received was better.” This figure increases to 81% if limited to only those residents who did not pay taxes last year.
2. Recommendations
- Paurashavas should focus on improving the ten high-priority services mentioned above.
 - Improving the quality of services provided could possibly lead to an increase in the amount of taxes paid. Therefore, from now on, clear explanations of how taxes are used should be given to residents in order to increase the amount of taxes paid,²² which, in turn, would lead to the provision of better services.

Output: Summary of the Baseline Survey Report / Final Report: Baseline Survey for Strengthening Paurashava Governance Project (2nd Progress Report, Supplementary Volume : Output 3)

(5) Construct a vision of what Paurashavas should be like, analyze their needs, and identify their core functions and priority areas for capacity building

Original plan: This activity was to shape a concrete vision on what Paurashava governance should be and functions of Paurashava as a local government, and, based on the vision, analyze actual problems facing Paurashava governance. In this activity a survey is conducted in the ten Paurashavas which are the sum of seven pilot Paurashavas and three Paurashavas that are compared with this project. Furthermore, the activity is to form a concrete vision on the core functions of Paurashava, and high-priority items in administrative system improvement and capacity development of Paurashava personnel. It was originally scheduled to be completed by the end of June 2014.

Result: The main part of the activity was interviews with mayors and councilors in ten Paurashavas in a capacity needs assessment survey; the interviews were essentially completed by the end of August 2014.

Analysis of the background on the progress level: The selection of pilot Paurashavas, the precondition for the activity, was slightly delayed. It took more time to conduct the survey itself and compile the survey report than originally intended. At the beginning of the project, it was expected to take a month each to conduct the survey and compile the report. However, taking into account the actual workload for the survey and the number of people who engaged in it, it would have been necessary to secure for each task the duration of one and a half times the planned one. However, a serious negative impact on the progress of the entire project as a whole was averted because the project left some room for maneuver in the overall schedule. It is fair to say that this is also a valuable lesson learned from the project.

Outcome: Indicators for determining their capacity to provide administrative services were set, and as much information as possible was collected in relation to these indicators. In setting the indicators, Public Expenditure and Financial Accountability (PEFA)²⁴ indicators have also been used. The questionnaire in

²² Tax collection rates of three Paurashavas out of seven (researched) are less than 33%.

²⁴ Launched in 2001 as a partnership project between multiple donor agencies and international financial institutions, with an aim of realizing improvements and capacity building in individual countries by assessing each country's public expenditure,

this survey was also produced based on discussions with the implementing agency.

The summary of survey results is as follows.

1. Major survey findings	
1-1. The extent to which the Paurashavas implement important services that they are expected of: With respect to the 33 services that Paurashavas are legally obliged to provide, officials at the Paurashavas were asked to use a scale of one to four to personally assess the extent to which the services are being provided. On average, the distribution of their self-assessments is as follows ²⁹ .	
Extent of service provision	Number of relevant services
1. Hardly provided at all	5
2. Poorly provided	17
3. Provided to some extent	10
4. Adequately provided	1
Total	33
1-2. Reasons of low degree of implementation of services: With respect to the ten services regarded in the baseline survey as needing to be addressed on a priority basis, the two main reasons given for the low quality in services were “a lack of funds” and “a lack of laws, guidelines and knowledge when conducting administrative work.”	
1-3. Confirmation of the problems faced by Paurashavas: Paurashavas’ problems which were identified at the start of the project (described at 1.1.2 in this Report), were also all reconfirmed as being present. These problems are enumerated again as follows.	
<ul style="list-style-type: none"> - Low capacity to collect tax - Insufficient and inequitable allocation of grants from the Government - Absence of development plans - Ineffective formulation of annual budget - Ineffective execution of annual budget - Manpower shortage - Insufficient monitoring and evaluation of Paurashava’s work - Insufficient administrative knowledge and skills of Paurashava officials, mayors and elected representatives 	
2. Recommendations	
2-1. Extraction of 15 items identified as the prioritised functions of Paurashavas to be strengthened (“core functions”): Six items such as Formulation of Master Plan, Inspection and control of execution of land development schemes, Inspection of completed buildings, Approval of construction of new streets, Civil defense (safety) of the municipality and Approval of building plans were added to nine items extracted by baseline survey (two items related to waste managed were merged into one.)	
2-2. Approaches to tackle the problems Paurashavas face:	
<ul style="list-style-type: none"> - Three approaches are available such as support from the central government (legal system and finance); reform within the Paurashavas; and technical support for Paurashava officials. - At least one of the three approaches above could be used to tackle 15 items of Core Functions. - At least one of the three approaches above could also be used to tackle the administrative problems Paurashavas face (the eight items listed above). 	
2-3. Urgent items for capacity building: The following training courses were established for mayors and councilors: general orientation on Paurashavas; monitoring and evaluation of Paurashava business; and internal auditing. The following training courses were established for Paurashava personnel: development planning; budget development and execution; monitoring of budget execution; accounting and	

procurement and financial accountability systems.

²⁹ A very interesting result is that a correlation is found between the residents’ level of satisfaction with regard to the core services (baseline survey above) and the self-assessment by Paurashava officials on the extent of service provision. In other words, services rated low by residents were also given a low self-assessment by the administrative providers.

bookkeeping; monitoring and evaluation of Paurashava business; monitoring of Paurashava business by residents; and guidance on new detailed enforcement regulations.

In addition, the results of the administrative needs assessment survey raised “inadequate laws and guidelines” as one of the reasons that the government has been unable to satisfactorily provide the important administrative services extracted in the baseline survey. In response, to clarify actual conditions, in addition to the initial schedule, the project team also carried out a confirmation survey on existing laws and manuals related to important administrative services, as well as a follow-up survey in the pilot Paurashavas and a survey of the current situation in Paurashavas where other donors have projects. The results of these surveys revealed the reality concerning the inadequacy of laws and guidelines, and this will also be utilised in the development of future strategy formulation.

Output: Summary, Administrative Needs Assessment Survey on Paurashavas / Final report: Administrative Needs Assessment Survey on Paurashavas (2nd Progress Report, Supplementary Volume : Output 4)

(6) Establish a working group consisting of agencies working for Paurashava governance enhancement

Original plan: This activity was to establish a working group for relevant stakeholders as a platform to formulate a strategy to strengthen Paurashava governance and allow them to have ownership in the strategy. The stakeholders included Bangladeshi government organizations that were involved in strengthening Paurashava governance and development partners that had experience in the same. At first, the activity was to be completed by the end of July 2014.

Result: The selection of working group members was conducted with LGD and JICA stakeholders. As planned, the draft list of members was completed by July 2014.

The results of meetings are as follows.

Meeting	Date	Discussion results
1st	August 27, 2014	The participants in the meeting agreed on the outline and plans of the project. In addition, a few members of the working group were modified on the basis of a suggestion by LGD in the meeting ³² .
2nd	November 9	The results of the baseline survey and the administrative needs assessment survey were presented.
3rd	December 17	A concrete image of the strategy was confirmed. And the results of the good practice survey were shared.
4th	April 13, 2015	Chapter 2 of the draft strategy (Ascertaining the Problems Faced by Paurashavas) was presented and confirmed by the participants. All the 7 mayors of pilot paurashavas have been invited to WG meetings from this time.
5th	June 2, 2015	Chapters 3 and 4 of the draft strategy were presented and they were accepted by the participants in principle (Specific modification proposals made in the discussion will be discussed later.).

Analysis of the background on the progress level: The first three working group meetings were held without a problem, but the fourth meeting was delayed. This was due to delays in discussions with the

³² The updated working group members are as follows: LGD, LGED, NILG, BIM, one representative Paurashava, JICA, WB, ADB, SDC, GIZ, Project Directors of projects related to capacity building in governance, MAB, and Bangladesh Urban Forum (BUF).

implementing agency caused by the postponement of travel by experts because of the ongoing *Oborodh* and *Hartal* being called in Bangladesh from the beginning of 2015, and to the fact that more time was spent on drafting the strategy than initially expected because of the special care taken when reviewing the content of the strategy.

Outcome: By holding working group meetings on a continual basis, discussion has been held on the draft strategy, and this has contributed to improving the quality of the draft strategy. In addition, there has been a gradual increase in the level of commitment in the strategy by participants.

Output: Minutes of Meeting of Working Group Meeting (2nd Progress Report, Supplementary Volume: Output 5)

(7) Select training implementation agencies (Develop a training implementation setup)

Original plan: This activity was to select training implementing agencies for respective items on Paurashava governance capacity strengthening taking into account the items shaped by the activity (5), and establish a framework on nationwide training. This activity was to be completed by the end of September 2014.

Result: The selection of training implementing agencies began in May 2014, and comprehensive research on prospective agencies was completed by August 2014. However, the selection of the training agency for each item has started in October 2014 because the identification of core functions and urgent items for capacity building on Paurashava governance in the activity (5) was completed in March 2015.

Analysis of the background on the progress level: As stated in the Result section above, this activity was affected by the delay in the identification of concrete items for capacity building on Paurashava governance in the activity (5).

Outcome: The survey above was conducted to verify what kind of training had been implemented in Bangladesh for local government officials, particularly for Paurashava personnel. The survey was conducted using a combination of document studies, visits to training agencies and interview-based inquiries. The organizations subject to research are NILG, LGED, BI, MAB and NAPD³³. The results of this survey not only provided an understanding of previous conditions regarding the development of Paurashava human resources, but also clarified features of those organizations. The survey results finally presented a frame of reference for building a system of training to be described in the action plan contained in the Strategy for Paurashava Administrative Capacity Development, which is scheduled to be drawn up in the future. (With regard to training implementation, attention will be paid to coordinating with the support for municipal corporations provided separately by LGD and LGED.) As for the system of training, it needs to be incorporated into the draft strategy as soon as possible with discussion being carried out.

Output: Report: Study on Training Institutions for Strengthening Paurashava Governance Project (2nd Progress Report, Supplementary Volume: Output 6)

³³ The full names of organizations are National Institute of Local Government, Local Government of Engineering Division, Bangladesh Institution of Management, Municipal Association of Bangladesh, National Academy for Planning and Development.

(8) Discuss target indicators of the project

Original plan: This activity was to examine on a trial basis the necessary measures and method of measurement toward the achievement of indicators and target values. It was also meant to consider preliminarily the necessity of revising the indicators and share the progress of the consideration with JICA if necessary. The former, i.e., examining the necessary measures and method of measurement toward the achievement of indicators and target values, was to be conducted in March, 2014; the latter, i.e., considering the necessity of revising the indicators, was to be conducted in response to the activity (4) and (5).

Result: The former was conducted in March as originally scheduled, and its results were reflected in the design of baseline and administrative needs assessment surveys. Regarding the latter, the PDM was reviewed at the time of preparing the first Project Progress Report (October 2014).

Analysis of the background on the progress level: There was no delay in this activity.

Output: Revised Draft PDM (see Annex 1.)

(9) Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan

Original plan: This activity was to have discussions in the working group mentioned in the activity (6) taking into account the results of administrative needs assessment, priority issues, and the past activities on strengthening Paurashava governance, and then formulate a draft mid- to long-term strategy and roadmap to solve the priority issues for the purpose of strengthening Paurashava governance functions nationwide. Based on the draft strategy, an action plan including the plan of training was also to be formulated. In the initial schedule, the draft strategy was to be made by the end of September 2014. However, based on research on examples of strategy formulation and discussions among relevant stakeholders, the completion of the draft strategy was rescheduled to May 2015.

Result: The baseline and administrative needs assessment surveys, which would be a major input to the formulation of the strategy, were already completed, and the writing of the draft strategy has been proceeding, while utilizing the survey results. In addition, in formulating the strategy, working group meetings would be used as a tool to collect a wide range of views from stakeholders, and strengthen their ownership of the strategy. Four working group meetings have been held so far (as of the end of May), with discussions being held conducive to preparation of the draft strategy.

Background analysis of progress: As described above, plans were changed in July 2014, with the completion date for the draft being shifted to May 2015. In formulating a strategy in this project, it is important to also involve major donors as well as other Bangladeshi government institutions besides the implementing agency, and thus is based on the judgment that it is important to develop strategies gradually, not in a quick and sloppy manner, allowing ample time for consideration. In addition, as mentioned above, there were delays in discussions with the implementing agency caused by the postponement of travel by experts because of the ongoing *Oborodh* and *Hartal* being called in Bangladesh from the beginning of 2015,

and more time has been spent on drafting the strategy because of the special care taken when reviewing the content. Given that it has become difficult to complete the first draft strategy by May 2015 as stated in the revised schedule, a new target completion date of October 2015 is proposed.

Outcome: Work on drawing up the strategy has proceeded while also taking the time to engage in stage-by-stage discussion at the working group meetings which bring together important stakeholders involved in Paurashavas and in local administration. This approach draws on the successful practice³⁴ in Bangladesh for formulating strategy. Four working group meetings have been held so far. After several more meetings, the aim is to complete the first draft strategy by the end of October 2015. The strategy will reflect the essence of the results of five different surveys: the baseline survey, the administrative needs assessment survey on Paurashavas, Study on Training Institutions for Strengthening Paurashava Governance Project, the good practices survey, and the survey on Paurashava administrative services and technical manuals. The following are the contents of the strategy as currently envisaged.

Strategy: Table of Contents
1. Background
2. Current Situation and Problems of Paurashava
3. Vision for Paurashava Administration in 2025
4. Objectives to realize the Vision
5. Strategy/ Roadmap for filling the Gap between Appropriate Service Delivery and Current Situation
6. Action Plan for Implementation of Above Strategy
7. Monitoring Implementation of Strategy

Based on many case studies on strategy both in Bangladesh and abroad, this strategy is being formulated while bearing in mind three principles, namely: concise and easy to read; highly logical; and practical and highly feasible. At the end of May 2015, chapters 2, 3 and 4 of the draft strategy are almost complete.³⁵ Chapter 2 ascertains the three key issues linked to the principal problem facing Paurashavas, namely “adequate services have not been provided to local residents,” as well as eight more specific problems associated with the three key issues. Chapter 5 onwards will follow up on efforts that address these problems.

(10) Propose through the working group plans for institutional improvement for Paurashavas' governance development and the implementation structure of the mid-long term strategy

Original plan: Based on the strategy mentioned in the activity (9) into consideration, this activity was to discuss necessary draft amendments to laws and regulations for strengthening Paurashava governance and a

³⁴ It is the formulation of Sector Development Plan: FY 2011-2025, Water Supply and Sanitation Sector in Bangladesh. The project team conducted an interview to the person involved in the strategy formulation.

³⁵ Chapter 2 was discussed and confirmed in the fourth working group meeting by the implementing agency and the meeting participants. Chapters 3 and 4 were discussed in the fifth working group meeting on June 2, 2015.

draft plan of an organization to implement the strategy in such forums as the working group, and to shape a concrete plan for improvement. Initially, this activity was to be conducted in August to September 2014 after the completion of the draft strategy. However, this activity is re-scheduled to be conducted after October 2015, because the period for making the draft strategy was extended as mentioned above (in effect, this activity will be incorporated into Activity (1) of the next phase).

Result: Nothing in particular

Analysis of the background on the progress level: As mentioned above

(11) Review existing operational manuals, guidelines and training programs

Original plan: This activity was to review the manuals, guidelines, and training programs (such as modules, curriculums, and texts) that had been developed by relevant government organizations and development partners in order to strengthen the core functions that were made concrete in the activity (5). The project was originally scheduled to conduct this activity by September 2014. Because of delays in compiling the baseline survey and administrative needs assessment survey reports, completion of this activity was rescheduled at the time of preparing the Second Work Plan (July 2014) to October 2014.

Result: This activity has been conducted by experts who will be in charge of training in the future. In March 2014, the experts began research on whether parties such as development partners had existing practical manuals, guidelines, and training programs. Based on the results of the baseline survey and the administrative needs assessment survey, a specific review was conducted in particular on the subjects of future training. For the reasons stated in the background analysis of progress below, there had been slight delays in this activity, but it was completed by the end of December 2014.

Analysis of the background on the progress level: There is a little bit of delay in work depending on the activity area because of the delay in the compilation of the baseline and administrative needs assessment survey reports.

Outcome: This activity was essential for developing proper manuals and programmes. As a result of each expert having committed time endeavouring to undertake careful work, it is fair to say that this helped improve the quality of the manuals and programmes.

(12) Identify and collect good practices

Original plan: This activity was to compile and accumulate examples of good practices on the issues on core functions in the pilot Paurashavas and other Paurashavas from the baseline survey results and information from other resources. It had been planned to be done by August 2014. As stated in the background analysis of progress at Activity (3) "Review of ongoing and past undertakings, and extraction of good practices," because of the delay in implementing the good practices survey, completion of this activity was rescheduled at the time of preparing the Second Work Plan (July 2014) to October 2014.

Result: Examples of good practices worthy of accumulation could not be extracted from the results of the baseline survey and others. During this phase, good practices extracted from surveys of other donors' related projects will be accumulated as examples of good practice. (The good practices survey was

completed in November 2014.)

Analysis of the background on the progress level: The one-month delay was due to the work being carried out more carefully at the final stage of editing the Good Practices Survey Report.

(13) An other special activity: Paurashava mayors' training in Japan

Although this training had not been included in the initial basic design of the project, the Bangladeshi side requested to conduct training using a cost-sharing arrangement. Because the trainees are Paurashava mayors, it was recognized to be in accordance with the Project objective and the training was added to project activities.

A total of 40 trainees participated in the training programme, comprised of LGD officials and mayors selected from all over Bangladesh. The programme was run in Yamaguchi and Hiroshima between May 25 and June 2, 2014. The main components of the programme included various training courses and observation tours in relation to local government management in Japan, including a visit to Yamaguchi City Hall and attendance in lectures at Yamaguchi University. The programme was favourably received by the participants³⁶. The significance of this training programme lies in the fact that, by observing and experiencing the performance of a local government in Japan, mayors, were able to paint a specific vision of how each Paurashava ought to be, and were able to make use of their specific observations of individual administrative operations in improving their own day-to-day operations. (For reference, an example of a media report on the mayor training is contained in 2nd Progress Report, Supplementary Volume: Output 7.)

Furthermore, under the initial work plan, counterpart training (CP training) had been scheduled for May 2014. The necessity of conducting C/P training in the first year, however, was not strong and because mayors are also important stakeholders (beneficiaries) like C/P, C/P training was not conducted in the first year.

【Phase of pilot activities : October 2014~June 2015】

(1) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy

Original plan: Originally scheduled to commence in early 2015, as described above, because of the decision to spend more time drafting the strategy, this activity was rescheduled to be conducted after the completion of the draft strategy in June 2015.

Result (expected): Because the drafting of the strategy is expected to take until October 2015, there is a strong possibility that this activity will also be postponed until after October.

Background analysis of progress: The delay in implementing this activity is due to the reasons listed at activity (7) of the needs analysis and draft strategy formulation phase.

³⁶ Many participants commented along the lines of "I was able to fill in the gaps in my knowledge on local administration," and "I hope to incorporate the style of Japan's decentralisation into our country too."

(2) Develop and revise operational manuals/guidelines, training modules, curricula and materials for Paurashavas' governance enhancement

Original plan: Although originally scheduled to be implemented by November 2014, as a result of discussions with the responsible JICA section (November 2014), plans were revised for training to be conducted in March and April 2015. The scheduled finish of this activity was also extended until the end of February 2015.

Result: As a consequence of delays in discussions with candidate training organizations or lecturer candidate candidates due to the ongoing *Oborodh* and *Hartal* which were continually called from the beginning of 2015, and on account of the large number of Bangladeshi officials required to coordinate in order to complete the operational manuals for administration (some subjects), on the whole, activities were somewhat delayed.³⁷ Despite this, preparation of manuals and teaching materials was completed by May 2015 for subjects except for “development plan”³⁸. (Note: Preparations for “development plan” are scheduled to be completed in June.)

Background analysis of progress: As above.

Outcome: Important administrative services items, extracted as a result of the baseline survey and prioritised within the strategy, were ascertained, and operational manuals on these items were prepared. In preparing the operational manuals, existing manuals produced by other donors and in other projects were carefully and comprehensively examined, before making improvements on these manuals or preparing new manuals where necessary (in cases where there are no appropriate existing manuals). As a preparatory activity for producing manuals, Japanese experts visited multiple pilot Paurashavas as well as Paurashavas where other donors have projects, and interviewed Paurashava personnel and others to ascertain the needs for operational improvement.³⁹ Manuals and teaching materials were produced by Japanese experts in various fields through collaboration with Bangladeshi government officials and consultants and others. The developed operational manuals were used in the training for elected representatives and officials of pilot Paurashavas and will be used in day-to-day operations nationwide after the official approval of LGD. According to the questionnaire survey to trainees conducted at the time of training, the results of 4 grade evaluation concerning the easiness to understand the manuals are good as follows.

- Training on Paurashava Budget formulation, accounting, monitoring and reporting: 3.7
- Training on Paurashava Tax collection and assessment: 3.45
- Training on Financial Management for Elected Representatives: 3.45

³⁷ There was also repeated strong request from LGD to make the quality of operational manuals of even first edition as high as possible. Accordingly, it took more time than originally expected.

³⁸ Prepared manuals and materials in this phase are “Training on Paurashava budget formulation, accounting, monitoring and reporting, Training on Paurashava tax collection and assessment, Training on financial management for elected representatives, Orientation course on the basics of Paurashava administration, Training on Citizen Participation through Ward Committee and Town Level Coordination Committee at Central Level, Training of Trainers on Citizen Participation through Ward Committee and Town Level Coordination Committee, Training on Citizen Participation through Ward Committee and Town Level Coordination Committee at Paurashava Level” .

³⁹ The team also conducted kick-off meetings based on so called SFmethod and Paurashava Staff’ s satisfaction was high. SF means Solution Focus. In this method instead of analyzing problems in details the process of creating future images such as “How we want to be” and “What we want to obtain” is emphasized. Such approach also leads to the implementation of concrete activities in workshop. Recently, this method has spread in Japanese local governmental organizations as well.

- Orientation course on the basics of Paurashava administration: 3.56

(Note: Evaluation criteria is 4: Very easy, 3: Easy, 2: Difficult, 1: Very difficult)

Outputs: Operational manuals for Paurashava administration / Course Guide / Teaching materials (2nd Progress Report, Supplementary Volume: Output 8)

(3) Conduct Training of Trainers (TOT)

Original plan: Although originally scheduled to be implemented by December 2014, as a result of discussions with the responsible JICA section (November 2014), plans were revised for training to be conducted in March and April 2015. The scheduled finish of this activity was also extended until the end of February 2015.

Result: This activity was extended later than originally scheduled, and was gradually implemented between April and June 2015.

Background analysis of progress: The delay was due to circumstances described in the “Results” column of Activity (2) above.

Outcome: TOT was conducted with flexibility, considering the situation of expected lecturers in each subject. In the cases of financial subjects as the expected lecturers are fairly experienced ones, points such as clarity of lecture, user friendliness of materials and the way of communication with trainees were checked by rehearsal and there was no particular problem identified. In the case of “Orientation course on the basics of Paurashava administration”, again, as expected lecturers are very well familiar with the subjects, preparatory meeting session was held in order to confirm the lecture content and the way of facilitation (roles of each of facilitators).

Output: TOT Report (2nd Progress Report, Supplementary Volume : Output 9)

(4) Conduct pilot training

Original plan: Although originally scheduled to be implemented between December 2014 and March 2015, as a result of discussions with the responsible JICA section (November 2014), plans were revised for training to be conducted in March and April 2015.

Result: Taking into account the burden on the Paurashava personnel participating in the training, it was spread over a period between April and June. The pilot training is comprised of a total of six sessions on the subjects of “Training on Paurashava Budget formulation, accounting, monitoring and reporting”, “Training on Paurashava Tax collection and assessment”, “Training on Financial Management for Elected Representatives”, “Orientation course on the basics of Paurashava administration”, “Training on Citizen Participation through Ward Committee and Town Level Coordination Committee at Central Level”, and “Training of Trainers on Citizen Participation through Ward Committee and Town Level Coordination Committee” and those sessions of training were conducted by June. With respect to training and human resources development, in addition to satisfaction evaluation surveys conducted immediately after the training, the effectiveness of training will be monitored by regularly conducting “capacity development assessment” and “performance assessment” .

Background analysis of progress: The delay from the initial schedule is due to circumstances described in the “Results” column of Activity (2) above.

Outcome: According to the questionnaire survey conducted at the end of training, 4 grade evaluation results on the degree of trainees’ understanding and the overall degree of satisfaction are as follows and strong in general.

Subject	Understanding*1	Satisfaction*2
Training on Paurashava Budget formulation, accounting, monitoring and reporting	3.9	3.9
Training on Paurashava Tax collection and assessment	3.9	3.9
Training on Financial Management for Elected Representatives	3.3	3.5
Orientation course on the basics of Paurashava administration	3.3	3.6

Note *1. 4: “Understood well”, 3: “Understood” , 2: “Not understood” , 1: “Not understood at all”
 *2. 4: “Very good” , 3: “Good” , 2: “Bad” , 1: “Very bad”

Output: Pilot Training Report (2nd Progress Report, Supplementary Volume: Output 10)

(5) Support pilot Paurshavas' administrative activities

Original plan: Although originally scheduled to be implemented between March and June 2015, as a result of discussions with the responsible JICA section (November 2014), plans were revised for training to be conducted from April 2015.

Result: Follow-up activities will be undertaken gradually, starting with the subjects for which training has finished. This year, only follow-up activities on “budgeting” are expected to be undertaken in late June.

Background analysis of progress: Implementation of this activity was delayed due to circumstances described in the “Results” column of Activity (2) “Development and Revision of the Practical Manual and Guidelines for Paurashava Administrators and Training Modules, Curriculums and Teaching Materials” above.

(6) Identify good practices

Original plan: This activity is to compile and accumulate examples of good practice if one has been obtained as the result of operational activities or where there has been a good practice in other Paurashavas in response to some core issue. The original plan was for this to be implemented in May and June 2015.

Result: Work has been concluded on compiling the results of good practices surveys on other past projects. Good practices as the result of activities in this project have not yet been collected.

Background analysis of progress: This activity has been affected by the delays in Activities (2) through (5) above.

(7) Share identified good practices with other Paurashavas

Original plan: This activity is to take the good practices accumulated in the needs analysis and draft strategy formulation phase and in this phase, and to share them with Paurashavas nationwide. The original plan was for this to be implemented in June 2015.

Result: Although work has been concluded on compiling the results of good practices surveys on other past projects, good practices as the result of activities in this project have not yet been collected. Furthermore, given that surveys on good practices are basically a study of documents, they were effective for strategy development, but they lacked specificity when it came to using them as a reference (or guide) for operational improvement at individual Paurashavas. Consequently, at this point in time, good practices have not been shared with Paurashavas nationwide.

Background analysis of progress: As above.

Outcome: As stated above, good practices have not been shared with Paurashavas nationwide. However, with respect to the community participation method (the so-called TLCC and WC concept), which is one of the examples contained in the Good Practices Survey Report, case examples will be shared with pilot Paurashavas as part of the pilot training (subject: “Training on Citizen Participation through Ward Committee and Town Level Coordination Committee at Central Level”) by a resource person from a Paurashava, where similar practices are being performed, in June 2015.

(8) Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement

Original plan: The initial plan was to review results of training in the pilot Paurashavas and the results of support for strengthening Paurashava governance functions, and to update the operational manuals and guidelines for Paurashava administration, as well as the training modules, curriculum and teaching materials used in the training in May and June 2015.

Result: The activity has not yet been carried out.

Background analysis of progress: This activity has been affected by the delays in Activities (2) through (5) above. The manuals and teaching materials prepared this time shall be revised, when necessary, nearly three months after actually using them in the workplace.

During this phase, although it had not been part of the initial plans, as an important activity in addition to the above, work was done on compiling rules and regulations associated with Paurashava, corresponding to the request of LGD. All Paurashavas perform activities based on the Paurashava Act, but because the Paurashava Act does not necessarily prescribe the content of those activities in detail, LGD issues rules, regulations and circulars for the purpose of supporting Paurashavas in conducting their operational activities. However, because these documents have not been put together in an organised form, editing them all and binding them into a single document would be extremely useful for both LGD and the Paurashavas. Therefore, support was provided for compiling a book of these various rules and regulations.

Specifically, (1) relevant documents were collected, (2) the relevant documents were classified by type, and (3) the systematically classified relevant documents were organised in a chronological order. And the book was finally bound after obtaining confirmation from LGD regarding the content. (It is expected that the book will be distributed to Paurashavas nationwide in June, 2015.) This collection of rules and regulations will be instructive for Paurashavas nationwide in conducting their day-to-day operations, and it is expected to be very helpful in reviewing and improving rules and regulations in the future.

The passages above are the results of the review of the first-year activities. The following are other activity results that are relevant to project operation.

1. Setting up the project office

The project office should have been inside the office of the implementing agency. However, the project team worked at a hotel or the IC Net Bangladesh office soon after the project started because there was not enough space in the LGD headquarters for the project office. The team was eventually able to secure office space inside the NILG office, which is under the umbrella of LGD and one of the members of the project's working group, because of the efforts of the JICA Bangladesh Office and an expert. The installation of the project office was completed by the middle of June 2014, which became the base for the project's experts to implement the upcoming activities.

2. Implementation structure of the project

The expected three members in the project team from the Bangladeshi side are the Project Director (PD), the Project Manager (PM), and the Assistant Project Manager (APM). However, the PM has not been appointed yet⁴⁰.

Moreover, the expert who serves as project coordinator is in charge of accounting and general affairs of the project as a whole in a way that complies with the JICA rules.

⁴⁰ Currently, Deputy Secretary of LGD is PD and Senior Assistant Secretary is APM.

3. Issues, Resolutions and Lessons Learned in Managing the Project

3.1 Operational structure

3.1.1 Issues and resolutions

- The post of project manager (PM) on the Bangladeshi side remains vacant despite requests to the implementing agency. In addition, other project members from the implementing agency are extremely busy,⁴¹ and the implementing agency's involvement in the project is limited. To address this situation, the activities to be undertaken by the implementing agency were prioritised, and the agency is being asked to undertake those activities with the highest priority.
- In addition to the circumstances described above, given that the project office is not located within the implementing agency, meetings with key members from the implementing agency (particularly the Project Director (PD)) were only possible about once a week at most. Such a situation meant that communication with the implementing agency tended to be inadequate. As a measure to compensate for this lack of communication, in order to facilitate exchanges of opinion with the implementing agency (particularly with the PD), Skype conferences were held (including between Japan and Bangladesh) and sometimes visits were made to the PD's home on weekends.
- With *Oborodh* and *Hartal* being continually called by the opposition forces for the first few months of 2015, initially, Japanese experts were not even able to visit Bangladesh. And even when travel to the country became possible, the geographical scope of their activity was limited out of safety concerns by the JICA Bangladesh Office⁴², which was a strong constraint for the project activities. In response to this situation, moves were made to secure opportunities for discussion and dialogue, such as by holding frequent Skype conferences, including between Japan and Bangladesh, by getting local consultants to visit where the experts were staying, and by regularly communicating via phone and email.

3.1.2 Lessons learned

As described above, opportunities for communication with the implementing agency were limited to start with, and the deteriorating security situation further reduced those communication opportunities. In response, efforts will continue to be made to reduce those negative effects to a certain extent, by making full use of Skype conferences, phone calls (including international phone calls) and email.

⁴¹ To begin with, the core-member PD and APM were not working full-time on this project. They were responsible for a variety of day-to-day operations, and often travelled overseas for business.

⁴² For a time, they could not even commute to the project office when staying in Dhaka.

3.2 Operational methods

3.2.1 Issues and resolutions

- Working Group meetings are held for the main purpose of discussing the draft strategy. Five meetings have been held so far, and on the whole, all of them were very active sessions and the Working Group seems to be an effective forum for the discussion and agreement of strategy documents among various kinds of stakeholders⁴³. Reasons for the meetings ending successfully include maintaining a certain level of attendance, appropriateness of the quality of submitted materials, and the ingenuity used in the method of discussion. Specifically, with respect to maintaining attendance at meetings, in addition to sending out advance notification, phone calls are made to encourage and confirm attendance, and important members are personally visited ahead of the date to explain the importance of the meeting agendas. With respect to materials to be presented, once they have been produced within the team, they are also reviewed by Bangladeshi experts, and attuned as much as possible to be well acceptable by stakeholders, based on the full understanding of Bangladeshi law, system and political situation. A decision was also made to produce and distribute handouts not only in English but in Bengali as well. With respect to the method of discussion, since the meetings are attended by about 30 people, efforts were made to have exhaustive discussions by holding sub-group discussions for important agenda items by such means as ensuring opportunities for as many attendees as possible to have their say and allowing ample time.
- As part of operations for the first year, so-called operational manuals for administration and training materials were prepared for the following subjects.
 - Training on Paurashava budget formulation, accounting, monitoring and reporting
 - Training on Paurashava tax collection and assessment
 - Training on financial management for elected representatives
 - Orientation course on the basics of Paurashava administration
 - Training on Citizen Participation through Ward Committee and Town Level Coordination Committee and
 - Training on Development Plan

According to a questionnaire survey conducted at the time of the pilot training targeting mayors, councillors and personnel from pilot Paurashavas, the distributed operational manuals and guidelines were rated highly by the implementing agency and by the trainees. There seem to be the following success factors. The team carefully studied the manuals used in other projects. Well experienced local consultants were involved in the formulation process. The team well understood the local situation by visiting many Paurashavas and formulated documents in line with Bangladesh laws. With regard to the “Orientation” training, it was appreciated that manuals were formulated, based on repeated discussions with NILG.

- A questionnaire was also used to survey and evaluate the level of satisfaction in the pilot training

⁴³ Based on the results of interviews with attendees after each meeting.

mentioned above. On the whole, the training was rated highly by the trainees. Specifically, the appreciation for easily understandable lecture (financial management, tax management and budget formulation), easily understandable content of training materials (orientation) was observed. The background success factors are i) utilization of actual examples and exercises and ii) kind support to trainees by facilitators, in the case of financial management, tax management and budget formulation and iii) manuals deal with many important subjects in the case of orientation.

3.2.2 Lessons learned

- With respect to Working Group meetings, given that the attempts described above to invigorate the meetings seem to have been effective, the following endeavours will continue to be maintained in the future.
 - To make sure the attendance of certain number of attendants by continuous contact and encouragement by the project secretariat;
 - To formulate discussion and presentation materials deliberately not only in English but also in Bengali and to distribute the materials prior to the meetings;
 - To listen to more people's opinions and to deepen the discussion by conducting sub-group discussion
- With regard to operational manuals, recognizing the following points as good lessons, the team continues to produce manuals with high quality from the next phase on.
 - To carefully review the existing manuals used in other projects as preparation;
 - To utilize well experienced local consultants;
 - To make the documents fully in line with Paurashava related laws;
 - To make documents based on the good understanding of the local situation by visiting many Paurashavas
- With regard to the pilot training, the team would like to utilize the following lessons in the training to be conducted from the next phase on.
 - To present many actual examples and include exercises and to kindly support trainees by facilitators in order to make the lecture content easily understandable;
 - To deal with many subjects important for Paurashava administration in order to increase the effectiveness of the manuals for officials;
 - To elaborate the manuals and teaching materials by the joint effort of Japanese experts and Bangladeshi experts (consultants, government officials and staff members of the implementing agency).

4. Extent of the achievement of the Project Purpose

It is a bit premature to assess the achievement of the project's objectives because only one and half years have passed since the project started. Therefore, based on the project's PDM, the project team made a monitoring format that shows the confirmation periods of respective indicators more clearly than before, and performed monitoring at this point.

The monitoring of the degree of attainment of project goal and outcomes in the progress report (as of June 2015)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	The planned time of realization	Results or prospect of realization of targets Note: When the planned time of realization comes, the results are stated. When the planned time of realization does not come yet, in the case when it is too early to monitor (the planned time of realization is far ahead), the monitoring time is shown. When the expected time of realization is not far, important points for conducting activities are stated.
Overall Goal				
Measures for Pourashava capacity development are taken nation-wide based on the mid-long term strategy	a. Progress of the implementation plan	An action plan and monitoring report (ex-post project evaluation)	At the time of ex-post project evaluation	Premature to show prospect: To monitor the prospect from the beginning of the second half of the project
	b. Satisfaction level of Pourashava with capacity development support	An action plan and monitoring report (ex-post project evaluation)	At the time of ex-post project evaluation	Premature to show prospect: To monitor the prospect from the beginning of the second half of the project
Project Purpose				
Pourashava capacity development framework is established	a. A mid-long term strategy for Pourashava capacity development and its implementation plan are officially approved	A progress report and related policy documents	By June, 2016	Premature to show prospect: To start careful monitoring after October 2015 (after the time of making the draft of strategy)
	b. A budget for the implementation of the strategy and the implementation plan is estimated and a plan to secure the budget is presented	A progress report, related policy documents, and interview	By June, 2016	Premature to show prospect: To start careful monitoring after October 2015 (after the time of making the draft of strategy)
	c. A monitoring system for the implementation of the strategy and the implementation plan is	A progress report and related	By the time of project	Premature to show prospect: To start careful monitoring after October 2015 (after the time of

	installed.	policy documents	completion (December, 2017)	making the draft of strategy)
	d. Roles and responsibilities of stakeholders in implementing the strategy are defined and personnel of concerned organizations for the implementation is assigned	A strategy paper, related policy documents, and the organogram of LGD	By the time of project completion (December, 2017)	Premature to show prospect: To start careful monitoring after October 2015 (after the time of making the draft of strategy)
	e. A plan to share good practices of pilot Pourashavas with other Pourashavas is presented.	A progress report and related documents	May 2015 (By the time of making the draft of strategy)	Result: It is not completed, as the draft strategy will be completed in October, 2015. Important point: Including the left stated plan concretely into the Strategy
Outputs				
1. A mid-long term strategy for Pourashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its implementation plan are finalized with the consent of stakeholders	A progress report	May 2015 (By the time of making the draft of strategy)	Result: It is taking more time than planned. It is expected to complete the outputs in October, 2015. Important point: To proceed with the strategy formulation in line with the WG Meeting schedule.
	1-b. Rules and regulations required for strategy implementation are drafted	A progress report	By the time of project completion (December, 2017)	Important point: To start careful monitoring after October 2015 (after the time of making the draft of strategy)
	1-c. Roles and responsibilities of stakeholders in capacity development of Pourashavas are defined and agreed among them.		The draft of strategy and minutes of working group meeting	The first stage (concerning the training conducted during this technical cooperation): by September 2014
The second stage (at the end of this technical cooperation): by December 2017				Important point: To discuss the training organizational set-up for the period after the project in the strategy formulation work. To try to complete by October, 2015.
2. Tools and training courses for Pourashava capacity	2-a. Manuals and guidelines required to perform core functions are developed	A progress report	The training subjects in the	Result: The task was almost completed by May, 2015. (Note: materials for “Development plan” will

development are in place			first stage: by November 2014	be completed in June.)
			The training subjects in the second stage (revision of outputs): by May 2015	Result: It is not conducted yet, as the implementation of training was delayed. It is planned to conduct review and revise the materials when necessary, 3 months after the training.
			The subjects to be introduced in and after the second year: Preparing materials by the training time and modify them after the training	Important point: To proceed with necessary activities steadily
	2-b. User satisfaction level with developed manuals and guidelines in pilot Pourashavas	The result of satisfaction survey of participants	By the time of completion of total three pilot trainings and follow up survey	Result: Trainees' satisfaction was confirmed concerning training subjects in the 1st year. According to the questionnaire survey to trainees conducted at the time of training, the results of 4 grade evaluation concerning the easiness to understand the manuals are as follows and the evaluation is high in general. "Training on Paurashava Budget formulation, accounting, monitoring and reporting":3.7,"Training on Paurashava Tax collection and assessment": 3.45, "Training on Financial Management for Elected Representatives": 3.45, "Orientation course on the basics of Paurashava administration": 3.56. (Note: Evaluation criteria is 4: Very easy, 3: Easy, 2: Difficult, 1: Very difficult)
	2-c. Training courses to enhance Pourashavas capacity to perform core functions are developed.	A progress report	The training subjects in the first stage: by November 2014	Result: The task was almost completed by May, 2015. (Note: materials for "Development plan" will be completed in June.)
			The training	Result: It is not conducted yet, as the implementation

			subjects in the second stage (revision of outputs): by May 2015	of training was delayed. It is planned to conduct review and revise the materials when necessary, 3 months after the training.												
			The subjects to be introduced in and after the second year: Preparing materials by the training time and modify them after the training	Important point: To proceed with necessary activities steadily												
	2-d. Results of training evaluation by trainees of pilot Pourashavas	The report of post project evaluation	By the time of three pilot trainings in total and follow up survey	<p>Result: The result of evaluation on the training conducted in 1st year is summarized as follows. According to the questionnaire survey conducted at the end of training, 4 grade evaluation results on the degree of trainees' understanding and the overall degree of satisfaction are as follows and strong in general.</p> <table border="1"> <thead> <tr> <th>Subject</th> <th>Understanding*1</th> <th>Satisfaction*2</th> </tr> </thead> <tbody> <tr> <td>Training on Paurashava Budget formulation, accounting, monitoring and reporting</td> <td>3.9</td> <td>3.9</td> </tr> <tr> <td>Training on Paurashava Tax collection and assessment</td> <td>3.9</td> <td>3.9</td> </tr> <tr> <td>Training on Financial Management for Elected</td> <td>3.3</td> <td>3.5</td> </tr> </tbody> </table>	Subject	Understanding*1	Satisfaction*2	Training on Paurashava Budget formulation, accounting, monitoring and reporting	3.9	3.9	Training on Paurashava Tax collection and assessment	3.9	3.9	Training on Financial Management for Elected	3.3	3.5
Subject	Understanding*1	Satisfaction*2														
Training on Paurashava Budget formulation, accounting, monitoring and reporting	3.9	3.9														
Training on Paurashava Tax collection and assessment	3.9	3.9														
Training on Financial Management for Elected	3.3	3.5														

				<table border="1"> <tr> <td>Representatives</td> <td></td> <td></td> </tr> <tr> <td>Orientation course on the basics of Paurashava administration</td> <td>3.3</td> <td>3.6</td> </tr> </table> <p>Note *1. 4: "Understood well", 3: "Understood" , 2: "Not understood" , 1: "Not understood at all" *2. 4: "Very good" , 3: "Good" , 2: "Bad" ,1: "Very bad"</p>	Representatives			Orientation course on the basics of Paurashava administration	3.3	3.6
Representatives										
Orientation course on the basics of Paurashava administration	3.3	3.6								
3. Administrative capacity of the pilot Pourashavas is improved	3-a. Citizens' satisfaction level with Pourashava services	The result of monitoring on the pilot Paurashavas (the results of baseline survey and impact survey)	At the time of baseline survey and impact surveys	Important point: Baseline survey was conducted in June 2014. The change of satisfaction level by comparing this result and the result of impact survey will be analyzed.						
	3-b. Coverage of major services of Pourashavas (both quantitative and qualitative information) and Pourashava staff's improvement of capacity	The result of monitoring on the pilot Paurashavas (the results of administrative needs assessment survey and impact survey)	At the time of administrative needs assessment survey and impact surveys	Important point: Administrative needs assessment survey was conducted in June 2014. The change of service coverage level by comparing this result and the result of impact survey will be analyzed.						
	3-c. Income of Pourashavas from its own income sources and/or tax collection rate	The result of monitoring on the pilot Paurashavas	The results of interview conducted on annual base	Important point: To conduct interview research on the situation from the next year on.						
Activities										
1-1. Analyze prescribed and actual roles/responsibilities of Pourashavas, an institutional/policy environment surrounding Pourashavas and challenges facing them.			June 2014 (the original plan*1), August 2014 (the revised schedule*2)	Result: Completed at the time of September 2014						

1-2. Identify core functions of Pourashavas and priority capacity development needs.	June 2014 (the original plan*1), August 2014 (the revised schedule*2)	Result: The compilation of the survey result was done at the time of September 2014, and the development needs were identified.
1-3. Develop a training implementation setup in consultation with stakeholders.	September 2014	Result: It is not completed. The long term strategy implementation organizational set-up is under consideration at mom. It will be stated in the Strategy draft which will be completed in October, 2015.
1-4 Review the past and ongoing efforts to develop Pourashavas' capacity in performing core functions identified through Activity 1-2.	May 2014 (the original plan*1), October 2014 (the revised schedule*2)	Result: Research on the good practices was completed in November, 2014.
1-5 Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Pourashava capacity development.	July 2014	Result: Established as planned by July, 2015.
1-6 Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Pourashavas (Activities 3-3 to 3-5).	September 2014 (the original plan*1), May 2015 (the revised schedule*2)	Result: Not completed. The task has proceeded in line with the revised schedule but it is taking time because of the delay of holding WG meetings and also very careful strategy formulation. The draft will be completed in October, 2015.
1-7 Prepare an implementation plan of the mid-long term strategy.	September 2014 (the original plan*1), May 2015 (the revised schedule*2)	Result: Not completed. Action plan will be included in the strategy.
1-8 Analyze an institutional/policy environment for Pourashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Pourashavas	The analysis of situation on the system and policy: September 2014 (the original plan*1), May 2014 (the revised schedule*2)	Result: It was conducted as a preparatory activity for strategy formulation. The research results are reflected in the Chapter 2 of the strategy.

	Necessary support	Important point: It will be conducted in line with the formulation of the strategy.
1-9 Provide necessary support to carry out activities based on the implementation plan.	September 2014 (the original plan*1), June 2014 (the revised schedule*2)	Important point: It will be conducted after the formulation of draft strategy.
2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Pourashavas.	September 2014 (the original plan*1), October 2014 (the revised schedule*2)	Result: It was completed as a part of preparatory activity for the training.
2-2 Develop/revise manuals and guidelines required to perform core functions.	November 2014 (The first edition)	Result: It was delayed but completed by May, 2015. Materials are for the 1st year training subjects. (Materials concerning subjects of future training will be developed from now on.)
2-3 Develop/revise training modules using the manuals and the guidelines developed in Activity 2-1.	November 2014 (The first edition)	Result: All the training subjects have to be decided to formulate the modules. Therefore, this task will be completed in the last year.
2-4 Develop/revise training curriculum and materials.	November 2014 (The first edition)	Result: Training curriculum and materials of the 1st year training subjects were completed by May, 2015. (Training curriculum and materials concerning subjects of future training will be developed from now on.)
2-5 Identify the providers of the training courses developed/revised through Activities 2-2 & 2-3 and conduct TOT.	November and December 2014	Result: Activities of the 1st year training subjects will be completed by June, 2015. (Activities concerning subjects of future training subjects will be conducted from now on.)
2-6 Monitor capacity development support activities in pilot Pourashavas (Activity 3-3 & 3-4) and revise training modules/curriculum/materials based on monitoring results.	May and June 2014	Result: Because of the delay of training implementation, activities related to the 1st year training will be implemented in and after July 2015.
3-1 Select pilot Pourashavas for capacity development support.	April 2014	Result: Conducted in May 2014
3-2 Conduct a baseline survey on citizens' satisfaction level with Pourashava services and Pourashava	June 2014 (the	Result: Completed in September 2014, including the

service coverage.	original plan*1), August 2014 (the revised schedule*2)	compilation of the report
3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4.	December 2014 to March 2015	Result: The training of the following subjects will be completed by June, 2015: “Training on Paurashava Budget formulation, accounting, monitoring and reporting”, “Training on Paurashava Tax collection and assessment”, “Training on Financial Management for Elected Representatives”, “Orientation course on the basics of Paurashava administration”, “Training on Citizen Participation through Ward Committee and Town Level Coordination Committee at Central Level” and “Training of Trainers on Citizen Participation through Ward Committee and Town Level Coordination Committee”
3-4 Provide support for pilot Pourashavas to carry out administrative activities with regard to core functions.	March 2015 to June 2015	Result: Follow-up activities stated on the left will be implemented after the completion of the training in April-June, 2015.
3-5 Analyze the results of pilot activities and experience of other Pourashavas, and identify good practices that can be useful for other Pourashavas.	Conducted continually from June 2015	Result: Good practice survey was conducted as the item 1-4 above. Extraction of good practices from the project will be continued.
3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Pourashavas in Bangladesh	<ul style="list-style-type: none"> • To be utilized for the development and revision of materials (May and June 2015) • Information sharing between the pilot Paurashavas and the 	Result: <ul style="list-style-type: none"> • The result of good practice survey was reflected in the training subject of “Citizen participation” in 1st year. • Not conducted as at the end of June, 2015. (Because good practices from the project were not extracted yet.) • The result of good practice survey was reflected in Strategy formulation (in the 1st year).

	<p>other neighboring Paurashavas in the pilot activity (After April 2015, as appropriate)</p> <ul style="list-style-type: none"> • To be reflected into the Strategy (June 2016) 	
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Note:

* 1 It is the implementation plan of project and inception report

* 2 It is the revised plan (2nd work plan).

In view of “2. Details of Activities” and the degree to which the project goals and outcomes above have been achieved, the following summarises by Outputs in PDM the recommendations for improvement for the next year and beyond.

Output 1. A mid-long term strategy for Pourashava capacity development is developed and institutional arrangements for its implementation are made.

The following three indicators have been established for this Output.

1-a. A draft mid-long term strategy and its implementation plan are finalized with the consent of stakeholders.

As described earlier in this Report, considerably more time than initially planned has been spent on carrying out work carefully in order to produce a high-quality draft strategy and action plan. So far, the draft strategy (the completed portions) and the working group meetings, which are part of the process of developing the strategy, have been rated highly by the people involved. However, since the draft strategy ought to be finalised during the next year, we will advance work without delay, while being mindful of the completion date.

1-b. Rules and regulations required for strategy implementation are drafted.

In parallel with the strategy development work, existing issues related to the legal structure are being clarified. During the next year, we will draft any necessary revisions to the detailed enforcement regulations.

1-c. Roles and responsibilities of stakeholders in capacity development of Pourashavas are defined and agreed among them.

Although a system for implementing training during the term of the project is being established, a system for implementing medium- and long-term strategies following completion of the project is scheduled to be incorporated into the draft strategy. While continuing to effectively utilise the working group meetings, we will need to put a concrete measure together without delay.

Output 2. Tools and training courses for Pourashava capacity development are in place.

The following three indicators have been established for this Output.

2-a. Manuals and guidelines required to perform core functions are developed.

During the first year, steady progress was made in preparing manuals and guidelines. We will continue to work in a similar fashion during the next year.

2-b. User satisfaction level with developed manuals and guidelines in pilot Pourashavas

During the first year of training, it was confirmed that trainees are highly satisfied with the manuals and guidelines. Taking into account the reasons for success during the first year, next year, we will strive to continue to produce highly satisfactory manuals and guidelines. Furthermore, since we were unable to go as far as completing a review of the manuals, guidelines and teaching materials during the first year, we will also review them and revise them, when necessary, during the second year.

2-c. Training courses to enhance Pourashavas capacity to perform core functions are developed.

Training programmes will be developed by the final year of the project. Our ultimate aim will again be to achieve a proper training programme by selecting training courses of high importance next year.

2-d. Results of training evaluation by trainees of pilot Pourashavas

During the first year of training, it was confirmed that trainees were highly satisfied. Taking into account the reasons for success during the first year, next year, we will strive to continue to implement highly satisfactory training.

Output 3. Administrative capacity of the pilot Pourashavas is improved.

The following three indicators have been established for this Output.

3-a. Citizens' satisfaction level with Pourashava services

3-b. Coverage of major services of Pourashavas

3-c. Income of Pourashavas from its own income sources

The training was only recently conducted in April to June 2015. Thus, at this point in time, improvement in administrative capacity has not been confirmed. According to the PDM, many of the indicators above are to be confirmed through an impact study at the end of the project. However, because that would be somewhat late, we will use follow-up activities and regular monitoring during the term of the project to confirm whether administrative capacity can be ascertained, especially in the subjects in which training has been conducted, and we will take any necessary measures.

5. The suggestion for the achievement of overall goal

Since it is premature to mention here, this part is omitted.

Annex

1. PDM (Revised draft)

Project Design Matrix (PDM)

Project Title: Strengthening Pourashava Governance Project (SPGP) Duration: November 2013 to October 2017 (4 years)

Implementing Agency: Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives Target Group: LGD, training providers for Pourashavas (NILG, LGED, etc.), Pioto Pourashavas

Ver.2 October 2014

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Pourashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the implementation plan	Implementation Plan monitoring Report	
	Satisfaction level of Pourashava with capacity development support	Implementation Plan monitoring results	
Project Purpose			
Pourashava capacity development framework is established	a. A mid-long term strategy for Pourashava capacity development and its implementation plan are officially approved b. A budget for the implementation of the strategy and the implementation plan is estimated and a plan to secure the budget is presented c. A monitoring system for the implementation of the strategy and the implementation plan is installed. d. Roles and responsibilities of stakeholders in implementing the strategy are defined and personnel of concerned organizations for the implementation is assigned e. A plan to share good practices of pilot Pourashavas with other Pourashavas is presented.	Project progress report Project progress report, relevant policy documents Project progress report, relevant policy documents Strategy and relevant policy documents Project progress report, Strategy	- A budget for the implementation of the strategy and the implementation plan is secured - Personnel of concerned organizations to implement the strategy and the implementation plan continues to be assigned
Outputs			
1 A mid-long term strategy for Pourashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its implementation plan are finalized with the consent of stakeholders	Project progress report	- GOB's policy regarding capacity development of LGIs including Pourashavas is maintained.
	1-b. Rules and regulations required for strategy implementation are drafted	Project progress report	
	1-c. Roles and responsibilities of stakeholders in capacity development of Pourashavas are defined and agreed among them.	Draft strategy and minutes of WG meetings	
2 Tools and training courses for Pourashava capacity development are in place	2-a. Manuals and guidelines required to perform core functions are developed	Project progress report	
	2-b. User satisfaction level with developed manuals and guidelines in pilot Pourashavas	Results of user survey	
	2-c. Training courses to enhance Pourashavas capacity to perform core functions are developed.	Project progress report	
	2-d. Results of training evaluation by trainees of pilot Pourashavas	Training evaluation reports	
3 Administrative capacity of the pilot Pourashavas is improved	3-a. Citizens' satisfaction level with Pourashava services	Impact survey (Endline survey)	
	3-b. Coverage of major services of Pourashavas (both quantitative and qualitative information) and Pourashava staff's improvement of capacity	Endline survey, Pre/Post test of pilot training	
	3-c. Income of Pourashavas from its own income sources and/or tax collection rate	Monitoring results of pilot Pourashavas	

Narrative Summary	Inputs	Important Assumptions
Activities	Bangladesh	
<p>1-1 Analyze prescribed and actual roles/responsibilities of Pourashavas, an institutional/policy environment surrounding Pourashavas and challenges facing them.</p> <p>1-2 Identify core functions of Pourashavas and priority capacity development needs.</p> <p>1-3 Develop a training implementation setup in consultation with stakeholders.</p> <p>1-4 Review the past and ongoing efforts to develop Pourashavas' capacity in performing core functions identified through Activity 1-2.</p> <p>1-5 Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Pourashava capacity development.</p> <p>1-6 Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Pourashavas (Activities 3-3 to 3-5).</p> <p>1-7 Prepare an implementation plan of the mid-long term strategy.</p> <p>1-8 Analyze an institutional/policy environment for Pourashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Pourashavas</p> <p>1-9 Provide necessary support to carry out activities based on the implementation plan.</p>	<p><u>Project personnel concerned</u> (1) Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LDG) (4) Personnel from organizations concerned (NILG, LGED, etc.)</p> <p><u>Project Operational Cost</u> Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost)</p> <p><u>Project Implementation Cost</u> (1) Travel and daily allowances for project-related personnel of GOB, etc.</p>	<p>- GOB grants for pilot Pourashavas are not reduced</p> <p>- Manpower of pilot Pourashavas is not reduced</p>
<p>2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Pourashavas.</p> <p>2-2 Develop/revise manuals and guidelines required to perform core functions.</p> <p>2-3 Develop/revise training modules using the manuals and the guidelines developed in Activity 2-1.</p> <p>2-4 Develop/revise training curriculum and materials.</p> <p>2-5 Identify the providers of the training courses developed/ revised through Activities 2-2 & 2-3 and conduct TOT.</p> <p>2-6 Monitor capacity development support activities in pilot Pourashavas (Activity 3-3 & 3-4) and revise training modules/curriculum/materials based on monitoring results.</p>	Japan	
<p>3-1 Select pilot Pourashavas for capacity development support.</p> <p>3-2 Conduct a baseline survey on citizens' satisfaction level with Pourashava services and Pourashava service coverage.</p> <p>3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4.</p> <p>3-4 Provide support for pilot Pourashavas to carry out administrative activities with regard to core functions.</p> <p>3-5 Analyze the results of pilot activities and experience of other Pourashavas, and identify good practices that can be useful for other Pourashavas.</p> <p>3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Pourashavas in Bangladesh</p>	<p><u>Experts</u> (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary)</p> <p><u>Local Consultant</u> (if necessary)</p> <p><u>Training in Japan/Third Country</u></p> <p><u>Equipment</u> <u>Project Implementation Cost</u> surveys, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.</p>	<p style="text-align: center;">Pre-conditions</p> <p>- Personnel are assigned to Urban Wing of LGD</p> <p>- Partner institutions assign appropriate personnel for Pourashava capacity development activities</p>

2. The detailed plan of activities 【Phase of needs analysis and strategy formulation】

Quarterly Activity Monitoring Sheet

7. Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan

(Continued from the 1st Phase: Phase of needs analysis and strategy formulation)

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term
Activities	Actual Plan	4	5	6			Mark*				
					4	5	6				
1 Research the strategy of similar projects and action plan (including training plan)	A P				Sasao, Sato, Fusamae	Complete					
2 Develop a rough table of strategy	A P				Sasao, Sato, Fusamae	Complete	A rough table of strategy				
3 Reflect the results of 2. to the preceding activity	A P				Sasao	Complete	n.a. (not necessary)				
4 Gather necessary information, judging by the results of 2. (in case that it is difficult to gather information in planned activities)	A P				Sasao	Complete	n.a. (not necessary)				
5 Incorporate results of preceding activity	A P				Sasao	Complete	n.a. (not necessary)				
6 Formulate the detailed table of contents of draft strategy	A P				Sasao, Sato, Fusamae, Ozaki	Complete	Draft table of contents				
7 Formulate draft Strategy (chapter by chapter)	A P				Sasao, Sato, Fusamae, Ozaki	△	△	△	Draft Strategy Chapter 2,3,4,5	The team spent more time to elaborate the draft strategy.	To continue formulating the draft strategy

Person responsible for monitoring: Sasao

Persons involved in activities

Main: Sasao, Sato, Fusamae, and Ozaki Support: Azeta

Monthly monitoring (results of interim monitoring in April and May)

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
1 Research of the strategy of similar projects and action plan (including training plan)								
2 Develop a strategy and TOC of the action plan								
3 Reflect the results of 2. to the preceding activity								
4 Necessary information gathering judging by the results of 2. (in which case that it is difficult to gather information in planned activities)								
5 Incorporate results of preceding activity								
6 Formulate the detailed table of contents of draft strategy (by October)								
7 Formulate draft Strategy (chapter by chapter)	- Discussion of Draft Chapter 2 - Formulation of Draft Chapters 3-5	Draft Chapter 2 was basically accepted in 4th WG Meeting. Draft Chapters 3-4 were almost completed.	△ (The Draft strategy was expected to be completed in May in the original plan but work is proceeding steadily.)	To submit the Draft Chapters 3-4 to PD/LGD after the improvement of the draft in the team	Draft Chapter 3-4 was completed. The project team continued the formulation of Draft Chapter 5.	Completed Draft Chapter 3-4	△ (The Draft strategy was expected to be completed in May in the original plan but work is proceeding steadily.)	To complete Draft Chapter 5

* ○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(1) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities	Actual Plan	4	5	6			Mark*					Actual outputs
							4	5	6			
1	Continue discussion at the opportunity of WG meetings	A			Sasao, Sato, Fusamae	Minutes of WG meetings	△	△	△	WG Meeting was held to 5th one. Strategy draft was discussed up to Chapter 4 (Objectives to realize the vision).	1. Political situation (continued Oborodh and Hartal) affected holding the WG meetings. 2. The team spent more time than expected in formulating the strategy draft.	To conduct WG meetings timely, based on the completion of further chapters of draft strategy

Persons involved in activities: Sasao, Sato, and Fusamae

Monthly monitoring (results of interim monitoring in April and May.)

April

May

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	4th WG Meeting was held in April inspite of the unstable political and security situation. There are considerable participnats and active discussion was held.	△ (The Draft strategy was expected to be completed in May in the original plan but work is proceeding steadily.)	To organiaze 5th WG Meeting	Prepared for the 5th WG Meeting but the we were not able to hold it in May.	△ (The Draft strategy was expected to be completed in May in the original plan but work is proceeding steadily.)	To conduct 5th WG Meeting in June	

○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(2) Develop and revise operational manuals/guidelines, training modules, curricula and materials for Paurashavas' governance enhancement

Activities	Progress of activities				Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term
	Actual Plan	4	5	6			Mark*				
						4	5	6			
1 Develop new practical manuals for administration or revise the current ones (Note: Re-scheduling was conducted and the due date of draft formulation was extended to the end of January and mid-February for finalization.)	A	█	█	█	Fusamae, Azeta, Matoba	Practical manuals for administration	△	○ (Complete)		Operational manuals for administration	The activities were largely affected by the country's political situation and delayed.
	P	█	█	█							
2 Develop new training program and materials or revise the existing ones (Note: Re-scheduling was conducted and the due date was extended to the end of February.)	A	█	█	█	Fusamae, Azeta, Matoba	Training program and materials	△	○ (Complete)		Training program and materials	The activities were largely affected by the country's political situation and delayed.
	P	█	█	█							
3 Develop questionnaires for trainees (Note: Re-scheduling was conducted and the due date was extended to the end of February.)	A	█	█	█	Fusamae, Azeta, Matoba, Nakamura	Questionnaires	△	○ (Complete)		Questionnaires (common type and subject wise ones)	The activities were largely affected by the country's political situation delayed.
	P	█	█	█							
4 Research the current situation of guidelines following the results of administrative needs survey	A	█	█	█	Sasao, Matoba	Research report	Complete in principle				
	P	█	█	█							

Persons involved in activities: Fusamae, Azeta, and Matoba

Monthly monitoring (results of interim monitoring in April and May)

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	May		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
	1 Develop new practical manuals for administration or revise the current ones	F: NILG and PD reviewed the drafts and the local consultants and JICA expert finalized most of the section of the operation training handbook. JICA experts and local consultants re-wrote three sections. A: Already complete M: Revision of draft practical manual with the local consultant.			F: Final draft of 11 sections out of 15 sections of the orientation training handbook. M: Revised draft practical manual.	△ (The activity was expected to be completed in February in the original plan but work is proceeding steadily.)		
2 Develop new training program and materials or revise the existing ones	F: Local consultants prepared teaching aid. A: Developed training program of budget formulation, accounting monitoring and reporting. M: Slight modifications to the draft training program and preparation of other materials such as training course guide and exercise sheets among others.	F: Training materials (teaching aid) for 9 sessions out of 14 sessions of the orientation training. A: Course guide, presentation slides, and exercise sheets. M: Draft training program and materials.	△ (The activity was expected to be completed in February in the original plan but work is proceeding steadily.)	F: Local consultants and JICA expert finalized the teaching aid for the remaining 5 sections. JICA expert prepares a course guide. A: Developed training program of (i) tax collection and assessment, and (ii) financial management for elected representatives. M: Finalize the training program and materials according to the adjustments made to the practical manual with inputs from the PD and others (e.g. Mr. Munakata); translate them into Bengali; and check them with local consultants and trainers.	F: Finalized the training program (course guide) and remaining materials (teaching aid) for the orientation course. A: Develop training program of (i) tax collection and assessment, and (ii) financial management for elected representatives. M: Finalized the training program and materials according to the adjustments made to the practical manual with inputs from the PD and others (e.g. Mr. Munakata); translated them into Bengali; and checked them with local consultants and trainers.	F: Finalized the training program and materials for the orientation course. A: Course guide, presentation slides, and exercise sheets for (i) tax collection and assessment, and (ii) financial management for elected representatives. M: Finalized training program and materials.	○	
3 Develop questionnaires for trainees and those specific to each subject were formulated.	Both universal version of questionnaire and those specific to each subject were formulated.	Universal version of questionnaire - specific questionnaire in the subjects of "budget formulation and accounting" and "TLC and WLCC"	△ (The activity was expected to be completed in February in the original plan but work is proceeding steadily.)	To formulate subject wise questionnaire for the remaining subjects	Subject wise questionnaires were completed.		○	
4 Research the current situation of guidelines following the results of administrative needs survey	(Extra activity) Conducting the follow-up action after the completion of the report	Review of the report was conducted in the team.	-	To further improve the report	Report was further discussed in the project team.	Revised summary table	-	

○: Progressed as planned (More than 90%) ; Slightly delayed (70-90%); Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(3) Conduct Training of Trainers (TOT)

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities	Actual Plan	4	5	6			Mark*					Actual outputs
							4	5	6			
1 Select instructors (Note: Re-scheduling was conducted and the selection period was changed to January - February.)	A	█	█	█	Fusamæ, Azeta, Matoba	Selection	△	○ (Complete)	Selection of instructors	Activities were affected by the country's political situation and delayed.		
	P											
2 Conduct TOT (Rehearsal of training) (Note: Re-scheduling was conducted and the timing of TOT was changed to February.)	A	█	█	█	Fusamæ, Azeta, Matoba	TOT Record	△	○ (Complete)	TOT Record	Activities were affected by the country's political situation and delayed.		
	P											

Persons involved in activities: Fusamæ, Azeta, and Matoba

Monthly monitoring (results of interim monitoring in April and May)

April		Progress Situation at the end of January		Mark*	Necessary Action for Next Month	May		Mark*	Necessary Action for Next Month
Activities		Activities	Outputs			Activities	Outputs		
1	Select instructors	F: Local consultants have been selected and NILG trainers have been tentatively selected. A: Already complete M: Already complete	F: A tentative list of NILG trainers	△ (The activity was expected to be completed in February in the original plan but work is proceeding steadily.)	F: NILG finalizes the selection.	F: Discussed the final selection of NILG trainers with NILG. Final selection of NILG trainers.	○		
2	Conduct TOT (Rehearsal of training)	F: Discussed with NILG resource person about preparatory session for NILG trainers A: Conducted TOT for the training of budget formulation, accounting, monitoring and reporting. M: Discussions on the content and design of the training with the lead trainer.	F: None A: TOT report M: N/A	△ (The activity was expected to be completed in February in the original plan but work is proceeding steadily.)	F: Finalize the programme of the preparatory session for NILG trainers A: Conduct TOT for the training of tax collection and assessment. M: Conduct TOT of all trainers	F: Finalized the programme of the preparatory session for NILG trainers and conducted the session. A: Conducted TOT for the training of tax collection and assessment. M: Held preparatory meetings with all the trainers. F: Preparatory session program and report A: TOT report M: Trainer's guide	○	F: TOT report M: Hold the last preparatory meeting and rehears some sections.	

○: Progressed as planned (More than 90%) ; △: Slightly delayed (70-90%); ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(4) Conduct pilot training

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term						
Activities	Actual Plan	4	5	6			Mark*					Actual outputs					
							4	5	6								
1	Conduct training mainly for orientation to representatives and also on development plan (Re-scheduled for March-April, 2014)	A	█	█	█	█	█	█	█	Fusamae	Training record	△	○ (Complete)	Pilot training report	Activities were affected by the country's political situation and delayed.		
		P	█	█	█	█	█	█	█								█
2	Conduct training mainly on finance (Re-scheduled for March-April, 2014)	A	█	█	█	█	█	█	█	Azeta	Training record	△	○ (Complete)	Pilot training report	Activities were affected by the country's political situation and delayed.		
		P	█	█	█	█	█	█	█								█
3	Conduct training on TLCC and WLCC (Re-scheduled for March-April, 2014)	A	█	█	█	█	█	█	█	Matoba	Training record	△	△	○ (To be Completed)	Pilot training report	Activities were affected by the country's political situation and delayed.	
		P	█	█	█	█	█	█	█								

Persons involved in activities: Fusamae, Azeta, and Matoba

Monthly monitoring (results of interim monitoring in April and May)

April

May

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
1	Conduct training mainly for orientation to representatives and also on development plan	F: None	F: None	△	F: Training on development plan was postponed and orientation will be conducted in May. Preparatory activities are on going.	F: Conducted orientation training for elected representatives.	F: Training implementation report	○
2	Conduct training mainly on finance	A: Completed training on budget formulation and accounting.	A: Training records	△	A: Preparation for the training on tax collection and assessment and for the financial management training (for elected representatives)	A: Completed training on (i) tax collection and assessment and (ii) financial management for elected	A: Training records	○
3	Conduct training on TLCC and WLCC	M: Preparation for the training	M: Draft practical manual, training program and other materials.	△	M: Finalize the practical manual, training program, and other materials. Conduct the TOT.	M: Finalize the practical manual, training program, and other materials. Conduct the TOT.	M: Trainer's Guide (Not the course guide)	○

* ○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(5) Support pilot Paurashavas' administrative activities

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities	Actual Plan	4	5	6			Mark*			Actual outputs		
							4	5	6			
1	Plan concrete support activities (planned for April-June)	A	████████████████████	████████████████████	Fusamae, Azeta, Matoba	Activity plan	△	△	△	not yet	Activities were affected by the country's political situation and delayed.	To accelerate the activities
	P	████████████████████	████████████████████	████████████████████								
2	Implement support activities (April-June)	A	████████████████████	████████████████████	Fusamae, Azeta, Matoba	Activity record	△	△	△	not yet	Activities were affected by the country's political situation and delayed.	To accelerate the activities
	P	████████████████████	████████████████████	████████████████████								

Persons involved in activities: Fusamae, Azeta, and Matoba

Monthly monitoring (results of interim monitoring in April and May)

April

May

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month	
	Activities	Outputs			Activities	Outputs			
1	Plan concrete support activities	F: None A: None M: Planning of TLCC/WLCC training at Paurashavas including follow-up	F: None A: None M: Training at Paurashavas and their follow-up plan (schedule)	△	F: None A: Prepare a plan M: Revise the schedule if necessary	F: None A: Prepared a plan for support activities of selected paurashavas. M: Revised the schedule and prepared materials for training at Paurashava level and get C/P's consent on the method to select the "panel" of trainers.	F: None A: Plan for support activities M: Materials for training at Paurashava level	△	F: None A: Conduct follow-up activities on budget formulation M: Conduct a training targeting candidate trainers at Paurashava level.
2	Implement support activities	F: None A: None M: None	F: None A: None M: None	△	F: None A: Prepare a plan M: None	F: None A: None M: None	F: None A: None M: None	△	F: None A: Conduct support activities through field visits (by local consultants) M: None

* ○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(6) Identify good practices

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term				
Activities	Actual	4	5	6			Mark*					Actual outputs			
	Plan						4	5	6						
1	Compile good practices from the survey to other donors	A								Complete	Compiled good practices				
		P													
2	Collect good practices from various pilot activities	A								×	×	×		Because of the delay of the implementation of the training there was no particular good practice found out in this period.	To conduct follow-up activities in each Paurashava, and identify and accumulate good practices
		P													

Persons involved in activities: Fusamae and Nakamura

Monthly monitoring (results of interim monitoring in April and May)

April

May

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
1	Compile good practices from the survey to other donors							
2	Collect good practices from various pilot activities	Nothing in particular	None	×	Nothing in particular	None	×	

* ○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(7) Share identified good practices with other Paurashavas

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities	Actual	4	5	6			Mark*					Actual outputs
	Plan						4	5	6			
1	Compile accumulated good practices into a database	A							Database	Database		
	P											
2	Share the above database information with many Paurashavas (expected for June)	A							Result of activity	Good practice of community participation (TLC and WC) was shared with the Paurashava staff in pilot paurashavas.	Originally expected information sharing with the Paurashavas in the entire country was not conducted, because the collected best practices, based on the desk survey, was not detailed and practical enough to share.	
		P						△				

Persons involved in activities: Nakamura

Monthly monitoring (results of interim monitoring in April and May)

April

May

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
1	Compile accumulated good practices into a database							
2	Share the above database information with many Paurashavas							

* ○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

Progress Report

2nd Phase: Phase of pilot activities

(8) Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities	Actual Plan	4	5	6			Mark*					Actual outputs
							4	5	6			
1 Revise the Practical manuals for administration, training program and materials (expected for May and June)	A								None	In the period up to June so called pilot training was conducted and it was decided to conduct review and necessary revision of manuals only after use of them over time.	Same as the left statement	
	P											

Persons involved in activities: Fusamae, Azeta, and Matoba

Monthly monitoring (results of interim monitoring in April and May)

April

May

Activities	Progress Situation at the end of January		Mark*	Necessary Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Action for Next Month
	Activities	Outputs			Activities	Outputs		
1 Revise the Practical manuals for administration, training program and materials					None	None	×	

* ○: Progressed as planned (More than 90%) △: Slightly delayed (70-90%) ×: Seriously delayed (Less than 70%)

3. Personnel Assignment

1. Overseas activities

Name Position	Grade	Visit	2014												2015						Dates	MM		
			2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6					
Ryujiro SASAO	2	Plan																					164	5.47
Chief Advisor		Result		12 3/15 3/26 (12)	4/20 4/21 (2)	14 5/5 5/18 (14)	18 6/19 6/30 (12)	18 7/1-2, 10-21 (14)	12 8/17 8/31 (15)	10 9/1-3, 13-26 (17)	16 10/26 10/31 (6)	16 11/1-10, 18-27 (20)	16 12/4 12/23 (10)		16 2/6 2/21 (10)		16 4/3 4/18 (10)	16 5/29 5/31 (3)	16 6/1-13, 20-25 (19)				164	5.47
Atsuo SATO	2	Plan																					86	2.87
Strengthening Paurashava Governance Strategy 1		Result						15 6/30 7/1 7/12 (1)	20 7/1 (12)	20 9/1 9/22 (0)					18	2/5 2/15 (11)	18	4/3 4/18 (16)		15			62	2.07
Ryuji KASAHARA	3	Plan																					60	2.00
Strengthening Paurashava Governance Strategy 2		Result		15 3/14 3/28 (15)	5 4/26 4/30 (5)	25 5/1 5/25 (25)	15 6/16 6/30 (15)		0														60	2.00
Rie FUSAMAE	2	Plan																					231	7.70
Development Planning		Result		15 3/15 3/29 (15)	18 4/13 4/30 (18)	18 5/1 5/18 (18)	15 6/13 6/30 (18)	18 7/1 7/12 (12)	22 8/4 8/31 (28)	18 9/1 9/6 (6)	12 10/11 10/31 (21)	18 11/1-8, 28-30 (11)	12 12/1 12/19 (19)	15 1/30 1/31 (2)	15 2/1 2/28 (28)	3/27 3/31 (5)	18 4/1 4/18 (18)	17 5/9-29 (21-29) (12)	By company expense			231	7.70	
Takao OZAKI	2	Plan																					68	2.27
Financial Management 1		Result						8	25 8/16 8/31 (16)	20 9/1 9/29 (29)								15 5/15 5/23 (9)				54	1.80	
Hirofumi AZETA	3	Plan																					195	6.50
Financial Management 2		Result		15 3/15 3/29 (15)	18 4/13 4/30 (18)	15 5/6 5/23 (18)	10 6/22 6/30 (9)	10 7/1 7/11 (11)	22 8/2 8/22 (21)	20 9/7 9/26 (20)	10 10/12 10/24 (13)	10 11/18 11/30 (13)	20 12/1 12/12 (12)	20 1/11 1/31 (21)	5 2/6 2/28 (23)	7 3/1 3/7 (7)	16 4/16 4/30 (15)	21 5/2, 8-23 (18)	21			195	6.50	
Harue SUEDA	4	Plan																					75	2.50
Community Development		Result		15 3/15 3/29 (15)	10 4/13 4/30 (10)	20 5/1 5/30 (30)			30														45	1.50
Megumi MATOBA	4	Plan																					135	4.50
Community Development		Result												10/17 10/31 (15)	30 11/1 11/30 (30)	15	1/11 1/31 (21)	30 2/1 2/21 (21)	30 4/24 4/30 (7)	15 5/1 5/31 (31)	6/1 6/10 (10)		135	4.50
Kenji MOMOTA	3	Plan																					7	0.23
Local Governance Analysis / Japan Training Planning		Result		2/19 2/26 (8)		7 5/17 5/21 (5)																	5	0.17
Kanako SAWAGUCHI	5	Plan																					0	0.00
Japan Training Planning		Result																					0	0.00
Yoshinaga NAKAMURA	6	Plan																					285	9.50
Training Planning/Sensitization/C coordinator		Result		15 2/19 2/28 (10)	15 3/5-15-31 (22)	30 4/1 4/25 (25)	10 5/19 5/31 (13)	30 6/1 6/30 (30)	20 7/1-18 (2-7) By company expense (12)	10 8/20 8/31 (12)	30 9/1 9/30 (30)	20 10/1-3, 27-31 (8)	15 11/1 11/30 (30)	20 12/1 12/12 (12)	8 1/30 1/31 (2)	30 2/1 2/28 (28)	7 3/1-7, 27-31 (12)	10 4/1 4/30 (30)	15 5/1 5/30 (30)	5/31-6/4 By company expense (0)		306	10.20	
Sub-total																	Plan	1306	43.54					
																	Result	1257	41.91					

2. Domestic activities

Ryujiro SASAO Chief Advisor	Plan	10	7	7	4	4												22	1.10
	Result		2/19, 20, 24-28 (7)	3/6-7, 10-14 (7)	4/7, 24, 25, 30 (4)	5/1, 20, 21, 30 (4)													22
Atsuo SATO Strengthening Paurashava Governance Strategy 1	Plan	5	7	7														14	0.70
	Result		2/20, 21, 24-28 (7)	3/3-6, 10, 11, 13 (7)					11/10 11/13 (4)		1/22 1/23 (2)				5/1, 7, 8, 11 (4)	6/22-26, 29 (6)		30	1.50
Ryuji KASAHARA Strengthening Paurashava Governance Strategy 2	Plan	3	8	2	10													20	1.00
	Result		2/19-21, 24-28 (8)	3/3 3/4 (2)	4/9-11, 14-18, 21-22 (10)													20	1.00
Rie FUSAMAE Development Planning	Plan	9	7	7	4	4												22	1.10
	Result		2/20, 21, 24-28 (7)	3/3-7, 10, 11 (7)	4/7 4/10 (4)	5/27 5/30 (4)												22	1.10
Takao OZAKI Financial Management 1	Plan	3	1			2												3	0.15
	Result		2/19 2/19 (1)			6/21 6/22 (2)				1/20 1/23 (4)	2/16 2/18 (2.66)			5/13 5/14 (2.66)			12.3	0.62	
Hirofumi AZETA Financial Management 2	Plan	10	6	5	18													29	1.45
	Result		2/21, 24-28 (6)	3/10, 11, 12, 14, 31 (5)	4/1-2, 4, 7, 9-11, 14-16, 18, 28, 30 (13)	5/26 5/30 (5)												29	1.45
Harue SUEDA Community Development	Plan	3	2	10	2													14	0.70
	Result		2/27 2/28 (2)	3/3-7, 10-14 (10)	4/2 4/3 (2)				8/4-8, 11-15, 18-22, 25 (16.6)									30.6	1.53
Megumi MATOBA Community Development	Plan	3																0	0.00
	Result								10/2, 3, 15, 16 (3.3)									3.3	0.17
Kenji MOMOTA Local Governance Analysis / Japan Training Planning	Plan	1	2	5	7	17	6											37	1.85
	Result		2/27 2/28 (2)	3/26 3/31 (6)	4/1-3, 7-10 (7)	5/9-12, 23-31 (13)	6/1 6/10 (10.2)											38.2	1.91
Kanako SAWAGUCHI Japan Training Planning	Plan	0			4	10	14											28	1.40
	Result				4/9, 16, 23, 30 (4)	5/9-12, 21-31 (15)	6/1 6/9 (9)											28	1.40
Yoshinaga NAKAMURA Training Planning/Sensitization/Cordinator	Plan	7																14	0.70
	Result																	0	0.00
Sub-total																Plan	203	10.15	
Sub-total																Result	235	11.78	

Legend:

Result: Overseas
 Result: Domestic
 By company expense
 Plan

Grand total	Plan	53.69
	Result	53.69

4. The record of acceptance of trainees

4.1 The list of trainees

Group no. 1

Serial number	Name of officers/Mayors
1.	Mr. Shourendra Nath Chakroborti, Joint Secretary, Local Government Division
2.	Mr. Mohammad Faruk-uz-Jaman, Senior Assistant Secretary, Local Government Division
3.	
4.	Mr. Md. Rafiqul Alam, Mayor, Chengarchar paurashava, Chandpur
5.	Mr. Md. Nasir Uddin Ahmed, Mayor, Chandpur paurashava, Chandpur
6.	Mr. Elias Hossain, Mayor, Tungipara paurashava, Gopalgong
7.	Mr. Enayet Hossain, Mayor, Kalkini paurashava, Madaripur
8.	Mr. Md. Rafiqul Islam, Mayor, Borhanuddin paurashava, Bhola
9.	Mr. Achinto Kumar Mondol, Mayor, Chalna paurashava, Khulna
10.	Mr. Haider Ali , Mayor, Naria paurashava, Shariatpur

Group no. 2

Serial number	Name of officers/Mayors
1.	Mr. Abul Bashar Md. Arshad Hossain, Joint Secretary, Local Government Division
2.	Mr. Abul Kashem, Joint Secretary, Local Government Division
3.	Mr. Md. Mominul Haque, Public Relations Officer of the Honorable Minister, Ministry of Local Government, Rural Development & Cooperatives
4.	Mr. Abdul Haque Bhuiya, Mayor, Kendua paurashava, Nertokona
5.	Mr. Mizanur Rahman, Mayor, Chowddagram paurashava, Comilla
6.	Mr. Md. Habibur Rahman, Mayor, Araihasar paurashava, Narayanganj
7.	Mr. Jafar Ullah Titu, Mayor, Shandwip paurashava, Chittagong
8.	Mr. Ansar Ali, Mayor, Kalihati paurashava, Tangail
9.	Mr. A G M Badsha, Mayor, Dhunat paurashava, Bogra
10.	Mr. Md. Alfaz Uddin, Mayor, Monohordi paurashava, Narshingdi

Group no. 3

Serial number	Name of officers/Mayors
1.	Mr. Shams Uddin Ahammed, Joint Secretary, Local Government Division
2.	Mr. Md. Jahid Hossain, Senior Assistant Secretary, Local Government Division
3.	Mr. Ataur Rahman Sharker, Mayor, Gobindoganj paurashava, Gaibandha
4.	Mr. Abdus Shobur Master, Mayor, Setabganj paurashava, Dinajpur
5.	Mr. S M A Moyen, Mayor, Thakurgaon paurashava, Thakurgaon
6.	Mr. Shahinur Rahman Rintu, Mayor, Horinakundu paurashava, Jhinaidaha
7.	Mr. Samshuzzaman Arun, Mayor, Kumarkhali paurashava, Kustia
8.	Mr. Julfikar Ali, Mayor, Monglaport paurashava, Bagerhat
9.	Mr. Md. Habibur Rahman, Mayor, Iswarganj paurashava, Mymensingh
10.	Mr. Md. Tofajjol Hossain, Mayor, Durgapur paurashava, Rajshahi

Group no. 4

Serial number	Name of officers/Mayors
1.	Kazi Asaduzzaman , Deputy Secretary, Local Government Division
2.	Mr. A.K.M Anisuzzaman, Assistant Secretary, Local Government Division
3.	Mr. Md. Afzal Hossain, Mayor, Jhalokathi paurashava, Jhalokathi
4.	Mr. Md. Shahadad Hossain Babul, Mayor, Barguna paurashava, Barguna
5.	Haji Abdul Wahab Khalifa, Mayor, Golachipa paurashava, Potuakhali
6.	Mr. Abdul Salam Hawlader, Mayor, Charfashon paurashava, Bhola
7.	
8.	Sheikh Fkkruddin Chowdhury, Mayor, Banshkhali paurashava, Chittagong
9.	Mr. Ikramul Haque Titu, Mayor, Mymensingh paurashava
10.	Mr. Shafiqul Islam, Mayor, Tarabo paurashava, Narayanganj

4.2 The training program

Date	Place	Time	Program details	Venue	Action to be taken by participants
25-May	Narita	17:30	1. Arrival at Narita Intl airport. Welcomed by ICNET and JICA coordinators		
		19:00	2. Money exchange, food purchase for dinner, cell phone distribution and guidance for group leader. Move to hotel and check in Team leader will finish payment for all members		
26-May	Yamaguchi	04:00	Hotel check out. Move to Haneda airport		
		7:00-9:00	Flight to Ube-Yamaguchi airport (ANA)		
		09:00	Arrival at Ube-Yamaguchi airport→Move to Yamaguchi University		
		11:00-12:30	Opening ceremony, followed by welcome lunch with Vice president	Yamaguchi Univ	Speech by team leader
		12:30-13:30	Program orientation by JICA coordinator	Yamaguchi Univ	Free Q&A session
		13:30-15:00	Lecture on local administration in Japan / presented by Prof. Tomimoto	Yamaguchi Univ	Free Q&A session
27-May	Yamaguchi	15:30	Move to hotel and check in Team leader will finish payment for entire stay.		
		15:30~	Free activity		
		09:00	Move to Yamaguchi Prefecture office		
		10:00-11:00	Courtesy visit to Yamaguchi Prefecture officer. Mr. Shouichi Hayashi, head of Intl department		
		11:00-12:00	Study visit to historical museum of Prefecture government		
		12:00-14:00	Move back to Yamaguchi Univ, lunchbreak		
28-May	Yamaguchi	14:00-16:00	Lecture on local fiscal policy and system in Japan / presented by Prof. Mizuki Nakama		Free Q&A session
		16:00~	Move back to hotel, free activity		
		09:00	Move to Yamaguchi city recycle center		
		10:00-12:00	Tour at Yamaguchi city recycle center		
		12:00-13:30	Move back to university, lunchbreak		
		13:30	Move to Yamaguchi City hall		
29-May	Yamaguchi	14:00-15:00	Courtesy visit to Yamaguchi City hall, Mr. Hiroyuki Yanai, assistant director of Intl department		Free Q&A session
		15:00-16:00	Lecture on Yamaguchi City administration by Mr. Hiroyuki Yanai		
		16:00~	Move back to hotel, free activity		
		17:00-20:00	(Optional tour by IC Net) Shopping tour to electronic shop (Yamada Denki electronics) and historical sight		
		09:00	Move to TV Yamaguchi		
		10:00-12:00	Studio tour of TV Yamaguchi. TV crew may shoot participants for evening news broadcast		Free Q&A session
30-May	Yamaguchi	12:00-13:00	Move to Akiyoshidai-nature museum. Lunchbreak		
		14:00-15:30	Visit Akiyoshidai Nature museum / welcomed by Vice mayor of Mine City		Exchange of courtesy speech
		15:30	Visit nursery of Japanese mushroom, run by local Sanei Corporation		
		17:00~	Move back to hotel, free activity		Free Q&A session
31-May	Hiroshima	09:00	Move to Ube City		
		10:00-12:00	Courtesy visit to Ube City Mayor (10:00-10:20) Lecture on environmental conservation policy by Ube City		Free Q&A session
		12:00-13:00	Visit Ube Town areas		
		13:00-14:30	Lunch at Indian Restaurant (Halal)		
		15:00-17:00	Tour of I City and Cement factory of Ube Corporation		
		18:00-20:00	Closing ceremony at Yamaguchi University		Closing speech from each
01-Jun	Kobe	08:00	Move to Hiroshima City		
		10:00-11:30	Visit Peace Memorial Park, Memorial Museum, Genbaku dome		
		11:30	Move to JICA Chugoku		
		12:30-13:30	Lunch at JICA Chugoku		
		13:30	Move to Higashi Hiroshima Community center	Higashi Hiroshima Community center	
02-Jun	Kobe	14:00-16:00	Wrap up workshop		
		16:00	Move back to JICA Chugoku		
		11:30	Check out and early lunch at JICA Chugoku		
03-Jun	Kobe	12:30-13:00	Move to JICA Kansai (Approx. 4 hours of drive)		
		18:00	Check in JICA Kansai, free activity		
		07:00	Move to Kansai Intl Airport		
04-Jun	Kobe	09:00	Flight Check in, Singapore Airlines, SO0619		
		11:00	Depart to Singapore		