

バングラデシュ国
地方自治農村開発協同組合省 (MLGRD)
地方自治担当総局 (LGD)

技術協力プロジェクト

バングラデシュ国
地方都市行政能力強化プロジェクト

プロジェクト業務進捗報告書
3号 (本編)

平成 28 年 6 月
(2016 年)

独立行政法人
国際協力機構 (JICA)

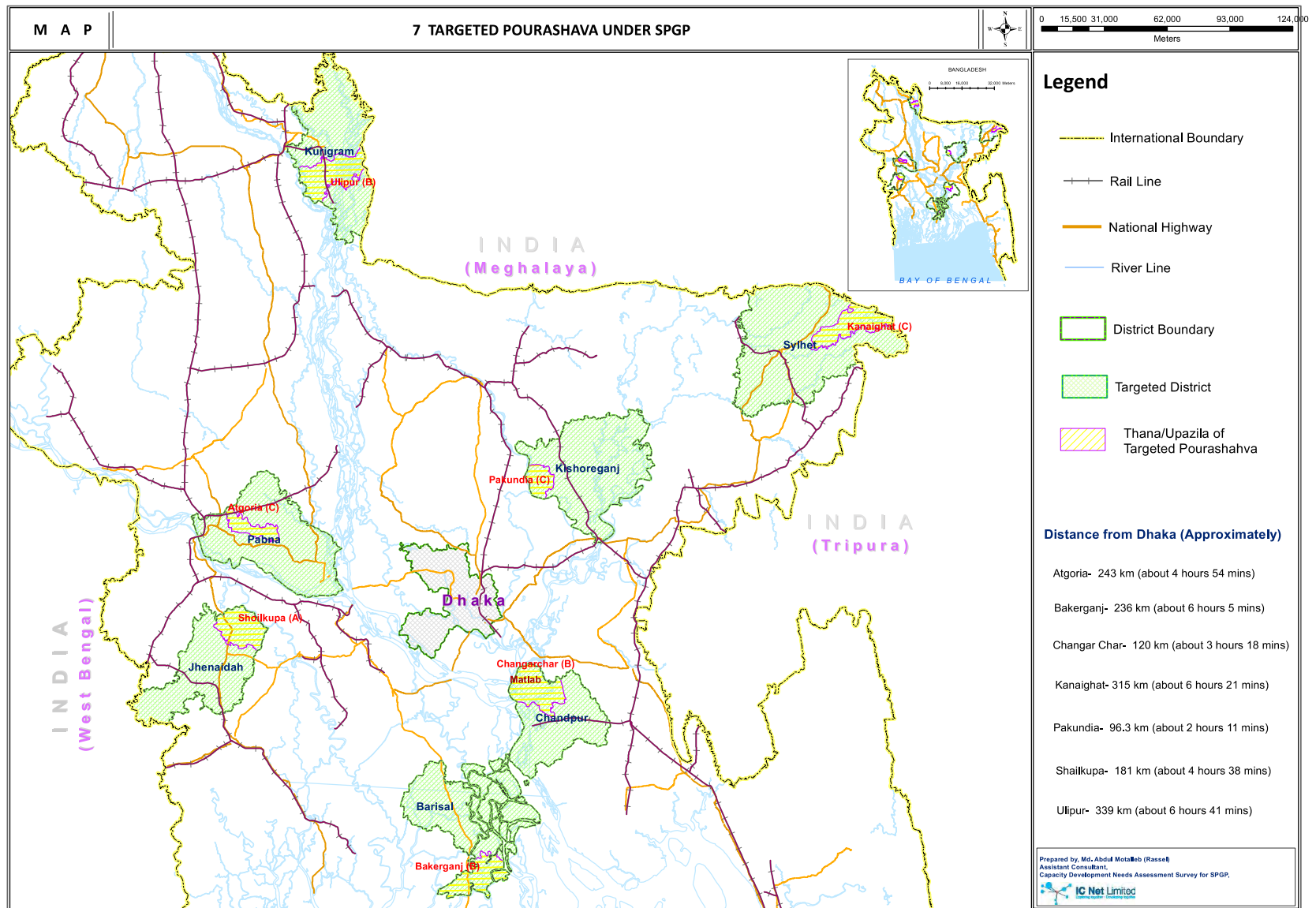
アイ・シー・ネット株式会社

目 次

1. プロジェクトの概要.....	1
1.1 プロジェクトの背景	1
1.2 プロジェクトの概要	2
2. 活動内容.....	4
2.1 業務フロー	4
2.2 進捗状況のレビュー	5
3. プロジェクト実施運営上の課題・工夫・教訓.....	24
3.1 運営体制.....	24
3.1.1 課題と工夫	24
3.1.2 教訓	24
3.2 業務実施方法	24
3.2.1 課題と工夫	24
3.2.2 教訓	25
4. プロジェクト目標の達成度.....	26
5. 次期活動計画.....	35
添付資料.....	36
1. PDM（1 版・改訂版）	
2. 詳細活動計画	
3. 専門家派遣（註：2016 年 6 月は見込み）	
4. WG 会合議事録（第 6 回～第 8 回）	
5. TOT 報告書	
6. パイロット研修報告書	
7. パイロット活動報告書	
8. 研修員受入れ実績	
9. パイロット研修の実績のまとめ	

略 語 表

ADB	Asian Development Bank
BIM	Bangladesh Institute of Management
BUF	Bangladesh Urban Forum
DDLG	Deputy Director Local Government
DLG	Director of Local Government
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
WLCC	Ward Level Coordination Committed



1. プロジェクトの概要

1.1 プロジェクトの背景¹

バングラデシュにおける都市部の人口増加率は 3.4%（国家全体の人口増加率は 1.7%）となっており²、急速に都市化が進む中、都市部の多くでは、住環境の質の低下、居住区や交通網の無計画な建設、公共サービスの提供不足が顕在化し、全国の貧困率が減少する一方で、都市部の貧困者数は 2015 年には 2008 年時点より 100 万人増加すると報告されている。バングラデシュ政府は、急速な都市化の現状をふまえ、「第 6 次 5 年計画」（2011/12～2015/16）にて、貧困の削減と均衡のとれた発展のために、地方行政の強化などによる地域経済の活性化を図る方針を明示している。本年になって「国家都市セクター政策」を承認し、持続的な都市化、分権的で参加型の都市開発プロセスを将来のビジョンに据え、インフラ整備による経済発展の促進や都市環境保全などに加え、都市自治の強化を狙っている。

都市部の自治体には人口や税収の規模に応じて中核都市（シティ・コーポレーション）と地方都市（ポルショバ）が存在する。都市部では農村部と比較し、自治体の責任範囲が広く、中央政府によるサービス提供が限定され、給水や廃棄物管理といった住民の生活に不可欠なサービスの提供、都市計画の策定、域内のインフラの整備などの重要な機能を自治体が担うことになっている。また、大都市を管轄するシティ・コーポレーションと異なり、ポルショバについては、農村部に近接するため地場産業の振興や農村部の物流・流通の活性化、地域経済の発展推進の拠点としての役割も期待されている。しかし、資金・人員の不足、自治体の首長・議員・行政官個人や自治組織としての行政能力の不足から、ポルショバには地方自治体として本来あるべき姿が描けず、中長期的戦略や開発計画に基づいた行政サービスを提供する能力が欠如し、非効率的な自治体運営と場当たりのサービス提供が恒常化している。特に小規模のポルショバでは問題は深刻である。

バングラデシュ政府による自治体能力強化の制度としては、国立地方自治研修所（NILG）による研修システムが存在するが、ポルショバに対する既存の研修プログラムは内容も対象も限定的なものとなっている。一方で、アジア開発銀行（ADB）や世界銀行が長年にわたってインフラ整備と合わせたポルショバの行政能力向上を支援しており、大・中規模のポルショバに関しては一定の成果を収めているが、小規模ポルショバには支援が行きわたっていない。こうした現状から、同国政府は、小規模ポルショバの行政能力の向上や基礎的な都市インフラの整備、その周辺

¹ 本プロジェクト詳細計画策定調査報告書（案）、小規模地方都市ガバナンス改善に係る情報収集・確認調査報告書（案）、本件特記仕様書等を基に執筆した。

² いずれも 1990 年～2012 年の平均値（出所：ユニセフ・バングラデシュ事務所）

地域のインフラ整備を含めた総合的な開発を行うため、有償資金協力「バングラデシュ北部総合開発事業（以降 NOBIDEP）」の実施を要請し、JICA との間で 2013 年 3 月に円借款契約を締結した。さらにバングラデシュ政府は、都市化の初期段階にある小規模ポルショバへの支援の重要性、これまで未整備であった小規模ポルショバの能力開発の仕組み作りの必要性の認識に基づき、有償資金協力の円滑な実施促進・効果発現とポルショバの能力強化を目的とした技術協力プロジェクトを日本に要請し、2013 年 6 月の詳細計画策定調査を経て、2013 年 10 月 7 日に討議議事録（R/D）が締結された。

1.2 プロジェクトの概要

(1) 本プロジェクトの目標と成果

本プロジェクトは、2014 年 2 月～2018 年 1 月を実施期間としている。本プロジェクトの上位目標、プロジェクト目標、期待される成果は、以下のとおりである。

1) 上位目標

ポルショバ行政能力強化戦略に基づき、全国のポルショバに対して行政能力強化策が実践される。

2) プロジェクト目標

バングラデシュにおけるポルショバ行政能力強化に係る基盤が整備される。

3) 期待される成果

- 1) LGD のポルショバ行政能力強化の戦略及び実施体制が整う。
- 2) ポルショバの実務能力強化のツール・研修基盤が整う。
- 3) パイロット・ポルショバにおける行政能力が向上する。

本プロジェクトでは、**成果 1** が上位目標の発現に向けて、全体のグランド・デザインを描く作業になる。それを受けて、**成果 2** では、今後全国で実施されるポルショバ行政官に対する研修の基本的な枠組みや研修プログラム・研修教材が開発される。**成果 3** では、開発された研修プログラム・研修教材を活用して、パイロット・ポルショバにおける行政官向け研修を実施し、さらに彼らの実務活動を支援することにより行政能力を向上させる。シナリオとしては、**成果 3** の達成により、**成果 2** で基盤が構築された研修を全国展開することのフィージビリティが確認されることになる。

こうして、フィージビリティの確認された研修が全国のポルショバで実施されることが上位目標の示す状態である。さらに、上位目標の先には、「全国のポルショバにおける住民の生活レベルの向上」という究極的な目標がある。

(2) 本プロジェクトのターゲット

1) 対象地域

バングラデシュ全土とパイロットサイト（全国のポルショバのうち 7 つをプロジェクト開始後に選定した³⁾）

2) 相手国関係者

①カウンターパート機関

地方自治農村開発協同組合省地方自治担当総局（LGD）

②研修実施機関・パートナー機関

全国のポルショバ行政能力の強化を図るための中長期的戦略（案）にて示されたポルショバの中核機能を向上するために適した研修実施機関をプロジェクト初年度に具体化したうえで、当該研修機関をパートナー機関に位置づける。地方行政研修所（NILG）、地方自治技術局（LGED）などがその候補となっている。

3) 受益者⁴⁾

直接受益者は、LGD、上記 7 ポルショバの行政官、研修実施機関。

間接受益者は、全国のポルショバの行政官、上記 7 ポルショバの地域住民。

(3) 業務の目的と範囲

1) 業務の目的

地方都市行政能力強化プロジェクトに関し、当該プロジェクトの R/D に基づき活動を実施することにより、期待される成果を発現し、プロジェクト目標を達成する。

2) 業務の範囲

本業務は、特記仕様書「第 3 条 プロジェクトの目的」を達成するために、「第 8 条 実施方針及び留意事項」をふまえつつ、「第 9 条 業務の内容」に示す事項の業務を行い、「第 10 条 成果品等」に示す報告書等を作成するものである。

³⁾ Shailukupa (Jenaidah District, A カテゴリー)、Bakerganj (Barisal District, B カテゴリー)、Sengarchar (Chandpur District, B カテゴリー)、Ulipur (Kurigram District, B カテゴリー)、Atgoria (Pabna District, C カテゴリー)、Kanaighat (Sylhet District, C カテゴリー)、Pakundia (Kishorganj District, C カテゴリー)の 7 ポルショバである。

⁴⁾ 受益者の内容は、特記仕様書には明記されていないが、特記仕様書全体の内容からコンサルタントが設定した。

2. 活動内容

2.1 業務フロー

本プロジェクトは、「ニーズ分析・戦略案策定フェーズ：2014年2月～2014年9月」「パイロット活動フェーズ：2014年10月～2015年6月」（以上1年次契約）、「戦略策定／パイロット活動フェーズ：2015年7月～2016年6月」、「戦略の実施フェーズ：2016年7月～2018年1月」から構成されている。プロジェクトの2年次は、上記の「戦略策定／パイロット活動フェーズ」であり、当初予定した業務フローは以下のとおりである⁵。

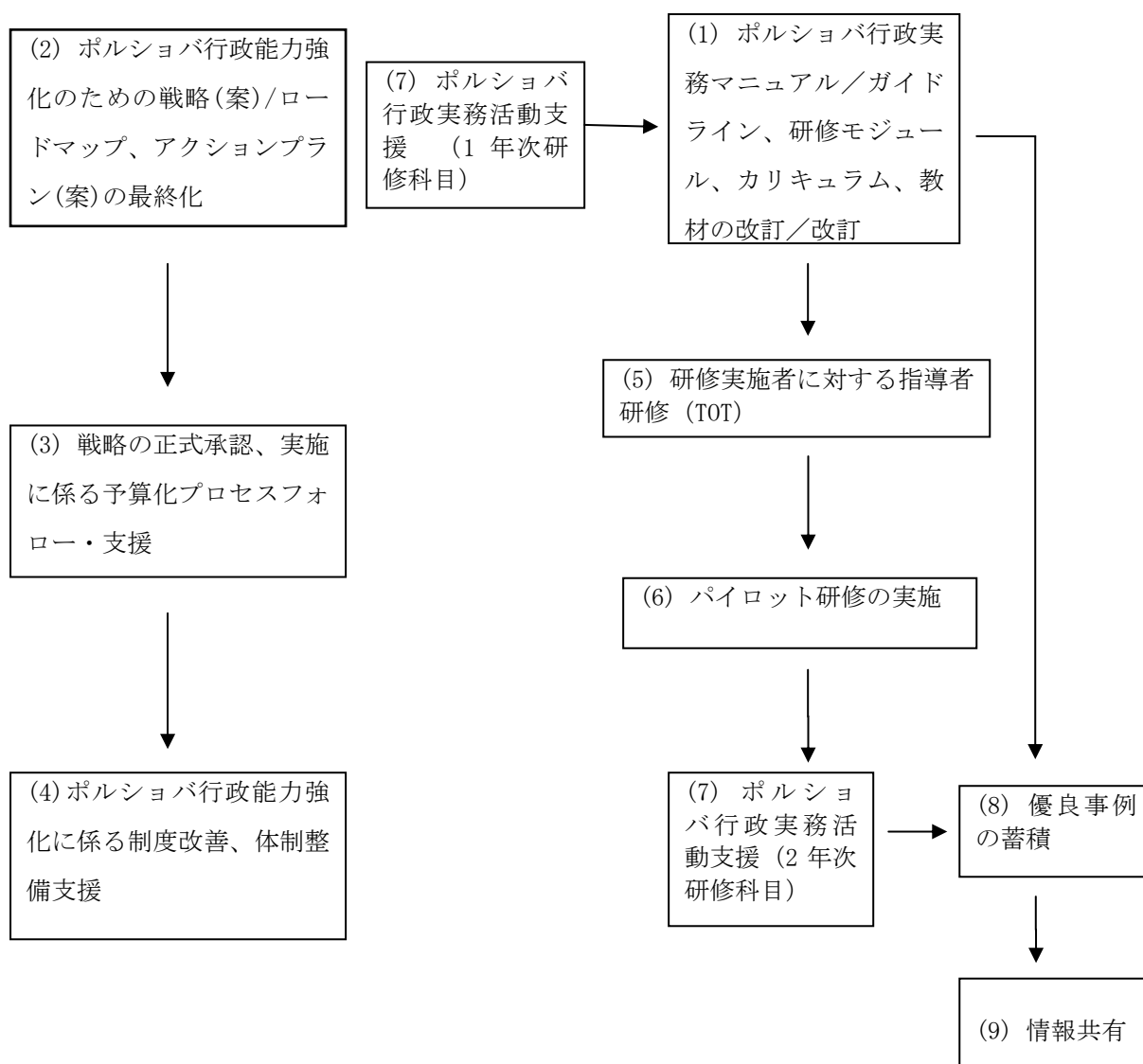


図1. 2年次の業務のフローチャート

⁵ 活動項目の(10) 中間レビュー調査、運営指導調査の実施支援と(11) ポルショバ市長に対する研修は、一連の活動から独立した項目であるため、上記フロー図から外してある。

2.2 進捗状況のレビュー

進捗状況の概況

第2年次は、前年次に見られたような頻発するホルタル（野党勢力によるストライキ）やオボロッド（野党勢力による道路封鎖）がなく、治安状況が比較的安定していた。ただし、昨年9月・10月以降に発生した邦人・外国人の殺害事件により、専門家の地方出張が一時期差し止められ、専門家が直接フィールドで指導を行えないなど、プロジェクト活動の質には多少の影響があった。また、昨年末の市長選挙の実施により、多くのポルショバに対し研修活動が実施できなくなり、これにより、研修の実施時期がずれこむ（一部は3年次へ持越し）こともあった。

上記のように一定の阻害要因はあったものの、プロジェクト活動は概ね予定通りに進捗し、主要な活動項目であるポルショバ行政能力強化のための国家戦略の策定と各種研修コースの実施・行政実務マニュアル（ハンドブック）・各種教材の整備を行うことができた。

なお、業務フローの「4. ポルショバ行政能力強化に係る制度改善、体制整備支援」に関する活動となる「ポルショバ法に関連する施行細則の見直し」については、実施機関の主要なカウンターパートである Additional Secretary や Project Director (PD) の昨年末からの異動および PD の異動に伴うポストの空席状況の影響を受け、活動が停滞した。

活動の実績

上記のとおり、活動に一部遅れは見られたものの、2年次に行うべき主要な活動はほぼ終了した。活動の成果品も実施機関・受益者にとって満足度の高いものが作成できている。

個別の活動結果を上記の業務フローに沿って以下に示す。

(1) ポルショバ行政実務マニュアル/ガイドライン、研修モジュール、カリキュラム、教材の改訂
当初計画：2015年8月から12月にかけて、パイロット・ポルショバにおける、研修及び研修フォローアップと実践支援活動の結果をレビューし、同結果を踏まえて当初策定されたポルショバ行政実務マニュアル/ガイドライン、研修モジュール、カリキュラム、教材等を改訂する。

実績：研修フォローアップと実践支援活動については項目(7)「ポルショバ行政実務活動支援」に記したように実施した。当初2015年12月末までの各ドキュメントの改訂を想定していたが、以下の「進捗度の背景分析」に記したような各研修科目における諸事情により若干ずれこんだ。2016年3月までに、「開発計画」（新規科目）の作成、財務系4科目（予算策定・会計、徴税・税査定）と「市長・議員オリエンテーション研修」の改訂が終了した。「市民参加」は、4月に改訂が完了し、NILG など関係者からの確認を得た上で最終版とする見込みである。このほか、1年次には上記財務系4科目を要約して作成していた市長・議員向け財務ハンドブックの改訂作

業を 4 月までに完了した。また、新規科目の「マスタープラン」「道路」「側溝」の 3 科目についてはハンドブックの作成が 2 年次中に完了する見込みである。同じく新規科目の「ポルショバ活動のモニタリング・評価」は、アウトラインを作成中である。

なお、本プロジェクトで作成しているハンドブックについては、LGED が各ポルショバ向けに実施している他のプロジェクト⁶でも活用されることとなった。

上記のハンドブックは、本報告書の別冊として提出するが、作成・改訂方法や作成・改訂上の留意点・工夫点をまとめると、以下の通りである。

研修科目	ハンドブック作成・改訂方法	作成・改訂上の留意点・工夫点
予算策定（改訂）	1 年次に、既存の法律や実務に応じた内容で完成させていたため内容には特に問題はなく、記述や見栄えのみの微修正を行った。	内容を詳細に精査し、記述の間違いなどを修正した。
会計（改訂）	1 年次に、既存の法律や実務に応じた内容で完成させていたため内容には特に問題はなく、記述や見栄えのみの微修正を行った。	読み手がより理解しやすくなるよう、記述を追記した。
徴税（改訂）	ハンドブックに記載している徴税台帳のフォーマットが古い法律に準じたものであったため、最新のものに更新した。	読み手に誤解が生じないように、最新の法律の記載、解釈についても説明を追加した。
税査定（改訂）	1 年次に、既存の法律や実務に応じた内容で完成させていたため内容には特に問題はなく、記述や見栄えのみの微修正を行った。	読み手がより理解しやすくなるよう、図表などに修正を行った。
市長・議員向け財務（改訂）	2015 年に研修を実施した際には、理解度が低かったことから、財務に関する基礎知識が乏しい議員を念頭に、より視覚的に訴える内容に変更した。	図表を追加したほか、内容は市長・議員が関与する基本的な事項に特化した。例で使用する数値も簡便なものに変更した。
市長・議員オリエンテーション研修（改訂）	研修実施機関による全原稿再チェックの後、第一年次研修結果、使用者からのフィードバックを参考にしつつ、日本人専門家・ローカルスタッフによる編集、現地編集者による編集を行った。さらに研修実施機関による再レビューを経て最終化した。	第 1 年次は内容の精査に時間がかかり、文書やプレゼンテーションの改善に十分な時間が割くことができなかったことから、本年次はよりユーザーフレンドリーな形にすることに主眼をおいた。
開発計画（新規作成）	過去 10 年程度の間には様々なプロジェクトが各種自治体に導入した開発計画策定方法をレビューし、短所と長所を洗い出した上で、最適と思われる計画策定方	過去の多々の試みから来る教訓を生かすこと、バングラデシュの自治体に適した開発計画策定方法を提案するため、ポルショバ以外の自治体の計画策定もレ

⁶ 世銀が実施し、LGED が実施している MGSP (Municipal Governance and Services Project)。

	法を検討した。日本人専門家が執筆後、シニアコンサルタントの助言を得て改善、その後複数の研修実施を経てさらに改善した。ベンガル語訳はシニアコンサルタントが十分な時間をかけて質を確保した。	ビューした。また、提案する計画策定方法が将来政府ガイドライン化される可能性を見据え、ポルショバの能力を考慮しつつも、都市部の自治体に相応しいレベルの計画策定方法を念頭に置いて提案した。ハンドブックは利便性を高めるため書式や事例を多く示した。
市民参加(改訂)	初回の研修結果および初回研修に従事したローカルコンサルタントからのフィードバック、追加情報を参考に改訂を実施した。	説明が分かりにくい箇所や、現実の研修対象者にとって難し過ぎると考えられる説明を中心に改定し、できる限り分かりやすい書類となるように留意した。
マスタープラン（新規作成中）	既存のマスタープランや、マスタープランの作成・実施に関する情報や資料の収集・分析を行った。また、担当のローカルコンサルタントと日本人専門家がポルショバを訪問し、マスタープラン実施の現状とポルショバ職員のニーズの調査を行った。	ポルショバでの実査により、現場での問題点やニーズを職員に細かく聞き取り、ハンドブックの内容ができるだけ実用性の高いものとなるよう心がけている。
道路（新規作成中）	既存の道路建設認可、道路維持管理、および道路照明に関する法令や規則の収集・分析を行った。また、日本人専門家の指導の下、担当のローカルコンサルタントがポルショバを訪問し、業務実施の現状とポルショバ職員のニーズの調査を行った。	現場でのポルショバ職員への聞き取りでは、道路の建設認可や維持管理においてポルショバに適合する方法を検討した。
側溝（新規作成中）	既存の道路側溝工事および維持管理に関する法令や規則の収集・分析を行った。また、日本人専門家の指導の下、担当のローカルコンサルタントがポルショバを訪問し、業務実施の現状とポルショバ職員のニーズの調査を行った。	現場でのポルショバ職員への聞き取りでは、側溝の工事や維持管理においてポルショバに適合する方法を検討した。

進捗度の背景分析：1年次に作成したハンドブックの改訂に当初予定より時間がかかったのは、改訂への情報提供機会となった各種研修が連続的には実施されなかったこと、また関係者を広く巻き込み時間をかけて慎重に改訂作業を実施したためである。

成果品：財務、市長・議員オリエンテーション研修、市民参加の各科目におけるポルショバ行政実務ハンドブック、コースガイド、教材の改訂版⁷および開発計画の各資料 1 版（以上は報告書別冊に「成果品 1」として収録）

⁷ハンドブックは、当初特記仕様書では、「マニュアル／ガイドライン」と言う表記であった。また、コースガイドは、特記仕様書における「カリキュラム」に相当する。なお、特記仕様書に記載のある「研修モジュール」は、プロジェクト終了時にとりまとめる。

(2) ポルショバ行政能力強化のための戦略／ロードマップ、アクションプランの最終化

当初計画：第 1 年次にある程度作成されたポルショバ行政能力強化のための中長期的戦略／ロードマップ及びアクションプラン（案）を完成させ、ワーキンググループ（WG）による合意を得たうえで戦略の最終案を策定する。

実績：本作業は、1 年次に WG 会合⁸が第 5 回まで開催され、戦略案の 3・4 章（全 6 章）のアウトラインまで合意が取れていた。2 年次に入り、2015 年の第 8 回 WG 会合までで、4 章までの内容と 5・6 章のアウトラインが合意された。その後、チーム内で全章を統合した戦略第 1 版を作成し、11 月末に JICA に提出した。さらに、JICA（本部・事務所）から受領したコメントを反映し、第 2 版を作成した。第 2 版は、2 組の校閲者（戦略作成の経験に富む、BIP(Bangladesh Institute of Planners)所属の大学教授および世銀コンサルタント）による校閲作業を経て修正され、第 3 版が作成された。第 3 版の作成過程では、WG メンバーである主要ドナーによるドラフトの確認作業も行われた。第 3 版は、実施機関（LGD の次官まで）に確認されており、本戦略は、2016 年 6 月末までにバングラデシュ政府による正式な承認がなされる見込みである。戦略案の作成過程では、バングラデシュ国内外の行政分野の国家戦略事例を参考とし、また日本国内での国レベルの自治体戦略もしくは市レベルでのビジョン形成のプラクティスもふまえた。また、戦略案作成の主なプラットフォームとなった WG 会合での関係者による丁寧な議論により、質を高めるとともに、彼らのオーナーシップを高めることを目指した。具体的には、WG 会合では、プレナリーセッションのあと、3 つ程度のサブグループに分かれて少人数による時間をかけた議論を行なった。また、WG 会合で提案されたすべてのポイントは記録に残し、チーム内外で検討した結果を必ず次の会合で報告するようにした。結果的に戦略案は、上記の校閲者によって高く評価される内容となり、また、中間レビュー実施時に行われた関係者（WG 会合出席者）への聞き取りでも高い満足度が確認された。

なお、昨今作業が開始されたポルショバの CDF(Capacity Development Framework)作成⁹との連携も図った。具体的には、CDF 作成の事務局となる世銀との連携により、双方から乗り入れる形で戦略内容に互いの活動内容を反映することを目指した。以下に、戦略の概要を示す。

本戦略は、以下のような方針の下に作成された。

- ・簡潔で読みやすいこと：戦略への親しみやすさ・読み手による内容の理解度を高めること

⁸ 参加者は、以下の通り。政府機関は、LGD(Local Government Division)、NILG(National Institute of Local Government)、LGED(Local Government Engineering Department)、DPHE(Department of Public Health Engineering)、その他の機関は、BIM(Bangladesh Institute of Management)、MAB(Municipal Association of Bangladesh)、BUF(Bangladesh Urban Forum)、ドナー機関は、World Bank (WB)、Asian Development Bank (ADB)、Japan International Cooperation Agency (JICA)、Swiss Agency for Development and Cooperation (SDC)、German Development Cooperation (GIZ)、パイロット・ポルショバの市長、JICA 事務所・専門家、コンサルタント等である。

⁹ 担当機関は、NILG である。

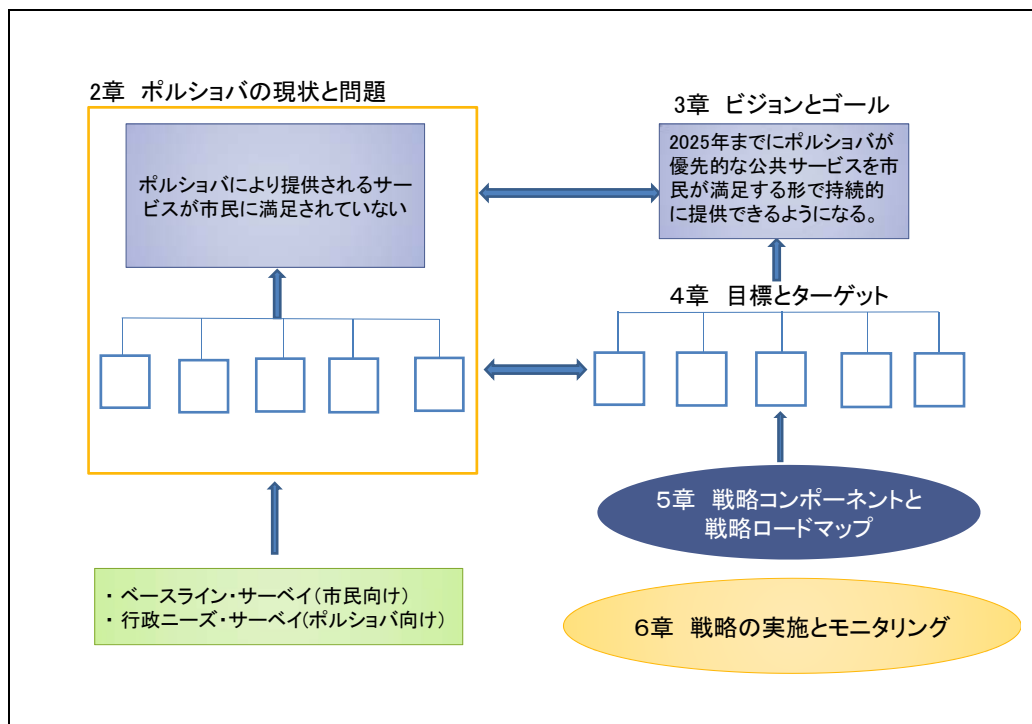
を重視した。

- ・論理的であること：特に問題の確認から取り組み課題の抽出の部分で論理性を重んじることで、効果的な戦略となるように心がけた。
- ・実現可能で実用的であること：具体的な活動事項は、広く関係者の意見も反映させ、できるだけ「実施できる」ものを目指した。
- ・参加型で作成されること：戦略に関する関係者のオーナーシップを高めるため、主管部署である LGD のみならず、多様な関係機関を戦略の作成過程に参加させた。

戦略の章立ては、以下のとおりである。

- | | |
|----|---|
| 1章 | イントロダクション(Introduction) |
| 2章 | ポルショバの現状と問題(Current Situation and Problems) |
| 3章 | ビジョンとゴール(Vision and Goals) |
| 4章 | 目標とターゲット(Objectives and Targets) |
| 5章 | 戦略コンポーネントと戦略ロードマップ(Strategic Components and Strategy Roadmap) |
| 6章 | 戦略の実施とモニタリング(Implementation and Monitoring of Strategy) |

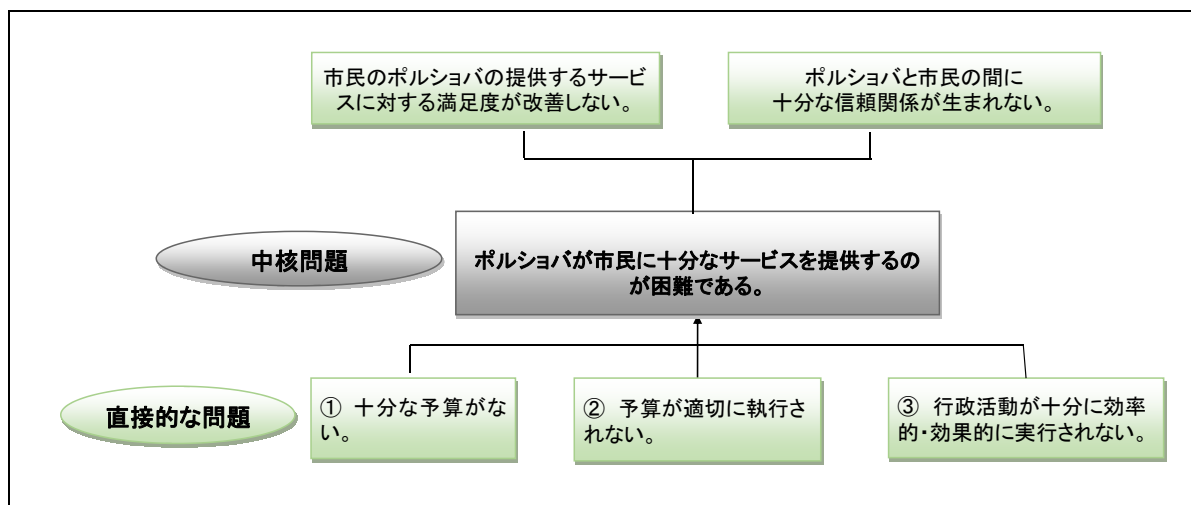
各章の関係は、以下のようになっている。



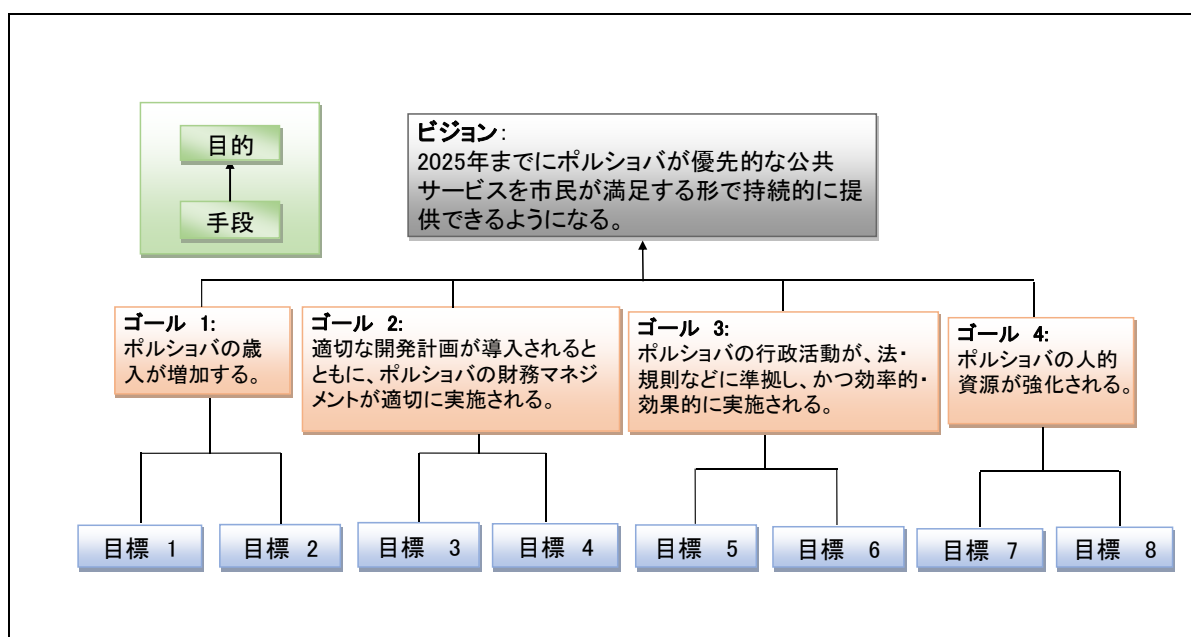
次に各章の要旨は、以下のとおりである。

1章 イントロダクション：本章では、戦略作成の背景や目的、方法等について記述した。戦略の目的は、「バングラデシュ国全体においてポルショバによって提供される公共サービスの質を改善するために必須である方策を明確化すること」である。

2 章 ポルショバの現状と問題：ポルショバの現状を 8 つの観点¹⁰から分析し、問題点を明確化した。問題の構造は以下のように要約される（下から上へ、原因→結果の関係にある）。



3 章 ビジョンとゴール：戦略が目指す 2025 年のポルショバのあるべき姿（ビジョン）とそれを実現するための 4 つのゴールを以下のように設定した。



4 章 目標とターゲット：目標は、上図にあるように、ゴールを実現するための手段であり、以下の 8 項目が設定されている。

¹⁰ ポルショバの機能、ポルショバに関する法・規則、組織、財務、都市計画、ポルショバの業務のモニタリング・評価、人材育成、ポルショバによるサービス提供の 8 つである。

1. 固定資産税の徴収状況が改善され、他の歳入源が確認される。
2. 政府からの交付金が増額され、かつより公平な分配が実現する。
3. ポルショバが現実的な予算を策定し、執行に関しアカウンタビリティが確保される。
4. 個々のポルショバで適切な開発計画が作成される。
5. ポルショバに関する重要な規則や法的文書が 2009 年ポルショバ法に合致した内容に整備される。
6. ポルショバの業務の評価とモニタリングが適切に実施される。
7. ポルショバの市長・評議員・職員がポルショバの業務実践を効率的・効果的に行えるように、彼らの知識や技術が高まる。
8. ポルショバの人員が適正に配置される。

さらに、個々の目標を実現するためのより具体的なターゲットが設定されている。

5 章 戦略コンポーネントと戦略ロードマップ：戦略コンポーネントとは、4 章で掲げた目標を具体的に実践していく上で、目標ごとのターゲットと活動、実施主体を明記した、個別戦略となる。

具体的には、以下のような構造となる。

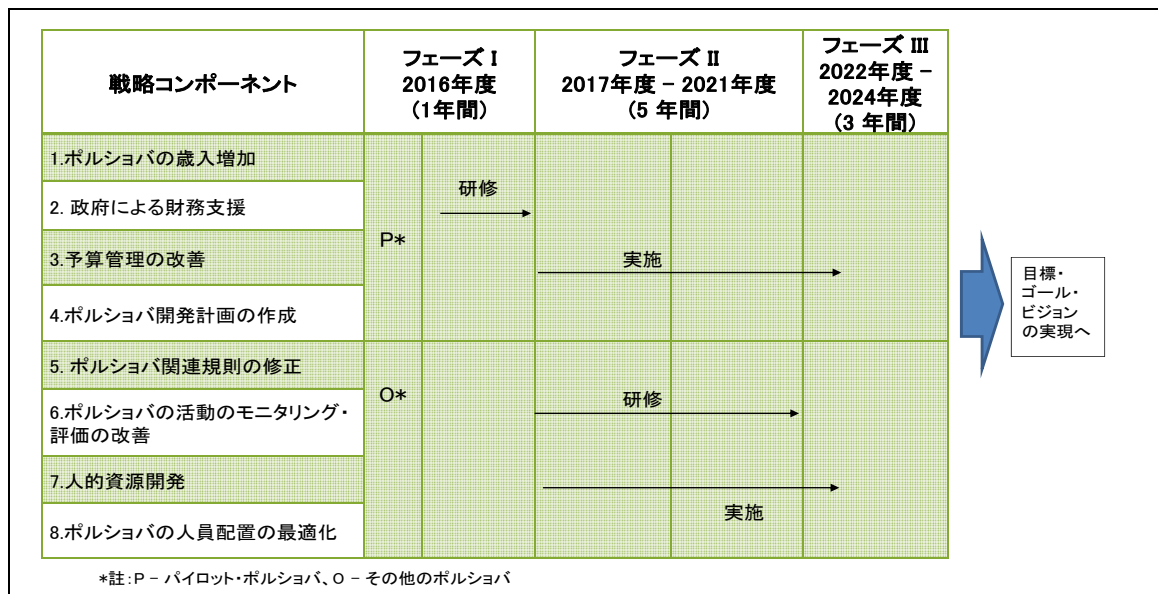
戦略コンポーネント	目標	ターゲット	主な活動	実施者
個々の目標に対応する 8 項目 (以下の「戦略ロードマップ」参照)	上記 (4 章) の 8 項目	個々の目標ごとに複数項目を設定	個々のターゲットごとに複数項目を設定	個々の活動項目ごとに設定

戦略ロードマップとは、個々の戦略コンポーネントがどのように実施されるかを時系列的に示したものであり、以下にその簡略版を示す。

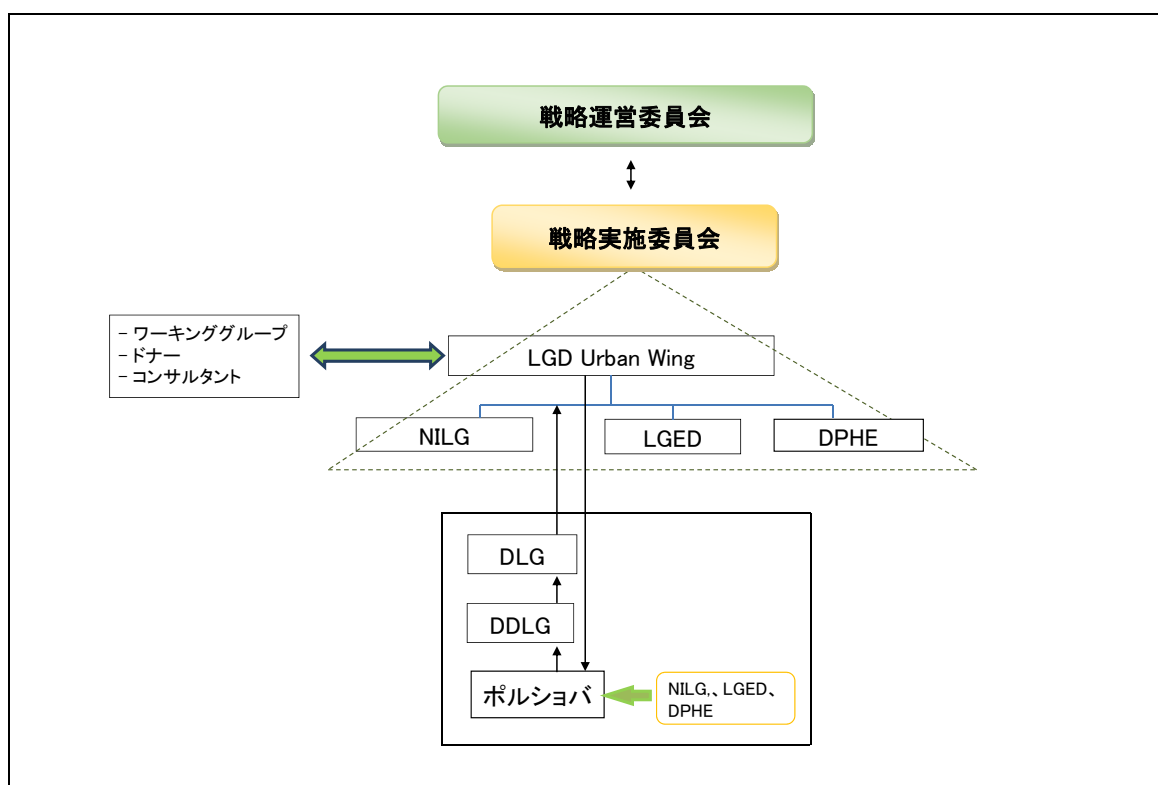
フェーズ I：バングラデシュの 2016 年度（2016 年 7 月～2017 年 6 月）は、いわば準備期間である。パイロット研修の実施により、全国標準の研修パッケージ（ハンドブック、コースガイド、教材の 1 式）が整備される。

フェーズ II から、バングラデシュ政府の協力機関（NILG、LGED、DPHE）のイニシャティブにより上記の研修パッケージを活用した研修の全国展開がなされる。また、本フェーズでは、各ポルショバ自身の開発計画策定と実施、財政改善、人員体制の整備といった取組と共に、中央政府の支援（予算面、法制度面）がなされる。

フェーズ III では、全国のポルショバが研修を受けて業務の改革を実践し、2025 年におけるビジョンの実現を目指す。また、戦略全体の進捗モニタリングにより必要な是正策を導入する。



6 章 戦略の実施とモニタリング：本章では、戦略を実施するための体制や戦略実施のモニタリング方法をまとめた。以下が、戦略の実施およびモニタリングの体制である。



戦略実施の要となるのは「戦略実施委員会」であり、LGD およびこれを補佐する 3 政府機関（NILG、LGED、DPHE）から構成され、戦略の実施（特に研修活動とポルショバへの財務支援）と戦略全体のモニタリングを行う。戦略実施委員会は、研修実施のために「詳細研修計画」

を作成する。戦略実施委員会をその上位に位置する「戦略運営委員会」¹¹が監督する。

上記の3つの協力機関は、「詳細研修計画」の作成を支援するとともに、同計画に基づいて、ポルショバ市長や評議員、職員に対して各機関の担当科目の研修を実施する。個々のポルショバも、戦略の「活動計画」を作成し、これを実行していく。LGD も戦略実施に際し、自らの担当項目に関する「活動計画」を作成する。

モニタリングは、主に戦略実施委員会が実施するが、研修に関しては、3 機関が戦略実施委員会に詳細研修計画に基づいて進捗状況を報告し、また各ポルショバは、実行計画の進捗状況を DLG、DDLG を通じて戦略実施委員会に報告する。3 機関は、フィールドレベルで適宜ポルショバへの技術支援を行う。

6章では、戦略の実施に必要な予算の試算結果も示している。

以上が、戦略の概要であるが、この戦略は以下のような特徴を持っている。

- ・全国的なカバレッジ：ポルショバに対する支援は、過去複数のドナーによって実施されたが、いずれも地域限定的なプロジェクトであり、いわば全体像なき取組であった。今回全国のポルショバを対象とする戦略を策定したことにより、今後はより体系的にポルショバ支援が進められる。
- ・ドナー間の協調の促進：これまでポルショバ支援においてドナー間の協調は必ずしも十分ではなかった。今後、本戦略がドナー間協調のよいツールとなりえる。実際に、すでに本技プロは、LGED 主導の他ドナー支援プロジェクトとの連携を深めている。
- ・多様な見解の反映：本戦略は、多様なステークホルダーの視点が反映されているため、必然的に実施可能性が高いものとなっている。
- ・行政セクターにおける政策文書の結節点：行政セクターにおいては現在、UNDP が支援し LGD が主導する都市セクター全体の能力開発フレーム作成や世銀が支援し NILG が主導するポルショバ支援のための能力開発フレーム作成が進行している。本プロジェクトでは、本戦略を含む3つの取り組みが整合するよう、これらの取り組みの当事者と意見交換をしている。

なお、研修の全国展開がなされるためには、戦略実施委員会により詳細研修計画が策定される必要があり、他の重要な活動のためには、個々のポルショバと LGD により詳細な活動計画が策定される必要がある。プロジェクト・チームとしては、こうした計画が策定されることを促進するため、LGD・NILG・LGED・DPHE・各ポルショバと緊密に連携し、支援していく。

進捗度の背景分析：本作業は当初 2015 年 10 月末までの完成を予定していた。しかしながら、重要な戦略文書なので関係者を巻き込みながら戦略へのオーナーシップ醸成を図っていくために作

¹¹ 同委員会は、LGD の次官（委員長）、事務局として、戦略実施委員会の委員長（LGD の Additional Secretary または Joint Secretary）、政府の各省・関係機関・ポルショバの代表者等のメンバーから構成される。

成プロセスに十分な時間をかける必要があると判断した。また、2016年6月までの承認と言う最終期限まで余裕もあったため、あえて作業を無理に促進しなかった。

成果品：ポルショバ行政能力強化のための中長期的戦略／ロードマップの最終案¹²（報告書別冊、成果品2）、WG 会合議事録（第6回～第8回分、本報告書添付資料4）

(3) 戦略の正式承認、実施に係る予算化プロセスフォロー・支援

当初計画：前項で最終化された戦略が LGD にて正式に国家戦略として承認されるようフォローする。同戦略の実施に係る経費（研修実施経費等）が 2016/17 年度予算に含まれるよう予算申請プロセスをフォローし、必要に応じてこれを支援する。

実績：予算申請のプロセスのフォローに関しては、3月にADPに関する情報収集を行い、また将来のポルショバ支援の資金提供先の候補である BMDF(Bangladesh Municipality Development Fund)の事務局に対しても聞き取りを行った。第2年次中に LGD, NILG, LGED 等の機関の研修に関する予算状況を調査する（予定）。2017年7月に開始される研修の全国展開に向け、前年度中に研修予算の確保を目指す。

進捗度の背景分析：研修の全国展開が 2017 年度（2017/7-2018/6）と予想されるため、上記の進捗で特に問題ないものと思われる。

成果品：ポルショバ行政能力強化のための中長期的戦略／ロードマップ及びアクションプランの最終案の LGD による正式な国家戦略として承認（見込み）

(4) ポルショバ行政能力強化に係る制度改善、体制整備支援

当初計画：承認された戦略とこれに基づくポルショバ行政能力強化に係る制度改善・体制整備について、ワーキンググループ等の場で継続的に議論し、その実現に向けて必要な支援を行う。必要に応じ、ポルショバ法に関連する施行細則の見直しを支援する。

実績：本活動は戦略の承認を前提としているため、2年次では該当する活動をほとんど実施しなかった。なお、ポルショバ法に関連する施行細則の見直しについては、2015年7月までにローカルコンサルタントによる予備調査が終了した。その後、LGD のプロジェクト・ディレクター（PD）が多忙を極めていたこと、また、2016年1月に異動となりその後同ポストの空席状態が続いたあとさらに新任者の異動があったことなどにより、本件はあまり進展しなかった。

進捗度の背景分析：上記の通り。

成果品：特になし

¹² 当初成果品として想定した「アクションプラン」は、関係者で協議した結果、戦略に盛り込むには詳細すぎるとの判断で、別途3年次に作成することとする。

(5) 研修実施者に対する指導者研修 (TOT)

当初計画：研修実施機関の講師に対し、開発されたマニュアル、研修プログラムを活用して研修を効果的に実施できるよう必要に応じて TOT を実施する。

実績：研修科目ごとの TOT の実施概況は、以下のとおりである（注：「市民参加」の TOT は、1 年次に完了している。）。

- 開発計画策定：2015 年 9 月に TOT を実施した。
- インフラ系科目：2015 年 12 月までに 4 科目「マスタープラン」「建物規制」「道路」「側溝」が研修候補科目として選定された。当初、これら全科目の TOT を 2016 年 3-4 月に実施の予定であったが、4 科目とも研修実施は 3 年次になる見込みである。
- 財務系 4 科目（予算策定・会計、徴税・税査定）：プロジェクト開始時点の当初計画にはなかったが、後述するとおり将来の研修の全国展開の準備の一環として追加研修を実施した。その準備として、2016 年 1 月に TOT を実施した。
- 市長・議員オリエンテーション研修：2016 年 1 月に TOT を実施した。

TOT の実施状況の詳細は、以下の通り。

研修科目	TOT 実施時期・方法	TOT 実施上の留意点・工夫点
開発計画策定	2015 年 9 月（2 日間） <ul style="list-style-type: none"> - 実施場所：NILG 研修室 - 講師：日本人専門家、SPGP コンサルタント 2 名 - 研修生：ポルショバエンジニア 8 名（Shailkupa, Bakerganj, Sengarchar, Atgoria, Kanaighat ポルショバ）、NILG 職員 2 名、SPGP コンサルタント 3 名。 	主たる研修対象がポルショバエンジニアであったことから、講義ではポルショバの日常業務と関連する事例を多く提示し、演習では所属するポルショバの現状をベースに作業してもらう形をとった。
予算策定	2016 年 1 月（2 日間） <ul style="list-style-type: none"> - 実施場所：NILG 研修室 - 講師：日本人専門家、SPGP コンサルタント 2 名 - 研修生：NILG 職員 4 名 	以下の活動（6）で説明する追加 19 ポルショバ向けの研修（予算策定・会計、徴税・税査定）で、研修生の練習問題演習を支援するための要員として、NILG 職員を対象として、TOT を行った。研修で使用するすべての練習問題を実施。1 問ごとに解き方を説明し、理解度を確認した。実際の研修では、知識水準や実務経験が不十分な研修生でも理解できるように指導することを念頭に TOT を行った。
会計		
徴税		
税査定		
市長・議員オリエンテーション研修	2016 年 3 月（0.5 日） <ul style="list-style-type: none"> - 実施場所：NILG 研修室 - 講師：研修準備セッションという位置づけのため講師 	対象者が経験の豊富なトレーナーとしての自負が高いことから、指示するのではなく、自分達でセッションのやり方を考え

	<p>はなし。全体のファシリテーションは日本人専門家、コンサルタント複数名が支援。</p> <p>－ 参加者：NILG 職員 15 名</p>	<p>てもらうようにデザインしている。一方で適切なセッションプランとなるよう、SPGP のコンサルタントが支援する形とした。</p>
--	---	--

進捗度の背景分析：上記の担当ローカルコンサルタントの選定作業の長期化は、研修科目「道路」「側溝」において生じた。適格なコンサルタントの絶対数が少ない中、候補者と雇用条件で折り合わなかったことが主な要因である。これに加え、「建物規制」の科目では、LGD が建物規制を含むポルショバの包括的規則の作成をしていることが確認されたため、本案件でのハンドブックの作成は取止めとした。

成果品：TOT 報告書（本報告書の添付資料 5）

(6) パイロット研修の実施

当初計画：第 1 年次に続き、研修実施機関が戦略作成の過程で整理された研修科目を 5 パイロット・ポルショバに対して実施するのを支援する。NOBIDEP 対象の 2 パイロット・ポルショバについては改めて対応を検討する。

実績：パイロット研修の実施に関しては、1 年次研修の改善実施もしくは補習実施と 2 年次の新規導入科目に分けて記述した。

（第 1 年次からの科目）

- 市長・議員オリエンテーション研修：既にパイロット研修は 1 年次に実施済みであるが、昨年末に実施された選挙をふまえ、選挙を終えた 4 ポルショバの新任の議員に対し研修を実施した。市長については、国家地方政府研修所（NILG）が政府資金により別途実施し、本プロジェクトのハンドブックも配布された。
- 住民参加：パイロット研修は、2015 年 11 月までに実施した。実施済みの研修で得られた改善点をふまえ、研修教材の改定作業を 2016 年 4 月に完了した。また、2015 年 12 月から 2016 年 1 月にかけて、ポルショバ・レベルの地方議会選挙が実施されたため、これに伴ってパイロット・ポルショバで新たに選定された市民参加に係わる委員会メンバーへの研修が必要であると考えられる（ただ、前回の研修受講者が委員会に残っているため、新規の参加者に対する研修実施の必要性はあるが、その緊急性はあまり高くない。）また、パイロット・ポルショバの Atgoria での選挙が 2016 年 6 月以降に実施見込みであり、2016 年 6 月以降に Atgoria でも再度研修を実施する必要がある。以上を総合的に勘案し、住民参加に係わる現地での研修の実施時期を次年度の 2016 年 7 月以降に変更した。
- 財務系 4 科目（予算策定、会計、徴税、税査定）：プロジェクトの開始当初の計画にはなかったが、将来の研修の全国展開の準備の一環として、ポルショバへの追加研修を実施するこ

ととした。2月上旬に予算策定・会計研修（全2バッチ）を19ポルショバ・37名に対して、実施したほか、2月中旬から下旬にかけて税務研修（全3バッチ）を19ポルショバ・55名に対して実施した。また、パイロットポルショバ2カ所において、5月下旬から6月上旬にかけて、市長・議員を対象として、財務研修を再度実施する予定である（基本的には選挙後の新任議員が対象だが、1年次に実施した研修の理解度が必ずしもよくなかったため、一度受講した市長・議員も対象とする）。

（新規科目）

- 開発計画策定：昨年10月に3ポルショバでパイロット研修を実施、フィードバックを基にハンドブックを改訂した。選挙後にさらにもう1ポルショバにて実施した他、昨年研修を行った3ポルショバにて新任の市長・議員に対し補講を行った。研修未実施の1ポルショバ（Atgoria）は選挙が6月の予定のため来年次研修を実施する予定である。
- インフラ系4科目（マスタープラン、建物規制、道路、側溝）：4科目ともポルショバの現状とニーズを調査するために1～2のポルショバでの聞き取り・意見交換を実施し、「マスタープラン」、「道路」および「側溝」の3科目については、2年次中にハンドブックの作成が完了する見込みである。「建物規制」については、LGDが建物規制を含むポルショバの包括的規則の作成をしていることが確認されたため、本案件でのハンドブックの作成は取止めとした。

パイロット研修の実施状況の詳細は、以下の通り。

研修科目	研修実施時期・方法	研修実施上の留意点・工夫点
開発計画策定	<p>【本研修】 2015年10月（3日間×3回）及び2016年4月（3日間）</p> <ul style="list-style-type: none"> 実施場所：Bakerganj、Kanaighat、Sengarchar、Shailkupaの各ポルショバ事務所あるいは近隣施設 講師：SPGP コンサルタント4名、NILG職員2名、日本人専門家1名（各ポルショバ2～3名、場所により異なる） 研修生：計70名（市長、議員、ポルショバ職員） <p>【補講】 2016年3月（2日間）、4月（2日間）、5月（2日間）</p> <ul style="list-style-type: none"> 実施場所：Sengarchar、Bakerganj、Kanaighatの各ポルショバ事務所 講師：SPGP コンサルタント4名、（各ポルショバ2名、講師は場所により異なる） 研修生：計19名（新議員） 	<p>パイロットポルショバにとって初めての経験のため、演習を多く取り入れ、一通りのプロセスを簡易的にでも実際にやってみるプログラムとした。演習においては、SPGPのコンサルタントに加え、TOTに参加したエンジニアにリードしてもらった。</p>

予算策定	2016年1,2月(3日間×2バッチ) - 実施場所: NILG - 講師: ローカルコンサルタント 2名、NILG職員2名(1バッチあたり) - 研修生 37名	演習を数多く実施することにより、知識水準や実務経験が不十分な研修生でも、予算・会計に関する手続きを具体的に理解できるようにした。また、研修実施後、実務面に研修内容を定着させられるよう、研修終了時に台帳フォーマットを配布し、印刷するよう依頼した。
会計		
徴税	2016年2月(3日間×2バッチ) - 実施場所: NILG - 講師: ローカルコンサルタント 2名、NILG職員2名(1バッチあたり) - 研修生 55名	演習を数多く実施することにより、知識水準や実務経験が不十分な研修生でも、税務に関する手続きを具体的に理解できるようにした。また、研修実施後、実務面に研修内容を定着させられるよう、研修終了時に台帳フォーマットを配布し、印刷するよう依頼した。
税査定		
市長・議員オリエンテーション研修	2016年3月(3.5日間) - 実施場所: NILG 研修室 - 講師: NILG職員15名、SPGPコンサルタント1名 - 研修生: 22名(Shailkupa、Bakerganj、Sengarchar ポルショバ新議員) 2016年4月(3.5日間) - 実施場所: NILG 研修室 - 講師: NILG職員14名、SPGPコンサルタント1名 - 研修生: 18名(Kanaighat ポルショバ新議員、Ulipur ポルショバ議員)	科目間のシークエンスに十分考慮したプログラムとした。各講師がハンドブックをベースにセッションを実施するよう徹底した。講師の配置は NILG が行ったが、重要セッションにはポルショバ行政官経験者を配置するよう提案した。また、各セッションに主講師と共に若手の副講師を配置して若手育成を図ると同時に、彼らを活用した演習の組み入れを促進した。その他、1回目の後にレビュー会合を行い、反省点を2回目にかした。
市民参加	2015年9月(4日間) - 実施場所: Bakerganj ポルショバ事務所 - 講師: ポルショバレベル講師3名 - 研修生 134名(ポルショバ議員、ポルショバ職員、WC/TLCCメンバー) 2015年10月(8日間、2ポルショバ) - 実施場所: Sengarchar ポルショバ事務所 - 講師: ポルショバレベル講師3名 - 研修生 131名(ポルショバ議員、ポルショバ職員、WC/TLCCメンバー) - 実施場所: Kanaighat ポルショバ事務所 - 講師: ポルショバレベル講師3名 - 研修生 134名(ポルショバ議員、ポルショバ職員、WC/TLCCメンバー) 2015年11月(8日間、2ポルショバ) - 実施場所: Shailkupa ポルショバ事務所 - 講師: ポルショバレベル講師3名 - 研修生 134名(ポルショバ議員、ポル	WC および TLCC の活動に関して、その概要だけではなく、準備手順や議事録作成方法など、活動実施に必要な実務的知識をふくむ研修は従来実施されていなかったように思われる。このような研修内容としたことが研修参加者の比較的良好な評価に繋がったのではないかと考えられる。 当該研修を実施するため、各パイロット・ポルショバから職員を選定し TOT を実施した(1年次)。しかし、計画された研修日程では各ポルショバで育成した講師(職員)が研修に従事できない場合があり、他ポルショバで養成した講師に協力を要請することで必要な人数を確保した。

	ショバ職員、WC/TLCC メンバー) - 実施場所: Atgoria ポルショバ事務所 - 講師: ポルショバレベル講師 3 名 - 研修生 134 名 (ポルショバ議員、ポルショバ職員、WC/TLCC メンバー)	研修運営管理は各ポルショバに委ねることで、今後の研修継続の OJT となるよう留意して実施した。
--	---	--

パイロット研修の研修生による評価結果は、以下のとおりであり、4 段階評価の最高点である 4 に近い 3.5 以上の評価点を得た科目が多く、全体的には良好である。

科目名	理解度*1	満足度*2	評価結果の分析・今後への改善提案
開発計画策定	3.38、 3.33 (補講)	3.51、 3.33 (補講)	研修の理解度、満足度共に他の科目よりやや低いが、ポルショバにとって開発計画策定が全く初の試みであることから想定範囲内である。策定作業を通じて、より分かりやすいハンドブック・研修にしていこう予定である。
予算策定	3.83	3.70	1 年次同様に高い理解度、満足度が得られた。
会計			
徴税			
税査定	3.83	3.69	1 年次同様に高い理解度、満足度が得られた。
市長・議員オリエンテーション研修	3.43	3.63	市長と比較し、議員の教育レベルは低く、特にテクニカルな科目は難しいようである。しかし、ハンドブックは基礎的内容しかカバーしていないことから、ハンドブックをより易しくするよりも教授の仕方を工夫していくことが必要と思われる。
市民参加	3.62 (WC)、 3.65 (TLCC)	3.69(WC)、 3.61(TLCC)	研修実施直後に実施した質問票調査で、参加者より、4 段階評価で、理解度および満足度は平均で 3.5 以上の評価を得ており、十分なレベルの研修実施が出来たと考えられる。ただし、読み書きに困難のある一部の参加者に対するモニタリング (質問票でのモニタリング) に限界があることが現場で観察された。市民参加に係わる研修モニタリングに関して、次回は文字だけに頼らない方法での実施を検討する。

(註) *1. 4: 「良く理解できた」、3: 「理解できた」、2: 「理解できなかった」、1: 「全く理解できなかった」

*2. 4: 「大変良い」、3: 「良い」、2: 「悪い」、1: 「非常に悪い」

進捗度の背景分析：一部の科目で活動が遅延した要因は、上記の(5) 研修実施者に対する指導者研修 (TOT) に記載したものと同様である。

成果品：パイロット研修報告書 (本報告書の添付資料 6)

(7) ポルショバ行政実務活動支援

当初計画：パイロット・ポルショバの行政官が研修（１年次研修科目・２年次研修科目）をふまえて行う行政機能・サービスの実践を支援する。NOBIDEP 対象の２つのパイロット・ポルショバにおいては NOBIDEP コンサルタントチームとも協議のうえ、戦略で示された中核課題の強化に関する補完的支援を行う。

実績：２年次の活動内容をまとめると、以下のとおりである。

（行政機能・サービスの実践支援）

研修科目	パイロット活動（ポルショバ行政実務活動）の概要	パイロット活動実施上の留意点・工夫点
開発計画策定	選挙未実施の Atgoria を除く 4 つのポルショバにて、研修後に開発計画の策定作業がスタートし、関係者準備会合、ワードレベルでの優先プロジェクトリスト作成、ポルショバの現状分析など、策定プロセスの最初の数ステップの実施を支援した。	ポルショバで核となる職員を決め、彼らが市長や議員を支援して策定を円滑に進められるよう指導している。また、プロセスを主導する立場にあるスタンディングコミティのメンバーは議員であり能力が弱いため、法律上認められている民間人メンバー枠を活用することを薦めている。
予算策定	2015-16 年度の予算書をフォーマット通りに作成できるよう指導を行った。	予算書を事前に受領し、使用しているフォーマットに問題がある場合、現地で指導を行った。
会計	パイロット・ポルショバで 5 カ所において、出納簿(Accountant's cashbook) に正しく記帳でき、予算進捗額を月次で確認できるよう指導した。	会計官の能力・理解度が低いと思われるポルショバ 2 カ所については、繰り返し訪問を行い、指導を継続した。
徴税	パイロット・ポルショバで 5 カ所において、徴税台帳に正しく記帳でき、徴税額をワードごとに月次で確認できるよう指導を行った。	徴税台帳を更新する 7～8 月に全ポルショバを訪問して指導を行ったほか、その後電話を通じて進捗確認を行った。
税査定	パイロット・ポルショバ 2 カ所で税の再査定（５年に一度実施）を行う予定であったため、各ポルショバで関係者全員を対象として研修を実施した。	税査定のための計算シートを使い、練習問題演習を繰り返し実施して、受講者の理解を深めた。
市民参加	Atgoria を除く 4 つのポルショバでは地方選挙後、新たな WC/TLCC の形成が進み、3 月末時点で 3 つのポルショバで正式に WC/TLCC が形成された。1 つのポルショバでは、WC は形成されたが、TLCC は形成されていない。（市長が病気のため遅れているとのこと） Atgoria では選挙が実施されていないため、従前の WC/TLCC が存在する。ただし、地方選挙が近づき（6 月頃実施見込み）、WC/TLCC の活動が停滞している。	ポルショバでの地方選挙後、定期的なモニタリングを通して、パイロット・ポルショバに対して、SPGP がその活動を注視していることを意図的に伝えるようにしてきた。ようやく WC/TLCC の形成が進み、定期的な会議実施などの実務活動が始まるが見込まれる。

(NOBIDEP との連携)

当初、NOBIDEP がプロジェクトに先行して実施され、先に作成される各種ハンドブックなどを本プロジェクトでも有効活用することが想定されていた。実際には、本プロジェクトが先に開始されたため、むしろ、本プロジェクトの成果を NOBIDEP で活用する形に連携の方向性が変化した。実際には、ほぼ毎月、NOBIDEP の PD (プロジェクト・マネジャー) と連絡を取り、情報交換をし、連携を模索した。

結果的に、NOBIDEP が実施した税務の科目 (徴税・税査定) の研修で SPGP で開発したハンドブックが使用されている。また、予算策定・会計の科目で 2016 年 1 月に当方が実施した、いわゆる追加研修の TOT に NOBIDEP のコンサルタントが参加した。(TOT 後に実施した追加研修にも同コンサルタントを指導員として招き、研修の進め方などを情報共有する方向だったが、同コンサルタントの参加は得られなかった。) 4 月の議員対象オリエンテーション研修にも NOBIDEP の 1 ポルショバから全議員を招いた。

さらに、2016 年 2 月に世銀の支援プロジェクト MGSP (Municipal Governance and Services Project) においても本プロジェクトで開発した行政実務ハンドブックが研修で活用されることが同研修の実施機関 LGED の関係者と合意された。実際に、2 月下旬に行われた上述の財務系科目の追加研修に MGSP のコンサルタント (研修担当) がオブザーバーとして 2 名参加した。

進捗度の背景分析: 本活動項目は、上記の通り、順調に実施された。

成果品: パイロット活動報告書 (本報告書の添付資料 7)

(8) 優良事例の蓄積

当初計画: 実務活動支援の結果として得たグッドプラクティスや、他ポルショバにおいて中核課題に対するグッドプラクティスがあった場合は、これらの事例をとりまとめて蓄積する。

実績: 各科目とも研修が終了してからまださほど時間が経過していないため、パイロット・ポルショバで研修の効果が実際に現れた事例が少しずつ出始めているものの¹³、優良事例と呼べるまでのプラクティスは、蓄積されていない。ただし、チーム内で協議して、優良事例を蓄積するための書式は整備した。3 年次中には、適宜、優良事例を蓄積していきたい。

進捗度の背景分析: 上記の通り。

成果品: 特になし。

(9) 情報共有

当初計画: ニーズ分析・戦略案策定フェーズや蓄積したグッドプラクティスを全国のポルショバと共有する。

¹³中間レビュー調査時の聞き取り調査では、パイロット研修に参加した徴税官の取組みにより源泉徴収税の徴収強化が実現したことが報告されている。

実績：チーム内で検討した結果、優良事例に関する情報共有は、当面おもにパイロット・ポルショバ間で行い、全国のポルショバに対しては戦略の全国展開時に研修の一環として行うことにした。フェイスブックを活用した、プロジェクト活動に関するパイロット・ポルショバ間の情報共有を毎月行った。（財務科目での追加研修の対象先であるポルショバも情報共有の対象に加えている。）なお、5月に実施した本邦研修（以下の11参照）では、「ポルショバ行政能力強化のための戦略」に関する情報を研修生である25名の市長と共有した。また、3年次には、再開するWG会合で、個々のポルショバによるプロジェクト活動の進捗状況の相互発表を行う予定である。

進捗度の背景分析：特記事項はなし。

成果品：特になし。

(10)中間レビュー調査、運営指導調査の実施支援

当初計画：2015年10月頃に想定されている中間レビュー調査のために必要な資料を整理・提供し、JICAが実施する同調査を支援する。JICAが運営指導調査を実施する場合、必要な支援を行う。評価調査用の基礎資料に関しては、日ごろのモニタリングの資料を効果的に活用する。

実績：2016年2月下旬に開始された中間レビュー調査は、3月中に完了した。各専門家が調査団のインタビューに応じたり、調査団による関係者訪問に同行したりするなど、調査に協力した。調査団は、プロジェクト前半期において、3つの成果及びプロジェクト目標の達成に向けて、順調な進捗が見られると評価した。また、調査団は、以下の6項目からなる提言を作成した。

- ・ PDM の改訂
- ・ 戦略及びアクションプランの実施体制の確立
- ・ 戦略推進にあたってのポルショバに関する LGD の既存のモニタリングシステムの考慮
- ・ 2009 年ポルショバ法に準拠した法令・規則の整備
- ・ ポルショバ研修の全国展開に向けたシステム作り
- ・ 他プロジェクトと活動成果の共有

進捗度の背景分析：特記事項はなし。

成果品：特になし。

(11)ポルショバの市長に対する本邦研修

当初計画：1年次に実施したのと同様の形で、ポルショバの市長に対する研修を実施する。本研修の実施に当たり、JICAと協議のうえ、候補者の人選及び研修内容についてカウンターパート機関に助言し、調整する等の支援を行う。また、研修員受入れに係る研修要望調査表、アプリケーションフォームの策定、カリキュラム策定、JICA対応事項以外の受入業務に協力する。

実績：実施機関側の事情により（2015年末に自治体の首長・評議員の統一選挙が行われた）、当初予定した2015年11月から時期を変更し、2016年5月に実施した。研修はほぼ予定通り実施さ

れ、研修員の満足度も高かった。詳細は、以下の通り。

2 年次：ポルショバ市長向け本邦研修

- 1) **テーマ**：日本の地方自治体の行政の仕組み・運営方法を学ぶ
- 2) **目的**：「地方都市（ポルショバ）行政能力強化プロジェクト」の対象となるポルショバ市長に対して日本の地方自治体に関する研修を実施し、もって本プロジェクトが目指すポルショバの行政サービスの向上に向けた業務実施能力強化のための基盤を整備する。
- 3) **参加者**：28 名（「地方都市行政能力強化プロジェクト」対象のポルショバ市長 25 名と LGD 職員 3 名）
- 4) **参加者選定方法**：JICA と協議のうえ、候補者の人選及び研修内容についてカウンターパート機関に助言し、調整する等支援を行なった。
- 5) **協力機関**：静岡大学・静岡県・静岡市他
- 6) **講師**：大学教授、市役所職員、本技プロ専門家（総括）
- 7) **実施時期・日数**：2016 年 5 月 15 日～21 日
- 8) **場所**：静岡大学・静岡市他
- 9) **内容**：以下のような項目での研修が実施された。
 1. 地方行政の仕組み（中央政府・県・市の役割分担、市の具体的な機能）
 2. 地方行政・財政（市の総合計画、予算計画・執行の現状）
 3. 行政と他セクターとの連携（住民参加、企業との連携）
 4. 環境行政（市のごみ処理への取り組み事例）
 5. 市の防災計画
 6. 町おこし・村おこしの取り組み
 7. 「ポルショバ行政能力強化のための戦略（案）」の説明と意見交換

進捗度の背景分析：上記の通り。

成果品：本邦研修報告書（作成予定）、研修生受入れ実績（本報告書の添付資料 8）

以上は、2 年次の活動事項のレビュー結果である。それ以外の「プロジェクト運営」に関わる活動実績は、以下のとおりである。

プロジェクトの実施体制としては、バングラデシュ側のプロジェクトチームのメンバーは、Project Director(PD), Project Manager(PM), Assistant Project Manager(APM)の 3 人体制を想定していたが、1 年次に引き続き、2 年次も PM が配置されていない。また、2016 年 1 月に PD が異動となり、1 か月ほどの空白期間を経て PD の就任後、新任者がすぐに異動となり新たに赴任した PD にプロジェクト業務の引き継ぎが行われた。

以上のほか、業務調整担当の専門家が、JICA のルールに則った形でプロジェクト全般に関する経理・総務業務を実施している。

3. プロジェクト実施運営上の課題・工夫・教訓

3.1 運営体制

3.1.1 課題と工夫

- 1 年次と同様、プロジェクト事務所が実施機関内にないため（LGD ではなく NILG に設置）、実施機関のキーメンバーであるプロジェクト・ディレクター（PD）に会えるのがせいぜい週に 1 回程度だった。このように実施機関とのコミュニケーションが不足しがちな状況である。この対策としては、PD との意見交換を促進するために、スカイプ会議を行ったり（日本－バングラデシュ間を含む）、週末に PD の自宅に出向いたりするなどしてコミュニケーションの不足を補った。
- 昨年 9 月・10 月以降に発生した邦人・外国人の殺害事件により、JICA 事務所の指示で専門家の地方出張が 12 月まで差し止められた。同期間中は、電話やメールによる遠隔操作、またローカルコンサルタントを現地に派遣しての技術指導を行い、日本人専門家がフィールドを訪問できないという状況に対処した。（専門家の移動方法としては、2016 年 5 月現在も車両による移動を徹底している。）

3.1.2 教訓

実施機関とそもそもコミュニケーション機会が不足しがちであることについては、今後もスカイプ会議や電話（国際電話を含む）、電子メール、あるいは先方への自宅訪問を駆使することで、マイナスの影響をいくらかでも抑えるように努める。また、治安状況の悪化に際しては、今後も JICA 事務所との連携およびチーム内の迅速な情報交換により、各専門家の安全を確保していきたい。

3.2 業務実施方法

3.2.1 課題と工夫

- WG 会合は、戦略策定のための主要な手段のひとつであったが、多忙な関係者の出席を確保し、質の高い成果品を生むのは大きな挑戦であった。1 年次より引き続き、2015 年 11 月までで計 8 回 WG 会合を開催した。総じて会合は盛会であり、出席者の満足度は高いと思われる¹⁴。盛会だった理由としては、一定の出席者数の確保、提出資料の質の妥当性、議論の方法の工夫などがあげられる。具体的には、出席者の確保に関しては、事前の通知に加えて当日朝まで電話での出席の奨励や確認作業を行ったり、重要なメンバーに対しては事前に訪問を行ったりしていることがある。提出資料に関しては、ガバナンス・セクターにおける各国

¹⁴ 各会合後の出席者への聞き取り結果、中間レビュー時の関係者聞き取りによる。

の戦略の比較研究結果をふまえ、くりかえしチーム内でも議論を行ったうえで作成した後、バングラデシュの専門家にも内容をレビューしてもらい、極力現地の文化や事情に沿ったものになっている。また、配布資料を英語だけでなくベンガル語でも作成・配布するようにした。議論の方法としては、出席者が 30 人程度になるため、重要なアジェンダに関しては、サブグループ・ディスカッションを実施して、できるだけ多くの出席者に発言機会を確保したり、十分な時間を確保したりして、議論が尽くせるようにした。作成した戦略ドラフトは、ガバナンス・セクターの戦略に精通した校閲者（本プロジェクト外部のコンサルタントおよびバングラデシュの大学教授）によって高く評価された。

- 2 年次のパイロット研修については、研修自体に関する満足度評価調査をアンケートにより実施したが、1 年次に引き続き、総じて研修受講生の理解度、満足度は高かった。（上述したように、研修生の理解度・満足度の平均値¹⁵は、研修全体の 7 割で 3.5 を上回っている。）成功した要因としては、以下が挙げられる。
 - 事前準備としての TOT が研修講師の特性を考慮した形で適切に行われた（全体）。
 - 受講者の知識水準や実務経験などを考慮したうえで、TOT およびパイロット研修が行われた（全体）。
 - 実際の業務や現場で行う実際作業に即した演習や練習問題を多く取り入れた（開発計画・財務系科目）。
 - 研修実施機関の各講師にハンドブックをベースにすることを徹底させて各セッションの質を保ったこと、対象者の特性を踏まえ短時間でも演習を取り入れたことで研修生の理解が促進された（オリエンテーション）。
 - WC および TLCC の活動に関して、その概要だけではなく、準備手順や議事録作成方法など、活動実施に必要な実務的知識を研修内容に含めた（市民参加）。

3.2.2 教訓

- WG 会合に関しては、以下のような会議を活性化する試みが有効だったと考えられるので、これらを教訓として今後も活用する。
 - プロジェクト事務局からの働き掛けにより一定の出席者数を確保する
 - チームとして配布資料・プレゼン資料を入念に作成し、かつベンガル語でも作成し、さらに事前配布も行う
 - サブグループ・ディスカッションの実施により、より多くの出席者の意見を聞き取り、かつ議論の深堀りを行う
- パイロット研修に関しては、1 年次に得られたものと合わせて、以下を今後に生かすべき教訓としてまとめる。

¹⁵ 4 を最高点とする 4 段階評価。

- 研修講師の特性に合った形でTOTを実施する（画一的なTOTを避ける）
- 受講者の知識水準や実務経験などを考慮したうえで、TOTおよびパイロット研修を行う
- ハンドブックの質を高めるために日本側専門家とバングラデシュ側の専門家（コンサルタントおよび政府機関の職員、実施機関職員等複数名）が時間をかけ入念に原稿を練り上げる
- 研修内容をわかりやすくかつ実用的にするために、講師が事例や練習問題を多くとり入れ、かつファシリテーターが受講生に対するきめ細かな支援を行なう
- コミュニティ開発関係では、各種会合の準備手順や議事録作成方法など、できるだけ実務的な知識を研修内容に含める

4. プロジェクト目標の達成度

2016年3月に中間レビュー調査が実施された。プロジェクト目標の達成度（見込み）評価結果の要約は、以下のとおりである。

プロジェクト目標：バングラデシュにおけるポルショバ行政能力強化に係る基盤が整備される。	
総合評価：進行中 プロジェクト目標は、5つの指標に基づいて評価される。ポルショバ行政能力強化戦略は正式承認を得る過程にある。したがって、戦略実行に必要な予算、モニタリングシステム、利害関係者の責任・役割分担は、承認後に策定される予定である。	
指標	達成状況・見込み
1. ポルショバ行政能力強化戦略、アクションプランがバ政府内で正式に承認される。	〔評価：進行中〕 ポルショバ行政能力強化を図るための中長期戦略は、現在 LGD の承認を得る過程にあり、2016 年 6 月に正式に承認される見込みである。アクションプランは、戦略の正式な承認後に、策定に着手される予定である。
2. 戦略及びアクションプラン実施に必要な予算が具体化され、予算確保に係る方針が明確化する。	〔評価：進行中〕 戦略実行のための予算の見積もりは、日本人専門家チームによって作成され、LGD のカウンターパートと共有されている。必要な予算計画はドラフトされる段階にあり、関係政府機関へ提出されることとなっている。
3. 戦略及びアクションプラン実施に係るモニタリング体制が構築される。	〔評価：実行されていない〕 モニタリング体制は、戦略において設計されているが、構築には至っていない。LGD、ポルショバ及び関係機関にとって実行可能なものにするための一層の議論が、今後求められる。
4. 戦略の実施機関（枠組みに含まれる機関）の役割分担が明確化し、実施に係る人員が確保される。	〔評価：進行中〕 戦略実行に関わる利害関係者の責任・役割分担は、ポルショバ行政能力強化戦略に定義されている。今後、実施機関の詳細な役割・責任範囲にかかる詳細な検討が、戦略構成要素における主要な活動の実施にあたり要求される。 また、戦略には、全国のポルショバが戦略を実行するために必要な人員見積りが記載されているが、これまでのところ、人員は確保されていない。
5. パイロット・ポルショバにおける有効な活動事例を共有するための方策	〔評価：未確認〕 パイロット・ポルショバにおける有効な活動事例を共有するための方策は、現在検討中である。プロジェクトでは、2016 年上半期

が具体化する。	に、一時的なパイロット・ポルショバにおける経験共有の会合が予定されている。
---------	---------------------------------------

また、中間レビュー調査団からは、6項目からなる提言を受領し、以下のように対応を進めている。

中間レビュー調査団提言項目	プロジェクトとしての対応方針
1. PDM の改訂	<ul style="list-style-type: none"> 調査団の提案を受け、ポルショバの能力開発に関する PDM の成果指標について 6 月末までにベースライン指標と目標指標を設定する PDM の改訂を JCC によって行う
2. 戦略及びアクションプランの実施体制の確立	<ul style="list-style-type: none"> 関係者と緊密に連携しながらアクションプラン(LGD のアクションプラン、研修詳細計画、ポルショバ・アクションプラン)の策定を進める
3. 戦略推進にあたってのポルショバに関する LGD の既存のモニタリングシステムの考慮	<ul style="list-style-type: none"> 現行のシステムを十分踏まえたうえで、ポルショバのアクションプランと M&E システムの試案を作る
4. 2009 年ポルショバ法に準拠した法令・規則の整備	<ul style="list-style-type: none"> 速やかに PD と本件に関する協議を再開する
5. ポルショバ研修の全国展開に向けたシステム作り	<ul style="list-style-type: none"> 上記の研修詳細計画の一環として検討する。
6. 他プロジェクトと活動成果の共有	<ul style="list-style-type: none"> まず、LGED のプロジェクト (MGSP, NOBIDEP, UGIIP-III) との連携を確立する。 その後、他ドナーによる新規のプロジェクトの動きがあったら、その実施機関 (LGED、NILG 等) とコミュニケーションを持ち、ハンドブックや研修方法の共有を図る。

中間レビュー調査終了後約 3 か月が経過し、また、中間レビュー調査団により、PDM の改定が提言されたため、以下では、PDM の改定案に基づき、2016 年 6 月時点におけるプロジェクト目標およびその他指標の達成度およびその見込みを考察した。

業務進捗報告書におけるプロジェクト目標・成果の達成度モニタリング（2016年6月時点）

プロジェクト要約	指標	入手手段	予定達成時期 (改訂 PDM、業務指示書に基づき、プロジェクトチームで設定)	現時点での達成状況もしくは見込み 註： 1. 予定した達成時期が来ている場合は、達成状況を記した。 2. 達成時期がまだ来ていない場合 時期尚早（達成時期が遠い）の場合は、本格的なモニタリングの開始時点を示し、達成時点が遠くない場合は、業務実施上の留意点を示した。
上位目標				
ボルショバ行政能力強化戦略に基づき、全国のボルショバに対して行政能力強化策が実践される。	a. アクションプランの計画・実績の対比。	アクションプラン、モニタリング報告書（事後評価）	事後評価時点	時期尚早：プロジェクトの終了 1 年前から見込みを検討する
	b. 能力評価支援に対するボルショバの満足度。	アクションプラン、モニタリング報告書（事後評価）	事後評価時点	時期尚早：プロジェクトの終了 1 年前から見込みを検討する
プロジェクト目標				
バングラデシュにおけるボルショバ行政能力強化に係る基盤が整備される。	a. ボルショバ行政能力強化戦略、アクションプランがバ政府内で正式に承認され周知される。	プロジェクト進捗報告書、関連政策文書	戦略：2016 年 6 月まで アクションプラン：2017 年 6 月まで	戦略: 承認に向け、活動中 アクションプラン: 時期尚早
	b. 戦略及びアクションプラン実施に必要な予算が具体化され、予算確保に係る方針が明確化する。	プロジェクト進捗報告書、関連政策文書、インタビュー	2017 年 5 月まで	留意点：予算確保は困難な課題であるため、早め早めに活動を行う。
	c. 戦略及びアクションプラン実施に係るモニタリング方法（含む書式）が明確にされる。	プロジェクト進捗報告書、関連政策文書	プロジェクト終了時（2017 年 6 月）まで	時期尚早：2017 年 1 月以降、活動を本格化する。
	d. パイロット・ボルショバにおける有効な活動事例を共有するための方策が具体化する。	プロジェクト進捗報告書、戦略文書	2017 年 12 月まで	時期尚早：個々のパイロット・ボルショバで優良事例の蓄積に継続的に努力する。

成果	
1 LGD のボルショバ行政能力強化の戦略および実施体制が整う。	<div>1-a. ボルショバ行政能力強化戦略案、アクションプラン案が関係者合意の下、完成する。</div> <div>プロジェクト進捗報告書</div> <div>戦略案: 作成済み アクションプラン (パイロット・ボルショバ): 2017 年 5 月まで アクションプラン (LGD、研修機関): 2017 年 5 月まで</div> <div>留意点: 関係者との合意形成に時間がかかるため、3 年次の冒頭から早めに活動に着手する。</div>
	<div>1-b. アクションプラン実施のために改訂されたり導入されるべき各種規則が確認される。</div> <div>プロジェクト進捗報告書</div> <div>プロジェクト終了時 (2017 年 12 月) まで</div> <div>時期尚早: 規則の作成・導入には時間がかかるため、3 年次の冒頭から早めに活動に着手する。</div>
	<div>1-c. 各戦略実施機関 (枠組みに含まれる機関) の役割・責任範囲がアクションプランの中で定義される。</div> <div>戦略案、WG 会合議事録</div> <div>2017 年 5 月まで</div> <div>留意点: 各種アクションプランの作成により、完了する。</div>
2 ボルショバの実務能力強化のツール・研修基盤が整う。	<div>2-a. 中核機能実施に必要なマニュアル・ガイドラインが整備される。</div> <div>プロジェクト進捗報告書</div> <div>2017 年 5 月まで</div> <div> 達成状況: 2016 年 5 月までに以下のハンドブックが作成された。 - 予算策定、会計、徴税、税査定、市長・議員向け財務、市長・議員オリエンテーション研修、市民参加 (以上は、改訂まで)、開発計画 (新規作成)、ボルショバ活動の M&E、マスタープラン、道路、側溝 (以上は作成中) 留意点: その他の科目に関しても整備作業を鋭意進める。 </div>
	<div>2-b. 中核機能実施に必要な 15 科目以上の研修コースが開発される。</div> <div>研修プログラム</div> <div>2017 年 5 月まで</div> <div>達成状況: 2016 年 5 月の時点で、計 14 の研修コース (補講やフォローアップを除いた科目数では 9 科目) が実施されている (添付資料 9. パイロット研修の実績まとめ (1 年次・2 年次))。</div>
	<div>2-c. パイロット・ボルショバ研修受講者による研修の評価結果 (理解度・満足度) が 4 段階評価で 3.6 に達する。</div> <div>研修評価報告書</div> <div>2017 年 5 月まで</div> <div>達成状況: 1 年次よりこれまで実施された研修に関し、研修終了時に質問票調査により行われた受講生の理解度・満足度に関する 4 段階評価結果の平均値は、理解度・満足度ともに 3.6 であり、目標は達成されている。</div>

	2-d. パイロット・ポルショバ研修受講者による行政実務ハンドブックの理解度が4段階評価で3.5に達する。	研修評価報告書	2017年5月まで	達成状況：1年次よりこれまで実施された研修の科目に関するハンドブックの理解度の平均値は、3.5であり、目標は、達成されている。
3 パイロット・ポルショバにおける行政および実務能力が向上する。	<p>パイロット・ポルショバにおける、パイロット研修が実施された科目における職員のパフォーマンスが以下のように改善する。(注：2016年6月までに設定する)</p> <p>予算策定: 規則に準拠した予算書の作成、予算書の期限内提出 会計と予算モニタリング: 支出・入金情報の適時な登録、日次・月次の登録情報の確認、月次の予算モニタリング 徴税: 徴税率の改善、適時な徴税台帳の作成、徴税額のモニタリング 税査定: 適時な税査定の実施、税査定額合計および平均額の増加 市民参加: 適切な頻度および参加者数での WC および TLCC 会合の開催 開発計画: 行政実務ハンドブックに準拠した形での開発計画の作成</p>	パイロット・ポルショバモニタリング結果	2017年5月まで	留意点：ベースラインの実績および終了時の目標指標は、調査は2016年6月までに確認・設定される（見込み）。この事前事後の結果の比較により、パフォーマンスの改善度合をみる。
活動				
1-1. ポルショバ行政の役割・実態、制度・政策環境、課題を分析する。			2014年6月（当初計画*1）、2014年8月（修正計画*2）	達成状況：2014年9月時点で達成した。
1-2. ポルショバ行政に求められる中核機能・喫緊の能力強化ニーズを具体化する。			2014年6月（当初計画*1）、2014年8月（修正計画*2）	達成状況：2014年9月時点で調査の取りまとめは終了し、ニーズを具体化した。
1-3. 関係機関（ドナー含む）を巻き込みつつ、1-2で具体化された能力の強化実施枠組みを構築する。			2014年9月	達成状況：ポルショバ行政能力強化戦略最終ドラフトに戦略実施体制の枠組みを記載した。今後、詳細研修計画に具体案が記載される予定である。
1-4 活動 1-2 で具体化された中核機能の強化に関し、ポルショバの能力を高めるため、進行中及び過去に取り組みをレビューする。			2014年5月（当初計画*1）、2014年10月（修正計画*2）	達成状況：グッドプラクティス調査は、2014年11月に完了した。
1-5 全国のポルショバ行政能力を強化を図るための中長期的戦略/ロードマップを策定するため、関係者（ドナー含む）から成るWGを設置する。			2014年7月	達成状況：予定通り2014年7月までに設置した
1-6 活動 1-4 の結果、活動 3-3～3-5 におけるパイロット活動の結果等を踏まえ、上記WGで協議しつつ、全			2014年9月（当初計画*1）、2014年10月（修正計画*2）	達成状況：2016年3月までに戦略ドラフト

国のボルショバ行政能力の強化を図るための中長期的戦略/ロードマップを策定する。	画*1)、2015 年 5 月 (修正計画*2)	トを完成した。
1-7 活動 1-6 で策定した中長期戦略に基づき、研修計画を含むアクションプランを策定する。	2014 年 9 月 (当初計画*1)、2015 年 5 月 (修正計画*2)	達成状況：未達成である。アクションプランは、戦略から切り離し、3 年次に完成する。
1-8 ボルショバ行政能力向上を実施する上で必要な制度・政策環境を分析し、これを踏まえてボルショバ強化政策支援/体制整備に係る必要な支援を行う。	制度・政策環境の分析：2014 年 9 月 (当初計画*1)、2015 年 5 月 (修正計画*2)	達成状況：戦略策定の一環として実施し、戦略ドラフト 2 章に調査結果が記載されている。
	必要な支援：戦略ドラフトの作成後実施	留意点：WG 会合その他の機会を利用して支援を行う。
1-9 アクションプランに則った活動が行われるために必要な側面支援を行う。	2014 年 9 月 (当初計画*1)、2015 年 6 月 (修正計画*2) 以降に実施	留意点：WG 会合その他の機会を利用して支援を行う。
1-10 各種規則 (R&R) が 2009 年ボルショバ法の観点から問題ないかどうかのサーベイを実施する。		達成状況：実施済
1-11 戦略実施のために必要な改訂および新設規則のリストを作成する。	2016 年 9 月	留意点：3 年次開始早々に PD, LGD と協議を始める。
2-1 ボルショバの中核機能に係る既存の実務マニュアル・ガイドライン、過去に実施された研修プログラムをレビューする。	2014 年 9 月 (当初計画*1)、2014 年 10 月 (修正計画*2)	達成状況：研修の準備作業の一環として終了した。
2-2 中核課題に係る行政能力を強化するための実務マニュアル・ガイドラインを開発/改訂する。	プロジェクト 3 年次 まで適宜実施	達成状況：2016 年 5 月までに 1 科目の新規作成、7 科目の改訂までを行った。
2-3 2-2 で整備されたマニュアルを用いて研修モジュールを開発/改訂する。	プロジェクト 3 年次 まで適宜実施	留意点：研修モジュールを作成するためには、すべての研修科目が確定しなければならないため、3 年次に研修科目を確定したうえで、研修モジュールを作成する。
2-4 活動 2-2 で開発された研修モジュールを実践するための各研修コースの研修カリキュラム及び教材を開発/改訂する。	プロジェクト 3 年次 まで適宜実施	達成状況：2016 年 5 月までに 1 科目の新規作成、7 科目の改訂までを行った。
2-5 活動 2-2 及び活動 2-3 で整備された研修を実施するための研修実施者が具体化され、研修講師に対する TOT を実施する。	プロジェクト 3 年次 まで適宜実施	達成状況：2 年次末までの研修実施科目において適宜実施した。
2-6 活動 3-3、3-4 で実施されたパイロット・ボルショバに対する行政官への能力向上活動の結果をモニタリングし、モニタリング結果を研修モジュール、研修カリキュラム、教材の改訂に活用する。	プロジェクト 3 年次 まで適宜実施	達成状況：適宜実施され、上記の通り、7 つの科目においてすでに資料の改訂が実施された。
3-1 行政能力向上支援を行うパイロット・ボルショバを選定する	2014 年 4 月	達成状況：2014 年 5 月に実施した。
3-2 パイロット・ボルショバのサービスに対する住民満足度、サービスカバー率、行政事務効率、運営能力、アカウンタビリティレベル等にかかるベースライン調査を実施する。	2014 年 6 月 (当初計画*1)、2014 年 8 月	達成状況：報告書のとりまとめを含め、2014 年 9 月時点で達成した。

	(修正計画*2)	
3-3 パイロット・ポルショバにおいて活動 2-3～2-4 で整備された研修モジュール、研修カリキュラム及び教材を活用してポルショバ行政能力強化に係る研修を実施する。	プロジェクト 3 年次 まで適宜実施	達成状況： 2016 年 5 月の時点で、計 14 の研修コース（補講やフォローアップを除いた科目数では 9 科目）が実施されている（添付資料 9. パイロット研修の実績まとめ（1 年次・2 年次））。
3-4 中核課題に関連するポルショバ行政の実務活動を支援する。	プロジェクト 3 年次 まで適宜実施	達成状況： 各科目において、研修実施後、継続的に実施している。
3-5 パイロット活動を踏まえた経験、その他のポルショバの経験を取りまとめ、他のポルショバの取組みの参考になるようなグッドプラクティスを抽出する。	プロジェクト 3 年次 まで適宜実施	達成状況： 2 年次末までには目立ったグッドプラクティスは抽出されていない。
3-6 活動 3-5 で抽出されたグッドプラクティスを活動 2-3 で実施する教材の開発/改訂に活用すると共に、全国のポルショバと共有する。	<ul style="list-style-type: none"> 教材の開発/改訂に活用（2015 年 5・6 月） パイロット活動におけるパイロット・ポルショバ間およびパイロット・ポルショバ周辺ポルショバとの情報共有（2015 年 4 月以降随時） 戦略への反映（2016 年 6 月） 	達成状況： <ul style="list-style-type: none"> グッドプラクティス調査結果は、適宜戦略案には反映された（1 年次）。 研修を含むプロジェクト活動自体については、フェイスブックを活用してパイロット・ポルショバ間で情報共有がなされている（2 年次）。

註：

*1. 業務実施計画・インセプションレポートを示す。

*2. ワーキングプラン 2 号で修正した計画を示す。

次年次への改善提案

中間レビュー調査結果（特に提言部分）や上記のプロジェクト目標・成果の達成度に関する考察を踏まえた、次年次への改善提案を成果別に整理すると以下のとおりである。

成果 1： LGD のポルショバ行政能力強化の戦略および実施体制が整う。

本項目には、以下の 3 つに指標が設定されている。

1-a. ポルショバ行政能力強化戦略案、アクションプラン案が関係者合意の下、完成する。：

戦略のドラフトは、第 3 版が実施機関（LGD の次官まで）に確認されており、本戦略は、2016 年 6 月末までにバングラデシュ政府による正式な承認がなされる見込みである。アクションプラン（研修詳細計画、ポルショバ・アクションプラン、LGD のアクションプラン）は、戦略とは別個に今後作成する。

1-b. アクションプラン実施のために改訂されたり導入されるべき各種規則が確認される。：

戦略の作成作業と並行して、既存の法体系の課題が明確化されつつある。3 年次には、必要な施行細則の改定案を作成する。

1-c. 各戦略実施機関（枠組みに含まれる機関）の役割・責任範囲がアクションプランの中で定義される。：

既に作成（承認）された戦略の中で各戦略実施機関の主な役割は確認されている。3 年次においては、各機関が戦略実現のための活動計画を作ることにより詳細な役割や活動内容が明確化される。

成果 2： ポルショバの実務能力強化のツール・研修基盤が整う。

本項目には、以下の 3 つに指標が設定されている。

2-a. 中核機能実施に必要なマニュアル・ガイドラインが整備される：

特段の改善提言はない。戦略の中で確認された優先的課題（全 14 項目）に取り組むためのマニュアル・ガイドライン（現在、関係者間では、「行政実務ガイドブック（Operational Guidebook）」と呼んでいる）は順次作成されているが、プロジェクト終了時までに全科目での作成（一部他のプロジェクトからの支援を含む）を目指す。

2-b. 中核機能実施に必要な 15 科目以上の研修コースが開発される：

2016 年 5 月の時点で、計 14 の研修コース（補講やフォローアップを除いた科目数では 9 科目）が実施されている（添付資料 9. パイロット研修の実績まとめ（1 年次・2 年次））。引き続き、質の高い研修コースの開発・実施を心がける。

2-c. パイロット・ポルショバ研修受講者による研修の評価結果（理解度・満足度）が 4 段階評価で 3.6 に達する。

2016 年 5 月の時点で、計 14 の研修コースが実施されている。研修受講者による評価を実施した 14 件の質問票調査の平均値（算術平均）は、理解度・満足度ともに 3.6 である。

2-d. パイロット・ポルショバ研修受講者による行政実務ハンドブックの理解度が 4 段階評価で 3.5 に達する。同じく 2016 年 5 月までに実施された計 14 の研修コースのうち、行政実務ハンドブックの研修受講生による「わかりやすさ」の評価を実施した計 4 コースの平均値（算術平均）は、3.5 である。

成果 3：パイロット・ポルショバにおける行政および実務能力が向上する。

本成果項目では、上述のように以下の指標が設定されている。

パイロット・ポルショバにおける、パイロット研修が実施された科目における職員のパフォーマンスが以下のように改善する。

1. 予算策定: 規則に準拠した予算書の作成、予算書の期限内提出
2. 会計と予算モニタリング: 支出・入金情報の適時な登録、日次・月次の登録情報の確認、月次の予算モニタリング
3. 徴税: 徴税率の改善、適時な徴税台帳の作成、徴税額のモニタリング
4. 税査定: 適時な税査定の実施、税査定額合計および平均額の増加
5. 市民参加: 適切な頻度および参加者数での WC および TLCC 会合の開催
6. 開発計画: 行政実務ハンドブックに沿った形での開発計画の作成

註：本年 6 月までにベースラインの指標状況を確認すると同時にプロジェクト終了時の目標指標を上記の項目ごとに設定し、その実現を目指す。

5. 次期活動計画

	2013年度（第1年次）												2015年度（第2年次）												2016年度（第3年次）																								
	2014												2015												2016												2017												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
【第1年次：2014年2月～2015年6月】																																																	
【ニーズ分析・戦略案作成フェーズ：2014年2月～2014年9月】																																																	
(1)	インセプションレポート/ワークプラン(全体)の作成・協議																																																
(2)	指標・目標値(案)達成のための予備的検討 (指標・目標値(案)の見直しは、10月に実施された。)																																																
(3)	ポルショバ行政のあるべき姿の具体化、ニーズ分析、中核機能および喫緊の能力強化項目の具体化																																																
(4)	ポルショバ能力強化に係る実施機関の選定（実施枠組みの構築）																																																
(5)	進行中及び過去の取り組みレビュー及びグッドプラクティスの抽出																																																
(6)	ポルショバ行政能力強化に係る関係者間のワーキンググループの設立																																																
(7)	ポルショバ行政能力強化のための戦略(案)/ロードマップ、アクションプラン(案)の策定																																																
(8)	ポルショバ行政能力強化に係る制度改善案、体制整備策の具体化 (註：上記項目7番の延長に伴い、2014年7月時点で、本項目は次フェーズの活動項目の1番に移動・吸収された。)																																																
(9)	既存の実務マニュアル、ガイドライン及びこれまでの研修プログラムのレビュー																																																
(10)	パイロット・ポルショバの選定																																																
(11)	ベースライン調査																																																
(12)	優良事例の蓄積																																																
【パイロット活動フェーズ：2014年10月～2015年6月】																																																	
(1)	ポルショバ行政能力強化に係る制度改善、体制整備支援																																																
(2)	ポルショバ行政実務マニュアル/ガイドライン、研修モジュール、カリキュラム、教材の開発/改訂																																																
(3)	研修実施者に対する指導者研修（TOT）																																																
(4)	パイロット研修の実施																																																
(5)	ポルショバ行政実務活動支援																																																
(6)	優良事例の蓄積																																																
(7)	情報共有																																																
(8)	ポルショバ行政実務マニュアル/ガイドライン、研修モジュール、カリキュラム、教材の改訂 (本活動は2015年6月までに実施できなかったため、2015年9月以降に実施される。)																																																
【第2年次：2015年7月～2016年6月】																																																	
【戦略策定/パイロット活動フェーズ：2015年7月～2015年12月】																																																	
(1)	ポルショバ行政実務マニュアル/ガイドライン、研修モジュール、カリキュラム、教材の改訂																																																
(2)	ポルショバ行政能力強化のための戦略/ロードマップ、アクションプランの最終化																																																
(3)	戦略の正式承認、実施に係る予算化プロセスフォロー・支援																																																
【パイロット研修/活動フェーズ：2016年1月～2016年6月】																																																	
(4)	ポルショバ行政能力強化に係る制度改善、体制整備支援																																																
(5)	研修実施者に対する指導者研修（TOT）																																																
(6)	パイロット研修の実施																																																
(7)	ポルショバ行政実務活動支援																																																
(8)	優良事例の蓄積																																																
(9)	情報共有																																																
(10)	中間レビュー調査、運営指導調査の実施支援																																																
(11)	ポルショバの市長に対する本邦研修																																																
【第3年次契約期間：2016年7月～2018年1月】																																																	
【戦略の実施フェーズ：2016年7月～2018年1月】																																																	
(1)	ポルショバ行政実務マニュアル/ガイドライン、研修モジュール、カリキュラム、教材の作成・改訂																																																
(2)	ポルショバ行政能力強化戦略の本格実施に係る側面支援																																																
(3)	ポルショバ行政能力強化戦略のモニタリング実施に係る側面支援																																																
(4)	ポルショバ行政能力強化に係る制度改善、体制整備支援																																																
(5)	研修実施者に対する指導者研修（TOT）																																																
(6)	パイロット研修の実施																																																
(7)	ポルショバ行政実務活動支援																																																
(8)	優良事例の蓄積																																																
(9)	情報共有																																																
(10)	終了時評価、運営指導調査の実施支援																																																
(11)	ポルショバの市長に対する本邦研修																																																
(12)	プロジェクト業務完了報告書の作成																																																

計画:  国内作業  海外での活動  WG会合  継続的活動

(1年次: 2014年7月ワークプラン2号の時点)

(2年次: 2015年8月ワークプラン2号の時点)

(3年次: 2016年6月プロジェクト業務進捗報告書3号の時点)

家種:   WG会合

添付資料

1. PDM（1 版・改訂版）	37
1.1. PDM（1 版）	37
1.2. PDM（改訂版）	39
2. 詳細活動計画	41
2.1. 2015 年 7 月～9 月	41
2.2. 2015 年 10 月～12 月	56
2.3. 2016 年 1 月～3 月	76
2.4. 2016 年 4 月	96
3. 専門家派遣（註：2016 年 6 月は見込み）	112
4. WG 会合議事録（第 6 回～第 8 回）	114
5. TOT 報告書	126
5.1. 市長・議員オリエンテーション研修	126
5.2. 開発計画	128
5.3. 財務（予算・会計、徴税・税査定）	130
6. パイロット研修報告書	131
6.1. 市長・議員オリエンテーション研修	131
6.2. 開発計画	139
6.3. 市民参加	145
6.4. 財務（予算・会計、徴税・税査定）	148
7. パイロット活動報告書	154
7.1. 開発計画	154
7.2. 市民参加	156
7.3. 財務	163
8. 研修員受入れ実績	173
8.1. 研修員名簿	173
8.2. 研修日程	174
9. パイロット研修の実績のまとめ	176

添付資料

1. PDM (1版・改訂版)

1.1. PDM (1版)

Project Design Matrix (PDM)

Project Title: Strengthening Pourashava Governance Project (SPGP) Duration: February 2014 to October 2017

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

Ver. 1

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 Satisfaction level of Pourashava with capacity development support	Implementation Plan monitoring Report 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	Monitoring results of pilot Pourashavas	
	3-b. Coverage of major services of Pourashavas	Monitoring results of pilot Pourashavas	
	3-c. Income of Pourashavas from its own income sources	Monitoring results of pilot Pourashavas	

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

1.2. PDM (改訂版)

Project Design Matrix (PDM)

Project Title: Strengthening Paurashava Governance Project (S Duration: February 2014 to January 2018 (4 years))

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

March, 2016

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the <u>action</u> plan Satisfaction level of Paurashava with capacity development support	<u>Action</u> Plan monitoring Report <u>Action</u> Plan monitoring results	
Project Purpose			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava <u>governance improvement</u> and its <u>action</u> plan are officially approved and <u>circulated</u> . b. A budget for the implementation of the strategy is estimated and a plan to secure the budget is presented. c. A <u>methodology with formats to</u> monitor the implementation of the strategy is <u>clarified</u> . d. A plan to share good practices of pilot Paurashavas with other Paurashavas is presented.	Project progress report Project progress report, relevant policy documents Project progress report, relevant policy documents Project progress report, Strategy	- A budget for the implementation of the strategy and the action plan is secured - Personnel of concerned organizations to implement the strategy and the implementation
Outputs			
1 A mid-long term strategy for Paurashava capacity development is developed and institutional arrangements for its implementation are made	1-a. A draft mid-long term strategy and its <u>action</u> plan are finalized with the consent of stakeholders. 1-b. Rules and regulations <u>to be revised and/or newly developed</u> for strategy implementation are <u>identified</u> . 1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in <u>action plans</u> .	Project progress report Project progress report Draft strategy and minutes of WG meetings	- GOB's policy regarding capacity development of LGIs including Paurashavas is maintained.
2 Tools and training courses for Paurashava capacity development are in place	2-a. Manuals and guidelines required to perform core functions are developed. <u>2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed.</u> <u>2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6.</u> <u>2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.</u>	Project progress report <u>Training evaluation reports</u> Project progress report Training evaluation reports	
3 Administrative <u>and manageable</u> capacity of the pilot Paurashavas is improved	<u>Paurashava staff's improvement of performance in pilot Paurashavas in the subjects in which pilot training was provided as follows. (*)</u> • <u>Budget formulation: Preparation of the budget document following rules and regulations, timely submission of the budget document and so on.</u> • <u>Accounting and monitoring: Timely entry of accounting data and daily / monthly checking, monthly monitoring</u> • <u>Tax collection: Improvement in tax collection efficiency, timely preparation of demand and collection register, monitoring of tax collection amount and so on.</u> • <u>Tax assessment: Implementation of timely re-assessment, increase in the total and average demand amount</u> • <u>Citizen participation: Appropriate frequency of and number of participants in WC and TLCC meetings</u> • <u>Development planning: Preparation of development plans in line with the operational handbook</u>	Monitoring results of pilot Paurashavas	

Narrative Summary		Inputs	Important Assumptions
Activities		Bangladesh	
1-1 Analyze prescribed and actual roles/responsibilities of Paurashavas, an institutional/policy environment surrounding Paurashavas and challenges facing them.		•Project personnel concerned (1)Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LDG) (4) Personnel from organizations concerned (NILG, LGED, etc.) •Project Operational Cost Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost) •Project Implementation Cost (1) Travel and daily allowances for project-related personnel of GOB, etc.	- GOB grants for pilot Paurashavas are not reduced - Manpower of pilot Paurashavas is not reduced
1-2 Identify core functions of Paurashavas and priority capacity development needs.			
1-3 Develop a training implementation setup in consultation with stakeholders.			
1-4 Review the past and ongoing efforts to develop Paurashavas' capacity in performing core functions identified through Activity 1-2.			
1-5 Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Paurashava capacity development.			
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 Paurashavas (Activities 3-3 to 3-5).			
1-7 Prepare an <u>action</u> plan of the mid-long term strategy			
1-8 Analyze an institutional/policy environment for Paurashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Paurashavas			
1-9 Provide necessary support to carry out activities based on the action plan.			
1-10 <u>Conduct the survey for reviewing the situaion of rules and regulations related with Paurshava Act 2009.</u>			
1-11 <u>Set the list of required rules and regulations for revision and/or development for implementing the Strategy.</u>			
2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Paurashavas.		Japan • Experts (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary) •Local Consultant (if necessary) •Training in Japan/Third Country •Equipment •Project Implementation Cost surveys, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.	Pre-conditions - Personnel are assigned to Urban Wing of LGD - Partner institutions assign appropriate personnel for Paurashava capacity development activities
2-2 Develop/revise manuals and guidelines required to perform core functions.			
2-3 Develop/revise training modules using the manuals and the guidelines developed in Activity 2-1.			
2-4 Develop/revise training curriculum and materials.			
2-5 Identify the providers of the training courses developed/revised through Activities 2-2 & 2-3 and conduct TOT.			
2-6 Monitor capacity development support activities in pilot Paurashavas (Activity 3-3 & 3-4) and revise training modules/curriculum/materials based on monitoring results.			
3-1 Select pilot Paurashavas for capacity development support.			
3-2 Conduct a baseline survey on citizens' satisfaction level with Paurashava services and Paurashava service coverage.			
3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4.			
3-4 Provide support for pilot Paurashavas to carry out administrative activities with regard to core functions.			
3-5 Analyze the results of pilot activities and experience of other Paurashavas, and identify good practices that can be useful for other Paurashavas.			
3-6 Reflect good practices identified in Activity 3-5 to materials developed in Activity 2-3, and share the practices with all of Paurashavas in Bangaldesh			
(*) Target numbers of indicators will be set by June 2016			

2. 詳細活動計画

2.1. 2015年7月～9月

2nd year Progress Report

Phase of strategy formulation and pilot activities: July 2015～December 2015

(1) Revise practical manual/guidelines, training module, curriculum, 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	7	8	9			Mark*			Actual outputs		
								7	8	9			
1.1	Conduct various kinds of follow-up activities after training	A P	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></</div></div>										

Persons involved in activities: Fusamae, Azeta, and Matoba/Suganaga

Monthly monitoring (results of interim monitoring in July and August)

July
August

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1.1	Conduct various kinds of follow-up activities of activity item (7) (Fusamae)	n.a.	n.a.			Conducted post-training self-assessment in 3 Paurashavas	Post-training self-assessment summary sheet	○	
1.2	Revise the Practical manuals for administration, training program and materials	n.a.	n.a.			Gathered feedback from 3 Paurashavas	Feedback summary sheet	○	
1.1	Conduct various kinds of follow-up activities of activity item (7) (Azeta)					Visited two pilot paurashavas for providing OJT for accounting, budget monitoring and tax collection.	Cashbook and tax demand and collection registers filled according to the operation manuals.	○	
1.2	Revise the Practical manuals for administration, training program and materials					Collected comments from pilot paurashavas.	Feedback summary sheet	○	
1.1	Conduct various kinds of follow-up activities of activity item (7) (Matoba / Suginaga)	n.a.	n.a.			Scheduling follow-up training at Paurashava level	Tentative training schedule	○	
1.2	Revise the Practical manuals for administration, training program and materials	n.a.	n.a.			n.a.	n.a.		

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

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(2) Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities		Actual	7	8			9	Mark*				Actual outputs
		Plan						7	8			
1	Continue discussion at the opportunity of WG meetings	A								The team conducted various activities for encouragement of participation of stakeholders into the Meeting.	8th WG meeting is planned for late October.	
		P										
2	Formulate draft of Strategy (Target date is October, 2015)	A									Chapter 6 is to be formulated and also points of improvement of other chapters will be discussed.	
		P										

Mainly responsible persons: Sasao and Sato

Supporting persons: Fusamae and Azeta

Monthly monitoring (results of interim monitoring in July and August.)

July

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.			Held 6th WG Meeting on August 10th	General agreement on the content of Chapter 3, 4 and 5	○	
2	Formulate Draft strategy to be submitted to 6th WG Meeting	Formulated Draft strategy to be submitted to 6th WG Meeting	Draft of Chapter 3, 4 (revised) and 5 (new)	○		Formulated Draft strategy to be submitted to 6th WG Meeting	Draft of Chapter 5 (remaining part, not complete)	○	

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

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(3) Provide support to the final approval and budgeting process 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 (Activities will start after October, 2015)		Actual	7	8			9	Mark*				Actual outputs
		Plan							7			
1	Continue discussion at the opportunity of WG meetings	A										
		P										
2	Conduct other necessary activities	A										
		P										

Mainly responsible persons: Sasao and Sato

Supporting persons: Fusamae

Monthly monitoring (results of interim monitoring in July and August.)

July

August

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.			n.a.	n.a.		
2	Conduct other necessary activities	n.a.	n.a.			n.a.	n.a.		

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

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(4) 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	7	8	9	Mark*			Actual outputs									
						7	8	9										
1	Continue discussion at the opportunity of WG meetings (This activity will start after October)	A									Sasao, Sato	Minutes of WG meetings	n.a.	n.a.	n.a.			
		P																
2	Conduct review of rules and regulations related to Paurashavas	A									Sasao, Fusamae	Reviewd and newly formulated rules and regulations	○	△	△	Preparatory study was completed by a local consyltant and the candidate list of rules and regulations, which needs to be revised and formulated, was produced.	Because of holiday period and the tight workload of the local consultant, the progress took more time than originally expected.	Selecting rules and regulations which needs to be revised and formulated
		P																

Mainly responsible perons: Sasao (1 and 2) and Sato (1) and Fusamae (2)

Monthly monitoring (results of interim monitoring in July and August.)

July

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.			n.a.	n.a.		
2	Conduct review of rules and regulations related to Paurashavas	Preparatory study was conducted by a local consultant.	Interim report	○		Discussion (one meeting) was held among Japanese experts, a local colsulant and PD.		△	Prioritization of the subjects to be tackled will start to be discussed in September.

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

2nd year Progress Report

Phase of pilot training and activities: January 2016~June 2016

(5) Conduct TOT (New subjects)

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	7	8			9	Mark*				Actual outputs							
								7	8				9						
1.1	Prepare for the TOT including the selection of instructors on "Development Planning" August: Preparation for TOT September: None	A									Fusamae	Decided schedule, method and instructors	n.a.	○	n.a.	Course guide		Completed	
		P																	
1.2	Conduct TOT (Rehearsal of training) August: None September: Implementation of TOT	A										Fusamae	Conducted TOT recorded in the report	n.a.	n.a.	○	Training feedback summary sheet		Completed
		P																	
1.1	Prepare for the TOT including the selection of instructors August: None September: None	A										Ido	Decided schedule, method and instructors	n.a.	n.a.	n.a.			
		P																	
1.2	Conduct TOT (Rehearsal of training) August: None September: None	A										Ido	Conducted TOT recorded in the report	n.a.	n.a.	n.a.			
		P																	

Persons involved in activities: Fusamae, Ido

Monthly monitoring (results of interim monitoring in July and August)

July		August							
Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1.1	Prepare for the TOT including the selection of instructors (Fusamae)	n.a.	n.a.			Prepared a course guide and made all arrangement for TOT implementation	Course guide	○	
1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.			n.a.	n.a.		
1.1	Prepare for the TOT including the selection of instructors (Ido)	n.a.	n.a.			n.a.	n.a.		
1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.			n.a.	n.a.		

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

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.1) Conduct pilot training: New subjects

Progress of activities										Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities		Actual	7	8	9	Mark*			Actual outputs								
		Plan				7	8	9									
1.1	Prepare for the pilot training (other than TOT) (Development Planning) August: Preparation of exercise instructions September: Revision of materials and finalization of training schedule	A											2nd version of operational handbook (improved after TOT) and teaching materials	Completed			
		P									n.a.	○			○		
1.1	Prepare for the pilot training (other than TOT) (M&E of Paurashava activities) August: None September: None	A											n.a.	n.a.			
		P									n.a.	n.a.			n.a.		
1.2	Conduct pilot training (Development Plan) August: None September: None	A											n.a.	n.a.			
		P									n.a.	n.a.			n.a.		
1.1	Prepare for the pilot training (other than TOT) August: None September: None	A											n.a.	n.a.			
		P									n.a.	n.a.			n.a.		
1.2	Conduct pilot training August: None September: None	A											n.a.	n.a.			
		P									n.a.	n.a.			n.a.		

Persons involved in activities: Fusamae, Ido

Monthly monitoring (results of interim monitoring in July and August)

July		August							
Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1.1	Prepare for the pilot training except for (Fusamae) TOT	n.a.	n.a.			Prepared exercise instructions and got its translation version checked	Slides for group exercises	○	
1.2	Conduct pilot training	n.a.	n.a.			n.a.	n.a.		
1.1	Prepare for the pilot training except for (Ido) TOT	n.a.	n.a.			n.a.	n.a.		
1.2	Conduct pilot training	n.a.	n.a.			n.a.	n.a.		

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

2nd year Progress Report

Phase of pilot training and activities : January 2016～June 2016

(6.2) Conduct pilot training: Subjects of 1st year

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	7	8	9			Mark*			Actual outputs		
								7	8	9			
1.1	Prepare for the pilot training (Orietation) August: None September: None	A					Fusamae		n.a.	n.a.	n.a.	n.a.	Discussion with NILG on training implementation
		P											
1.2	Conduct pilot training (Orientation) August: None September: None	A						Conducted pilot training recorded in the report	n.a.	n.a.	n.a.	n.a.	n.a.
		P											
1.1	Prepare for the pilot training August: None September: None	A					Azeta		n.a.	n.a.	n.a.	n.a.	Select paurashavas where additional training are implemented and prepare a schedule implementation plan.
		P											
1.2	Conduct pilot training August: None September: None	A						Conducted pilot training recorded in the report	n.a.	n.a.	n.a.	n.a.	Conduct additional training for selected training from December.
		P											
1.1	Prepare for the pilot training August: None September: None	A					Suginaga		n.a.	n.a.	n.a.	n.a.	
		P											
1.2	Conduct pilot training August: None September: None	A						Conducted pilot training recorded in the report	n.a.	n.a.	n.a.	n.a.	
		P											

Persons involved in activities: Fusamae, Azeta, and Suginaga

Monthly monitoring (results of interim monitoring in July and August)

July

August

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1.1 (Fusamae)	Prepare for the pilot training	n.a.	n.a.			n.a.	n.a.		
1.2	Conduct pilot training	n.a.	n.a.			n.a.	n.a.		
1.1 (Azeta)	Prepare for the pilot training	n.a.	n.a.			n.a.	n.a.		
1.2	Conduct pilot training	n.a.	n.a.			n.a.	n.a.		
1.1 (Suginaga)	Prepare for the pilot training	n.a.	n.a.			n.a.	n.a.		
1.2	Conduct pilot training	n.a.	n.a.			n.a.	n.a.		

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

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(7) Support Pourashavas' 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	7	8	9			Mark*			Actual outputs								
								7	8	9									
1	Implement support activities (Development planning) August: None September: None	A									Fusamae		n.a.	n.a.	n.a.	n.a.	n.a.		
		P																	
2	Implement support activities (Budget and Accounting)	A												n.a.	○	○	Cashbooks and budget monitoring sheets (monthly monitoring) input following the operation manuals.	Most of the paurashavas prepared the formats as described in the operation manuals. OJT supported accountants to understand how to use them.	Carry out follow-activities (through telephone calls) to make sure that paursHAVas continue using the formats properly.
		P																	
3	Implement support activities (Tax collection)	A												n.a.	○	○	Demand and collection registers input and Tax invoices prepared following the operation manuals.	Most of the paurashavas prepared the formats as described in the operation manuals. OJT supported tax collectors to understand how to use them.	Carry out follow-activities (through telephone calls) to make sure that paursHAVas continue using the formats properly.
		P																	
4	Implement support activities (Tax assessment)	A												n.a.	n.a.	○	Follow-up plan for the tax assessment.		Visit two paurashavas (Athagara and Sengarchar) to surpport tax assessment activities.
		P																	
5	Implement support activities (Citizens' participation) August: Programming training at Paurashava level September: Conducting training at Paurashava level	A												n.a.	○	○	Follow-up training at the Paurashava level is in process (will be completed in October)	The completion of follow-up training at the Paurashava level is delayed to October because timing is adjusted to avoid overlapping other training courses by SPGP.	Complete training at Paurasava level
		P																	

Persons involved in activities: Fusamae, Azeta, and Suginaga

Monthly monitoring (results of interim monitoring in July and August)

July

August

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Implement support activities (Development planning)	n.a	n.a.			n.a.	n.a.		
2	Implement support activities (Budget and Accounting)	n.a	n.a.			Visited Bakerganj and Shaikupa to provide OJT on cashbook and budget monitoring.	Cashbook for July was prepared according to the operation manual	○	
3	Implement support activities (Tax collection)	n.a	n.a.			Visited Bakerganj and Shaikupa to provide OJT on tax demand and collection register and monthly monitoring sheet.	A part of the tax demand and collection register of two paurashavas was filled according to the operation manual.	○	
4	Implement support activities (Tax assessment)	n.a	n.a.			n.a.	n.a.		
5	Implement support activities (Citizens' participation)	n.a	n.a.			Scheduling follow-up training at Paurashava level	Tentative training schedule	○	

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

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(8) 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	7	8			9	Mark*				Actual outputs					
		Plan						7	8				9				
1	Collect good practices from various pilot activities	A								Nakamura	Compiled good practices	n.a.	n.a.	○	Plan of coming activities		Continue monitoring the identification of good practices
	Septemeber: Discussion on the method of identification of good practices	p															
		A															
		P															

Persons involved in activities: Nakamura

Monthly monitoring (results of interim monitoring in July and August)

July					August				
Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Collect good practices from various pilot activities	n.a.	n.a.			n.a.	n.a.		

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

2nd year Progress Report

Phase of pilot training and activities : January 2016～June 2016

(9) 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	7	8			9	Mark*				Actual outputs																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
		Plan							7				8	9																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
1	Share the accumulated good practices with many Paurashavas September: Discussion of sharing method	A																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											

Persons involved in activities: Nakamura

Monthly monitoring (results of interim monitoring in July and August)

July

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Share the accumulated good practices with many Paurashavas	n.a.	n.a.			n.a.	n.a.		
2		n.a.	n.a.			n.a.	n.a.		

August

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

2nd year Progress Report

Phase of pilot training and activities : January 2016～June 2016

(10) Support the mid-term review of the project

Progress of activities										Person in Charge	Expected Outputs	Progress situation in general					Background analysis of progress	Targets and activities in next term
Activities (Activities will start in the year 2016)		Actual	7	8	9	Mark*			Actual outputs									
		Plan										7	8	9				
1	Conduct supportive activities such as information provision and discussion	A									Sasao, Nakamura	n.a.	n.a.	n.a.	n.a.			
		P																

Persons involved in activities: Sasao and Nakamura

Monthly monitoring (results of interim monitoring in July and August)

July

Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Conduct supportive activities such as information provision and discussion	n.a.	n.a.			n.a.	n.a.		

August

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

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(11) C/P Training to Paurashava mayors in Japan

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities		Actual	7	8			9	Mark*				Actual outputs
		Plan							7			
1	Preparation of training (This will start in December, 2015)	A										
		P						n.a.	n.a.	n.a.		
2	Conduct training in Japan	A										
		P						n.a.	n.a.	n.a.		

Persons involved in activities: Sasao and one staff

Monthly monitoring (results of interim monitoring in July and August)

July					August				
Activities		Progress Situation at the end of July		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of August		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Preparation of training (This will start in December, 2015)	n.a.	n.a.			n.a.	n.a.		
2	Conduct training in Japan	n.a.	n.a.			n.a.	n.a.		

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

2.2. 2015年10月～12月

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015～December 2015

(1) Revise practical manual/guidelines, training module, curriculum, and materials for Paurashavas' governance enhancement

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

Person in Charge	Progress of activities												Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term	
	Activities		Actual Plan	10	11	12	Mark*			Actual outputs										
							10	11	12											
Fusamæ	1.1	Conduct various kinds of follow-up activities after training	A											n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	
			P																	
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "orientation course", when necessary (by December, 2015) November: Editing by Japanese expert December: Editing by local consultant	A												n.a.	△	△	Under formulation	It took some time to find an appropriate editor.	Completion of editing by the end of January
			P																	
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7) (Support Pourashavas' administrative activities)	A												○	○	○	See (7)	See (7)	See (7)
			P																	
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on 4 subjects such as i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection and iv) Tax assessment, when necessary (by December, 2015)	A												n.a.	n.a.	△	Analyzed rules and regulations on water billing and licensing. Collected formats for water billing and licensing.	Rules and regulations (and the formats) on water billing and licensing were not clearly established for the daily operations at paurashavas.	Prepare the draft for the revised manuals of the 4 subjects such as i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection and iv) Tax assessment, by March 2016.
			P																	
Matoba / Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	A												n.a.	n.a.	×		Because of change of the expert's trip schedule owing to the security condition in Bangladesh, the expected revision work was transferred to February, 2016.	The field visit on pilot Paurashava Parishads for following-up activities will be conducted in January and February 2016.
			P																	
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "Citizen participation" when necessary (by December, 2015) October: Collect feedback from Paurashava level people November: Collect feedback from Paurashava level people and review manual/guidelines December: Draft revised practical manual/guidelines, training module, curriculum, and materials	A												○	△	△	The direction and necessary points to be revised in the manuals are identified from the feedback of training participants and local staff members.	1. Completion of pilot training was delayed by 1 month owing to the adjustment of training schedule among different subjects. 2.Because of change of the expert's trip schedule owing to the security condition in Bangladesh, the expected revision work was transferred to February, 2016. 3.The Project is waiting for the final conclusion of coordination/modification of training contents on citizen participation between SPGP and GIZ.	The final revision of training manuals on the citizen participation will be conducted based on the information collected in previous term activities.
			P																	

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

Monthly monitoring

Person in Charge	Activities (Oct.-Dec.2016)		October		Mark*	Necessary Corrective Action for Next Month	November		Mark*	Necessary Corrective Action for Next Month
			Progress Situation at the end of October				Progress Situation at the end of November			
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Revise the practical manuals for administration, training program and materials	n.a.	n.a.	n.a.		Started editing of Orientation Training handbook	None	△	Expedite the editing process
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7)	Conducted follow-up training on tax assessment at two paurashavas, and on accounting and tax collection at one paurashava	Field visit reports	○		Conducted follow-up training on accounting and tax collection at one paurashava	Field visit report	○	
	1.2	Revise the practical manuals for administration, training program and materials	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
Matoba / Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Revise the practical manuals for administration, training program and materials	Feedback from direct users: concerned people at the Upazila level is collected	Collected information on the contents of the manual and training program	○		Feedback from direct users: concerned people at the Upazila level is collected	Points to be revised are identified based on the feedback from Paurashava level people and local consultants.	△	Accelerate the process of revision of documents. (Completion of pilot training was delayed by 1 month owing to the adjustment of training schedule among different subjects. There was some conflict of schedule among trainees, as some of Paurashava staff participate in the training of different subjects. There was limit of adjusting training schedule, too, as each Paurashava also had own request of timing.)

Person in Charge	Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.	
	1.2	Revise the practical manuals for administration, training program and materials	Edited the first version of the handbook	Under formulation	△	Completion of editing by the end of January
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7)	Made follow-up phone calls on accounting and tax collection to pilot paurashavas.	n.a.	○	
	1.2	Revise the practical manuals for administration, training program and materials	Analyzed rules and regulations on water billing and licensing. Collected formats for water billing and licensing.	Rules and regulations and formats collected and reviewed.	△	Continue analyzing the rules and actual procedures on water billing and licensing.
Matoba / Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	×	The field visit on pilot Paurashava Parishads for following-up activities will be conducted in January and February 2016.
	1.2	Revise the practical manuals for administration, training program and materials	n.a.	n.a.	△	The final revision of training manuals on the citizen participation will be conducted in the next quarter based on the information collected in previous term activities.

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(2) Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan

【Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae and Azeta】

[Mainly responsible persons: Sasao and Sato/ supporting persons: Fusamae and Azeta]													
Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term		
Activities		Actual	10	11			12	Mark*				Actual outputs	
		Plan						10	11				12
1	Continue discussion at the opportunity of WG meetings	A								Minutes of WG meetings			
		P						△	○ (complete)				
2	Formulate draft of Strategy (Target date is October, 2015)	A								First draft strategy was completed in November.		To continue review of the draft by important stakeholders and also a professional proof reader	
		P						△	○				○

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

Monthly monitoring

October					November				
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	Preparation for 8th WG Meeting was done but the meeting was not held in October because of the delay of Japanese experts' arrival owing to security condition.		△		8th WG Meeting was held on Nov. 4th. Revised chapter 5 was well accepted and also the new chapter 6 was also accepted in principle.	The minute of the meeting	○	
2	Formulate draft of Strategy (Target date is October, 2015)	Formulated Draft strategy to be submitted to 8th WG Meeting	Draft of Chapter 5 (revised) and Chapter 6 (new)	○		Draft Strategy including all the chapters was submitted to JICA.	1st Draft Strategy	○	

December				
Activities		Progress Situation at the end of December		Mark*
		Activities	Outputs	
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.
2	Formulate draft of Strategy (Target date is October, 2015)	Review of 1st draft started among stakeholders in December.	not yet	○

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(3) Provide support to the final approval and budgeting process of the strategy

【Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae】

Progress of activities										Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term
Activities (Activities will start after October, 2015)		Actual	10	11	12	Mark*			Actual outputs								
		Plan				10	11	12									
1	Continue discussion at the opportunity of WG meetings	A									Sasao, Sato	Minutes of WG meetings	n.a.	n.a.	n.a.		
		P															
2	Conduct other necessary activities	A									Sasao, Sato, Fusamae	Approved strategy	n. a.	n.a.	n.a.		
		P															

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

Monthly monitoring

October					November				
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
2	Conduct other necessary activities	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

December				
Activities		Progress Situation at the end of December		Necessary Corrective Action for Next Month
		Activities	Outputs	
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	
2	Conduct other necessary activities	n.a.	n.a.	

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

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

【Mainly responsible persons: Sasao (1 and 2) and Sato (1) and Fusamae (2)】

(Mainly responsible persons: Sasao (1 and 2) and Sato (1) and Fusamae (2))																			
Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term						
Activities		Actual	10	11	12			Mark*			Actual outputs								
		Plan						10	11	12									
1	Continue discussion at the opportunity of WG meetings (This activity will start after October)	A										Sasao, Sato	Minutes of WG meetings	n.a.	n.a.	n.a.			To discuss establishing the implementation structure of the strategy
		P																	
2	Conduct review of rules and regulations related to Paurashavas	A										Sasao, Fusamae	Reviewed and newly formulated rules and regulations	△	△	△	Short list of rules to be formulated or modified (not final outputs)	The progress is a bit slow, as LGD was very busy in the last few months.	To accelerate the process
		P																	

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

Monthly monitoring

October					November				
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
2	Conduct review of rules and regulations related to Paurashavas	It was planned to selecting rules and regulations which needs to be revised and formulated but the task was not done because LGD cannot have time to conduct it.	Nothing in particular	△		There was a meeting between consultant team and LGD about how to proceed with the new task.	The policy of the next action was decided.	△	To accelerate the process

December				
Activities		Progress Situation at the end of December		Mark*
		Activities	Outputs	
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.
2	Conduct review of rules and regulations related to Paurashavas	Based on the previous discussion, short list of rules to be formulated or modified was made.	Short list of rules to be formulated or modified (not final outputs)	△

2nd year Progress Report

Phase of pilot training and activities : January 2016 ~ June 2016

(5) Conduct TOT (New subjects)

【Persons involved in activities: Fusamæ, Ido】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
	Activities		Actual Plan	10	11	12		Mark*					Actual outputs
								10	11	12			
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Development Planning" Completed in the previous quarter	A						n.a.	n.a.	n.a.		n.a.
			P										
	1.2	Conduct TOT (Rehearsal of training) Completed in the previous quarter	A						n.a.	n.a.	n.a.		n.a.
			P										
Ido	1.1	Prepare for the TOT including the selection of instructors on infrastructure related subjects October: None November: None December: Selection of instructors	A						n.a.	○	△	Decided schedule, method and instructors (But the contracts were not finalized yet with instructors.)	To finalize the contract and to have detailed discussion on the methodology
			P										
	1.2	Conduct TOT (Rehearsal of training) October: None November: None December: None	A						n.a.	n.a.	n.a.		
			P										

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

Monthly monitoring

October						November				
Person in Charge	Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Development Planning"	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
Ido	1.1	Prepare for the TOT including the selection of instructors on infrastructure related subjects	n.a.	n.a.	n.a.		Started selection of lecturers	n.a.	○	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

December						
Person in Charge	Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Development Planning"	n.a.	n.a.	n.a.	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.	
Ido	1.1	Prepare for the TOT including the selection of instructors on infrastructure related subjects	Decided schedule, method and instructors (But the contracts were not finalized yet with instructors.)	same as left	△	To finalize the contract
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.1) Conduct pilot training: New subjects

[Persons involved in activities: Fusamae, Ido]

Person in Charge	Progress of activities					Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
	Activities		Actual	10	11		12	Mark*					Actual outputs																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
			Plan						10	11				12																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
Fusamae	1.1	Prepare for the pilot training (other than TOT) (Development Planning) Completed in previous quarter	A																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						

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

Monthly monitoring

October						November				
Person in Charge	Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training except for TOT (Development Planning and M&E of Paurashava activities)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Conduct pilot training (Development Plan)	pilot training implementation (Three out of four planned trainings were conducted.)	pilot training	△	rescheduling of training implementation for one of the pilot Paurashava	Rescheduling of training, reporting by trainers on training implementation, and revision of handbook	Updated training schedule, reports from trainers	△	Complete handbook revision and training report
Ido	1.1	Prepare for the pilot training except for TOT (Infrastructure related subjects)	Training subjects were decided tentatively.	Training subject candidates	○		Making TOR of consultants to prepare teaching materials	TOR was almost completed.	○	Complete TOR shortly and start negotiation with candidate consultants in charge of teaching material formulation
	1.2	Conduct pilot training (Infrastructure related subjects)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

December						
Person in Charge	Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training except for TOT (Development Planning and M&E of Paurashava activities)	n.a.	n.a.	n.a.	
	1.2	Conduct pilot training (Development Plan)	n.a.	n.a.	△	
Ido	1.1	Prepare for the pilot training except for TOT (Infrastructure related subjects)	Decided responsible consultants	Identified consultants	△	To agree on the contracts and to start making teaching materials
	1.2	Conduct pilot training (Infrastructure related subjects)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.2) Conduct pilot training: Subjects of 1st year

[Persons involved in activities: Fusamae, Azeta, and Suginaga]

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term								
	Activities		Actual Plan	10	11	12		Mark*					Actual outputs							
								10	11	12										
Fusamae	1.1	Prepare for the pilot training (Orientation) October: None November,December: Planning with NILG	A									Agreed with PD and Director Training, NILG to get NILG to use SPGP orientation training handbook in NILG orientation courses for Paurashava	Fix training schedule and discuss the role of NILG							
			P											n.a.	△	△				
	1.2	Conduct pilot training (Orientation) October-December: None	A										Conducted pilot training recorded in the report	n.a.	n.a.	n.a.				
			P																	
Azeta	1.1	Prepare pilot trainings for additional paurashavas (Financial subjects) October: Paurashava selection November: Logistic arrangement	A										Memo on paurashava selection, TOT report	○	○	○	Prepared the courseguide for the training conducted in January.	Pilot trainings were prepared according to the original plan, although there were some delays due to the elections in December.	n.a.	
			P																	
	1.2	Conduct pilot training for additional paurashavas	A											Conducted pilot training recorded in the report	n.a.	n.a.	△	n.a.	Pilot training planned to be organized in December was postponed to January, due to the election in December.	Organize pilot training for 20 additional paurashavas in January (budget / accounting) and February (tax collection / tax assesment).
			P																	
Matoba/Suginaga	1.1	Prepare for the pilot training (Citizen participation) October: none September: none December: none	A											n.a.	n.a.	n.a.				
			P																	
	1.2	Conduct pilot training October: Pilot training implementation (2 sites) November: Pilot training implementation (2 sites) December: none	A											Conducted pilot training recorded in the report	△	○	n.a.	Pilot training at five Pilot Paurashavas is completed and training implementation reports are prepared.		
			P																	

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

Monthly monitoring

October						November				
Person in Charge	Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.		none	none	△	Discuss with PD and NILG on implementation plan of orientation training
	1.2	Conduct pilot training	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
Azeta	1.1	Prepare for the pilot training	Selected paurashavas to be invited to the training	Memo on paurashava selection	○		Finalized the list of the paurashavas to be invited to training	List of paurashavas to be invited	○	
	1.2	Conduct pilot training	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	(The training was postponed and will be organized in January - February 2016, due to the availability of the training facilities.)
Matoba/Suginaga	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Conduct pilot training	Conduct pilot training	Completion of pilot training at 2 pilot Paurashavas	△		Conduct pilot training	Completion of pilot training at 2 pilot Paurashavas	○	

December						
Person in Charge	Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamæ	1.1	Prepare for the pilot training	Discussed with PD on rough training plan and the next move	Agreed with PD and Director Training, NILG to get SPGP handbook in NILG's training	△	Start discussion with NILG
	1.2	Conduct pilot training	n.a.	n.a.	n.a.	
Azeta	1.1	Prepare for the pilot training	Prepared the courseguide for the training conducted in January.	Course guide	○	
	1.2	Conduct pilot training	n.a.	n.a.	△	Organize pilot training for 20 additional paurashavas in January (budget / accounting) and February (tax collection / tax assesment).
Matoba/Suginaga	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.	
	1.2	Conduct pilot training	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(7) Support Pourashavas' administrative activities

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

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	10	11	12	Mark*			Actual outputs											
						10	11	12												
1	Implement support activities (Development planning) October-December: None	A											Fusamae		n.a.	n.a.	n.a.		n.a.	
		P																		
2	Implement support activities (Budget / Accounting)	A											Azeta	Field Visit report / Follow-up progress report	○	○	○	Field Visit report / Follow-up progress report	Most of the pilot paurashavas were successful in budget / accounting activities (paurashavas follow the procedures specified in the manuals).	Continue support paurashavas through visits and phonecalls
		P																		
3	Implement support activities (Tax collection)	A												Field Visit report / Follow-up progress report	○	△	○	Field Visit report / Follow-up progress report	Most of the pilot paurashavas were successful in tax collection (paurashavas follow the procedures specified in the manuals).	Continue support paurashavas through visits and phonecalls
		P																		
4	Implement support activities (Tax assessment)	A												Field Visit report / Follow-up progress report	○	○	○	Field Visit report / Follow-up progress report	Training was provided to officers in 2 paurashavas as planned.	Continue support paurashavas through visits and phonecalls
		P																		
5	Implement support activities (Citizens' participation) September: none October: none December: Visit on pilot Paurashavas for following-up activities	A											Suginaga	Field visit report including progress and good practices promoted by the training of SPGP	n.a.	n.a.	×	No output	The date of local election is fixed at the end of December and it is impossible to see main training participants such as a Mayor and Councilors at the Paurashava level in December.	The field visit on pilot Paurashava Parishads for following-up activities will be conducted in January and February 2016.
		P																		

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

Monthly monitoring

		October				November			
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Implement support activities (Development planning)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
2	Implement support activities (Budget / Accounting)	Visited Bakerganj to provide OJT on cashbook and budget monitoring.	Cashbook until October was prepared according to the operation manual	○		Visited Khanaigat to provide OJT on cashbook and budget monitoring.	Cashbook was printed and the local consultant gave instructions.	○	
3	Implement support activities (Tax collection)	Visited Bakerganj to provide OJT on tax demand and collection register and monthly monitoring sheet.	Tax demand and collection register of the paurashava was filled according to the operation manual.	○		Visited Khanaigat to provide OJT on tax demand and collection register and monthly monitoring sheet.	n.a.	△	Khanaigat paurashava has not prepared the printed copy of the tax demand and collection register. The local consultant will make follow-up visit in December.
4	Implement support activities (Tax assessment)	Conducted tax assessment training at Sengarchar and Athagaria paurashavas	Field Visit report	○		Made phonecalls to monitor the progress of works	n.a.	○	
5	Implement support activities (Citizens' participation)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

		December			
Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Implement support activities (Development planning)	n.a.	n.a.	n.a.	
2	Implement support activities (Budget / Accounting)	Made phonecalls to monitor the progress	n.a.	○	
3	Implement support activities (Tax collection)	Made phonecalls to monitor the progress	n.a.	○	
4	Implement support activities (Tax assessment)	Made phonecalls to monitor the progress	n.a.	○	
5	Implement support activities (Citizens' participation)	n.a.	n.a.	×	The field visit on pilot Pausashava Parishads for following-up activities will be conducted in January and February 2016.

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(8) Identify good practices

【Persons involved in activities: Nakamura and other experts】

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	10	11			12	Mark*					Actual outputs
								10	11	12			
1	Collect good practices from various pilot activities	A											
		P											
1-1	Discussion in the team on how to accumulate and use good practices	A											
		P											
1-2	During the various follow-up activities each expert explain formulation of good practices	A											
		P											
1-3	Conducting training follow-up and formulation of good practices	A											
		P											

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

Monthly monitoring

		October				November			
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Collect good practices from various pilot activities								
1-1	Discussion in the team on how to accumulate and use good practices	It was agreed that actually good practices will be explained at the time of nation-wide training to Paurasahavas.	Discussion results	△		Format and sample of the good practice was under preparation by an expert.	n.a.	△	
1-2	During the various follow-up activities each expert explain formulation of good practices	Not done	n.a.	△	To conduct briefing	In 8th WG Meeting mayors of pilot Paurashavas were requested to make effort in making a good practices.	n.a.	△	To conduct briefing
1-3	Conducting training follow-up and formulation of good practices	Not yet	n.a.	n.a.	To keep trying formulation of good practices	Not yet (Still too early to formulated the good practices)	n.a.	n.a.	To keep trying formulation of good practices

		December			
Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Collect good practices from various pilot activities				
1-1	Discussion in the team on how to accumulate and use good practices	Format and sample of the good practice was discussed and consensus was made among experts.	Format of good practice collection	○	
1-2	During the various follow-up activities each expert explain formulation of good practices	n.a.	n.a.	n.a.	To conduct briefing to Paurasahava staff, whenever possible
1-3	Conducting training follow-up and formulation of good practices	Not yet (Still too early to formulated the good practices)	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(9) Share identified good practices with other Paurashavas

【Persons involved in activities: Nakamura】

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term		
Activities		Actual	10	11			12	Mark*				Actual outputs	
		Plan							10				11
1	Share the accumulated good practices with many Paurashavas	A											
		P											
1-1	Information dissemination on the project in general by facebook (once a month)	A											
		p											
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year)	A											
		P											
1-3	Conducting training follow-up and formulation of good practices	A											
		P											

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

Monthly monitoring

October					November				
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Share the accumulated good practices with many Paurashavas								
1-1	Information dissemination on the project in general by facebook (once a month)	News on follow-up activities were released in facebook.	Released news	○		News on follow-up activities were released in facebook.	Released news	○	
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
1-3	Presentation on good practices by pilot Paurashavas (at the time of mayors' training in Japan)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

December					
Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Share the accumulated good practices with many Paurashavas				
1-1	Information dissemination on the project in general by facebook (once a month)	News on follow-up activities were released in facebook.	Released news	○	
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year)	n.a.	n.a.	n.a.	
1-3	Presentation on good practices by pilot Paurashavas (at the time of mayors' training in Japan)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(10) Support the mid-term review of the project

【Persons involved in activities: Sasao and Nakamura】

Progress of activities										Person in Charge	Expected Outputs	Progress situation in general					Background analysis of progress	Targets and activities in next term			
Activities (Activities will start in the year 2016)												Actual	10	11	12	Mark*			Actual outputs		
												Plan									
1	Conduct supportive activities such as information provision and discussion	A														Sasao, Nakamura	n.a.	n.a.	n.a.		
		P																			

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

Monthly monitoring

October					November				
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Conduct supportive activities such as information provision and discussion	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

December					
Activities		Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Conduct supportive activities such as information provision and discussion	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(11) C/P Training to Paurashava mayors in Japan

【Persons involved in activities: Sasao and one staff】

Persons involved in activities: Sasao and one staff																			
Progress of activities						Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term						
Activities		Actual	10	11	12			Mark*			Actual outputs								
		Plan						10	11	12									
1	Preparation of training (This will start in December, 2015)	A										Sasao	Tentative training schedule and program	n.a.	n.a.	○	Tentative training schedule and program		Continue preparation
		P																	
2	Conduct training in Japan (expected for May, 2016)	A												n. a.	n.a.	n.a.			
		P																	

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

Monthly monitoring

October					November				
Activities		Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Preparation of training (This will start in December, 2015)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
2	Conduct training in Japan	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

December				
Activities		Progress Situation at the end of December		Mark*
		Activities	Outputs	
1	Preparation of training (This will start in December, 2015)	Communicated with the receiving side of training such as Shizuoka city and Shizuoka university.	Tentative training schedule and program	○
2	Conduct training in Japan	n.a.	n.a.	n.a.

2.3. 2016年1月～3月

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015～December 2015

(1) Revise practical manual/guidelines, training module, curriculum, and materials for Paurashavas' governance enhancement

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

Person in Charge	Progress of activities					Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term							
	Activities		Actual Plan	1	2		3	Mark*				Actual outputs						
								1	2				3					
Fusamae	1.1	Conduct various kinds of follow-up activities after training	A								See (7)	See (7)	See (7)					
			P							n.a.				△	○	See (7)		
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "orientation course", when necessary (by December, 2015) January: Editing by local consultant and checking by SPGP team February: Finalization by local consultant	A									Revised training handbook on the subject of "Orientation course"	△	○	○	Revised orientation training handbook	None	
			P															
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7) (Support Pourashavas' administrative activities)	A									See (7)	n.a.	n.a.	○	See (7)	See (7)	See (7)
			P															
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on 4 subjects such as i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection and iv) Tax assessment, when necessary (by December, 2015) January: Make revisions to the manuals and training modules of the 4 subjects. March: Collect information for the additional contents (e.g. water bill and licence)	A									Revised practical manuals for administration, training program and materials in the subjects of i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection and iv) Tax assessment	○	n.a.	○	Revised operational handbooks (minor revisions) on i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection and iv) Tax assessment. Revised v) handbook on financial management for elected representatives.	Made major revisions on "Handbook on financial management for elected representatives" to make it more user-friendly for the better understanding of elected representatives.	None
			P															
Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	A									See (7)	○	○	○	See (7)	See (7)	See (7)
			P															
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "Citizen participation" when necessary January: Review and revision February: Review and revision March: Finalization	A									Revised practical manuals for administration, training program and materials in the subject of "Citizen participation"	○	○	△	The draft of revised operational handbook is prepared, but not yet finalized.	It took a good amount of time to finalize the draft handbook due to the necessity to check some relevant information.	The work of finalization will be done in April.
			P															

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

Monthly monitoring

Person in Charge	January					February				
	Activities (Jan.-Mar.2016)		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamæ	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Revise the Practical manuals for administration, training program and materials	Worked on editing of the orientation training handbook	First draft of an edited version	△	To encourage the editor to proceed with his task	Edited the orientation training handbook	Revised orientation training handbook	○	
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Revise the Practical manuals for administration, training program and materials	Revised manuals and materials (minor revisions on the spelling, calculations and presentations)	Revised manuals and materials.	○		n.a.	n.a.	n.a.	
Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	See (7)		○		See (7)		○	
	1.2	Revise the Practical manuals for administration, training program and materials	The work of revision started and is in process.	none	○		The work of revision is in process.	none	○	

Person in Charge	March		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
	Activities		Activities	Outputs		
Fusamae	1.1	Conduct various kinds of follow-up activities of activity item (7)	Conducted the first support activities in two Paurashavas	Field visit reports	○	
	1.2	Revise the Practical manuals for administration, training program and materials	n.a.	n.a.	○	
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7)	Visited several pilot paurashavas to provide OJT on accounting, budget monitoring and tax collection.	Follow-up report	○	
	1.2	Revise the Practical manuals for administration, training program and materials	Revised "Handbook on Financial Management for Elected representatives" to make it more user friendly.	Revised "Handbook on Financial Management for Elected representatives".	○	
Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	see (7)		○	
	1.2	Revise the Practical manuals for administration, training program and materials	The work of revision is in process.	The draft of revised operational manual	△	The work of finalization will be done in April.

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(2) Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan

[Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae and Azeta]

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	1	2	3	Mark*			Actual outputs									
						1	2	3										
1	Continue discussion at the opportunity of WG meetings	A								Sasao, Sato	Minutes of WG meetings	n.a.	△	△	No minutes of WG meetings	The outline of Strategy was approved by Secretary. JCC was not held because of difficulty to gather relevant attendants.	To make the entire content of Strategy confirmed by stakeholders at TWG (Technical Working Group)	
	February: Get consensus of LGD on Strategy March: Get consensus by JCC	P																
2	Formulate draft of Strategy (Target date is October, 2015)	A								Sasao, Sato, Fusamae, Azeta	Draft strategy	△	○	○	Draft strategy (3rd edition)	Finalization was prolonged but the quality of strategy has improved over time.	To complete Strategy, To translate the Strategy into Bangla	
		P																

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

Monthly monitoring

January					February				
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.		There was no necessity to hold WG meeting at mom. But LGD's concurrence to the content of Strategy is not completed.	No minutes of WG meetings	△	To obtain understanding and the agreement on draft Strategy by LGD top management
2	Formulate draft of Strategy (Target date is October, 2015)	2nd draft Strategy was formulated and already sent to the proof readers.	2nd draft of Strategy	△		Proof reading of 2nd draft was completed.	Modified (Edited) 2nd draft of Strategy	○	To accelerate finalizing the draft Strategy

March				
Activities		Progress Situation at the end of March		Mark*
		Activities	Outputs	
1	Continue discussion at the opportunity of WG meetings	The outline of Strategy was approved by Secretary. JCC was not held because of difficulty to gather relevant attendants.	No minutes of WG meetings	△
2	Formulate draft of Strategy (Target date is October, 2015)	Draft Strategy was further improved, reflecting the comments of proof readers.	Draft strategy (3rd edition)	○

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(3) Provide support to the final approval and budgeting process of the strategy

[Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae]

(mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae)																					
Activities (Activities will start after October, 2015)		Progress of activities				Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term								
		Actual Plan	1	2	3			Mark*			Actual outputs										
								1	2	3											
1	Continue discussion at the opportunity of WG meetings	A												Sasao, Sato	Minutes of WG meetings	n.a.	n.a.	n.a.			
		P																			
2	Conduct other necessary activities	A												Sasao, Sato, Fusamae	Approved strategy	n.a.	n.a.	○	Collected info on the ADP budget, Record of meeting with BMDF		To realize final approval of Strategy by Ministry (LGD)
		P																			

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

Monthly monitoring

January		February							
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
2	Conduct other necessary activities	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

Activities		March		Mark*	Necessary Corrective Action for Next Month
		Progress Situation at the end of March			
		Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.	
2	Conduct other necessary activities	Collected info on the ADP budget and also had discussion with BMDF in order to think of future financial resource for Paurashava development	Collected info on the ADP budget, Record of meeting with BMDF	○	

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

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

【Mainly responsible persons: Sasao (1 and 2) and Sato (1) and Fusamae (2)】

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term	
Activities		Actual	1	2			3	Mark*					Actual outputs
		Plan						1	2	3			
1	Continue discussion at the opportunity of WG meetings (This activity will start after October)	A									No Minutes of WG meetings, Confirmation of the Strategy implementation structure with important stakeholders (NILG, LGED and DPHE)	Discussion was held not by WG but by individual meetings with key agencies such as NILG, LGED and DPHE.	To confirm the Strategy implementation structure in details with LGD top management
	February: Confirm the Strategy implementation structure within important stakeholders March: Confirm the above structure in JCC	P											
2	Conduct review of rules and regulations related to Paurashavas	A									Nothing	Because of change of key personnel of LGD including PD and also leave of new PD from Dhaka to attend training, discussion on the issue was not held.	To resume the discussion with new PD (3rd PD)
	January: Discuss the concrete approach February: Start review task March: Continue the review task	P											

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

Monthly monitoring

		January				February			
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	WG meeting was not held mainly because PD and his supervisor moved to other posts. Besides there was no urgent need to hold a meeting, as the Strategy is still at the draft stage.	n.a.	n.a.		Strategy implementation structure was confirmed with NILG and DPHE. It is necessary to confirm it with LGED and LGD.	Confirmation by NILG and DPHE.	△	To confirm the Strategy implementation structure with LGED (new Representative for WG) and LGD top management
2	Conduct review of rules and regulations related to Paurashavas	Because PD was very busy and he moved to another post within the month, there was no progress on the issue.	nothing	×	To resume the activity with close contact with LGD	As the post of PD is still vacant, there is no progress on the review of rules and regulations related to Paurashavas.	nothing	×	To resume the activity with close contact with LGD

		March			
Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	Strategy implementation structure was confirmed with LGED. It is necessary to confirm it with LGD top management in details.	Confirmation by LGED	△	To confirm the Strategy implementation structure in details with LGD top management
2	Conduct review of rules and regulations related to Paurashavas	Because of change of key personnel of LGD including PD and also leave of new PD from Dhaka to attend training, discussion on the issue was not held.	nothing	×	To resume the discussion with new PD (3rd PD)

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(5) Conduct TOT (New subjects)

【Persons involved in activities: Fusamae, Ido】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term										
	Activities		Actual Plan	123				Mark*		Actual outputs												
				1	2	3		1	2				3									
Fusamae	1.1	Prepare for the TOT including the selection of instructors on "Development Planning" Completed in the previous quarter	A								n.a.	n.a.	n.a.	n.a.	n.a.							
			P																			
	1.2	Conduct TOT (Rehearsal of training) Completed in the previous quarter	A									n.a.	n.a.	n.a.	n.a.	n.a.						
			P																			
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects January: Making contracts with instructors February: Formulation of detailed plans and starting work by instructors March: Monitoring of instructors' work	A													Decision of instructors/consultants, Draft handbooks	△	×	△	Master plan: Consultant in charge was decided. Some portion of draft Master Plan is formulated. Building control: Consultant in charge was decided. Task was in progress but it was suspended. Drainage and Streets: Consultant in charge was decided.	The progress is judged to be "Slightly delayed", mainly because of the delay in the subjects of Drainage and Streets, caused by prolonged recruitment procedure of consultant. The task of Master Plan is proceeding well. The task of "Building control" was suspended, as it was confirmed that LGD is preparing comprehensive Rules including building control of Paurashavas.	- To prepare draft Master Plan Implementation - To conduct consultation session for Streets and Drainage - To confirm a comprehensive rules concerning building control by LGD
			P																			
	1.2	Conduct TOT (Rehearsal of training) January: None February: None March: Conducting TOT in possible subjects	A														n.a.	n.a.	n.a.	n.a.	We are not ready yet to conduct TOT.	To conduct TOT in the subject of Master plan in May, 2016.
			P																			

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

Monthly monitoring

January					February					
Person in Charge	Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
Ido	1.1	Prepare for the TOT including the selection of instructors	Had contract negotiation with consultants and agreed in 2 (Building control and Master plan implementation) out of 4 subjects.	2 sets of contracts	△	To find a candidate for the remaining subjects of drainage and streets and reach the contracts	The negotiations with consultants for other 2 subjects were not successful	n.a.	×	To find candidates for the remaining subjects of drainage and streets and reach the contracts
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

March						
Person in Charge	Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors	n.a.	n.a.	n.a.	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.	
Ido	1.1	Prepare for the TOT including the selection of instructors	Preparation of draft of Master Plan Implementation Handbook is progressing. The contract with a consultant for Streets and Drainage was concluded, and the work started.	- Some portion of draft Master Plan Implementation Handbook - Contract with the consultant for Streets and Drainage	△	- To prepare draft Master Plan Implementation - To conduct consultation session for Streets and Drainage - To confirm a comprehensive rules concerning building control by LGD
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.1) Conduct pilot training: New subjects

【Persons involved in activities: Fusamae, Ido】

Person in Charge	Progress of activities					Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term								
	Activities		Actual	1	2		3	Mark*				Actual outputs							
			Plan					1	2				3						
Fusamae	1.1	Prepare for the pilot training (other than TOT) (Development Planning) Completed in previous quarter	A										n.a.						
			P																
	1.1	Prepare for the pilot training (other than TOT) (M&E of Paurashava activities) January: Review of relevant materials February: Preparation of an outline of handbook for Paurashavas March: Drafting of the handbook	A										n.a.	Japanese expert was occupied with the orientation training, which was implemented in March, a month ahead of schedule.	To finalize an outline and start drafting of the handbook.				
			P																
	1.2	Conduct pilot training (Development Plan) January: Finalization of handbook (English) February: Finalization of handbook (Bangla) March: Implementation of training in 2 Paurashavas	A										Finalized training handbook, Pilot training report	○	○	○	Final version of the handbook (English) Final version of the handbook (Bangla)	To prepare a training report and conduct training in two Paurashavas	
			P																
Ido	1.1	Prepare for the pilot training (other than TOT) (Infrastructure related subjects) January: Starting making handbooks and teaching materials February: Making handbooks and teaching materials, Schedule making, Logistics preparation March: Making handbooks and teaching materials, Logistics preparation	A										Handbooks, teaching materials, Training schedule	△	×	△	Some portion of draft Master Plan Implementation Handbook	Situation of other subjects are as follows. Tasks of Drainage and Streets were delayed because of prolonged recruitment procedure of consultant. The task of "Building control" was suspended, as it was confirmed that LGD is preparing comprehensive Rules including building control of Paurashavas.	- To prepare draft Master Plan Implementation Handbook - To conduct consultation session for Streets and Drainage - To confirm the comprehensive rules concerning building control by LGD
			P																
	1.2	Conduct pilot training January: None February: None March: Conducting training, when preparation is good in any subject	A										Conducted pilot training recorded in the report	n.a.	n.a.	n.a.		Not ready yet for pilot training	
P																			

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

Monthly monitoring

January					February					
Person in Charge	Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamæ	1.1	Prepare for the pilot training except for TOT (Development Planning and M&E of Paurashava activities)	Reviewed training materials of other projects	n.a.	○		Looked into the case of Japanese municipal council	none	△	To prepare an outline of the handbook on monitoring
	1.2	Conduct pilot training (Development Plan)	Finalized an English version of the handbook	English version of development planning handbook	○		Finalized a Bangla version of the handbook	Bangla version of the development planning handbook	○	
Ido	1.1	Prepare for the pilot training except for TOT (Infrastructure related subjects)	Consultants' work started in only 2 subjects (Building control and Master plan implementation) Contract negotiation ended unsuccessfully in other 2 subjects at the last minute.		△	To find a candidate for the remaining subjects of drainage and streets and reach the contracts	Prepared draft Table of Contents Conducted consultation sessions for 2 subjects Contract negotiation ended unsuccessfully in other 2 subjects	Draft Table of Contents Summary reports of consultation sessions	×	To prepare draft manual/model by-law To find a candidate for the remaining subjects of drainage and streets and reach the contracts
	1.2	Conduct pilot training (Infrastructure related subjects)	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

March						
Person in Charge	Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamæ	1.1	Prepare for the pilot training except for TOT (Development Planning and M&E of Paurashava activities)	Started preparation of a draft outline on monitoring handbook	n.a.	×	To finalize the outline and start drafting of the handbook
	1.2	Conduct pilot training (Development Plan)	Conducted training in two Paurashavas	n.a.	○	
Ido	1.1	Prepare for the pilot training except for TOT (Infrastructure related subjects)	Preparation of draft of Master Plan Implementation Handbook is progressing. The contract with a consultant for Streets and Drainage was finally concluded, and the work started. For the Building Control, the task proceeded to a certain degree but it was suspended as stated above.	- Some portion of draft Master Plan Implementation Handbook	△	- To prepare draft Master Plan Implementation Handbook - To conduct consultation session for Streets and Drainage - To confirm the comprehensive rules concerning building control by LGD
	1.2	Conduct pilot training (Infrastructure related subjects)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.2) Conduct pilot training: Subjects of 1st year

[Persons involved in activities: Fusamae, Azeta, and Suginaga]

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term							
	Activities		Actual Plan	1	2	3		Mark*		Actual outputs									
								1	2				3						
Fusamae	1.1	Prepare for the pilot training (Orientation) February: Planning with NILG March: Logistical arrangement	A									Course guide for orientation training	n.a.	○	○	Preparatory session report Course guide on orientation training		To conduct planning and logistical arrangement with NILG for the next batch of trainees	
			P																
	1.2	Conduct pilot training (Orientation) January—February: None March: Training implementation (1st batch) advanced from the original plan	A										Conducted pilot training recorded in the report	n.a.	n.a.	○	Training report		To implement the same training for remaining Paurashavas
			P																
Azeta	1.1	Prepare pilot trainings for additional paurashavas (Financial subjects)	A										TOT report, Revised training materials	○	n.a.	n.a.	TOT report, Revised training materials	Trainings for additional (19) paurashavas were prepared with some delays. This is because the training schedule was delayed (because of the availability of the training facilities).	None
			P																
	1.2	Conduct pilot training for additional paurashavas January: Budget and accounting training for 9 paurashava (1 batch) February: Budget and accounting training for 10 paurashava (1 batch), tax collection and assessment training for 19 paurashavas (3 batches)	A										Conducted pilot training recorded in the report	○	○	n.a.	Conducted pilot training recorded in the report	Trainings for additional (19) paurashavas were implemented as planned. Start of the training was delayed because of the availability of the training facilities.	To conduct training to elected representatives (mayors and councilors) at pilot paurashavas, considering the change of personnel after the election and also the revision of operational handbooks.
			P																
Suginaga	1.1	Prepare for the pilot training (Citizen participation) January: none February: none March: starting the logistic arrangement	A										Logistic arrangement such as venue, training materials, and equipment are proceeded.	n.a.	n.a.	X	none	Paurashava mayor and council elections were held across the nation last December/January and accordingly, some councilors of pilot Paurashavas have not received SPGP training. Although the training is necessary for newly elected councilors, it is considered less urgent, because there are still some trained councilors and Paurashava officials in pilot Paurashavas. Considering more urgent necessity to conduct the training of new subjects and tight schedule, the implementation of the training on citizen participation is postponed and rescheduled for the period around latter half of 2016, next Project year.	This activity will start next June : next term.
			P																
	1.2	Conduct pilot training January: none February: none March: none	A											n.a.	n.a.	n.a.			
			P																

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

Monthly monitoring

January						February				
Person in Charge	Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.		Discussed with NILG on objectives, schedule and trainers	n.a.	○	
	1.2	Conduct pilot training	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
Azeta	1.1	Prepare for the pilot training	Preparation of extended pilot training was completed.	TOT report, revised training materials	○		n.a.	n.a.	n.a.	
	1.2	Conduct pilot training	Organized budget and accounting training for 9 additional paurashavas.	Pilot training report	○		Organized budget and accounting training for 10 additional paurashavas and tax training for 19 paurashavas.	Pilot training report	○	
Suginaga	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
	1.2	Conduct pilot training	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	

March						
Person in Charge	Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training	Discussed with NILG selection of trainers, logistical arrangement, etc. Conducted a preparatory session for NILG	Course guide and preparatory session report	○	
	1.2	Conduct pilot training	Implemented the orientation course for 3 Paurashavas Conducted a review meeting with NILG	Training report	○	
Azeta	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.	
	1.2	Conduct pilot training	n.a.	n.a.	n.a.	
Suginaga	1.1	Prepare for the pilot training	none	none	X	No action is urgently needed because planned pilot training is postponed from 2nd Phase to 3rd Phase.
	1.2	Conduct pilot training	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(7) Support Pourashavas' administrative activities

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

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	1	2			3	Mark*				Actual outputs								
								1	2				3							
1	Implement support activities (Development planning) January: None February: Scheduling with Mayors March: First follow-up visit (if so scheduled with Mayors)	A											Fusamae	Field visit report	n.a.	△	○	Field visit reports		To intensify follow-up activities in two Paurashavas and start activities in another two Paurashavas
		P																		
2	Implement support activities (Budget / Accounting)	A																		
		P																		
3	Implement support activities (Tax collection)	A																		
		P																		
4	Implement support activities (Tax assessment)	A																		
		P																		
5	Implement support activities (Citizens' participation) January: Visit on pilot Paurashavas for following-up activities February: Visit on pilot Paurashavas for following-up activities March: Monitoring through the telephone communication	A																		
		P																		

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

Monthly monitoring

January					February				
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Implement support activities (Development planning)	n.a.	n.a.	n.a.		Internally discussed support activity schedule	Training schedule sheet	△	To fix field visit schedule in discussion with Mayors
2	Implement support activities (Budget / Accounting)	n.a.	n.a.	n.a.		Made phone calls to pilot paurashavas to monitor the progress	Follow-up report	○	
3	Implement support activities (Tax collection)	n.a.	n.a.	n.a.		Made phone calls to pilot paurashavas to monitor the progress	Follow-up report	○	
4	Implement support activities (Tax assessment)	n.a.	n.a.	n.a.		Made phone calls to pilot paurashavas to monitor the progress	Follow-up report	○	
5	Implement support activities (Citizens' participation)	The logistic preparation of visiting pilot Paurashavas	Monitoring schedule and appointment of all target people	○		Latest situation of four pilot Paurashavas after the training is monitored.	Updated information for four pilot Paurashavas	○	

March					
Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Implement support activities (Development planning)	Conducted the first support activities in two Paurashavas	Field visit reports	○	
2	Implement support activities (Budget / Accounting)	A local consultant visited Sengarchar and Bakerganj paurashavas for the OJT of budget monitoring	Follow-up report	○	
3	Implement support activities (Tax collection)	A local consultant visited Khanaigat and Sengarchar paurashavas for the OJT of tax collection.	Follow-up report	○	
4	Implement support activities (Tax assessment)	Made phone calls to pilot paurashavas to monitor the progress	Follow-up report	○	
5	Implement support activities (Citizens' participation)	Additional information on WC/TLCC activities is collected.	Updated monitoring report on WC/TLCC activities	○	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(8) Identify good practices

【Persons involved in activities: Nakamura and other experts】

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term		
Activities		Actual	1	2			3	Mark*				Actual outputs	
		Plan						1	2				3
1	Collect good practices from various pilot activities	A											
		P											
1-1	Discussion in the team on how to accumulate and use good practices Completed in the previous quarter: Completed	A						n.a.	n.a.	n.a.			
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											
		P											
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	A											

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

Monthly monitoring

		January				February			
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Collect good practices from various pilot activities								
1-1	Discussion in the team on how to accumulate and use good practices	n.a.	n.a.	n.a.		n.a.	n.a.	n.a.	
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	n.a.	n.a.	n.a.		As there was no filed trip by Japanese experts, no particular activities were undertaken.	n.a.	×	To encourage the formulation of good practices by each expert during the various follow-up activities
1-3	Conducting training follow-up and formulation of good practices	Activities in "Citizen participation" was conducted as planned.		n.a.		Various activities were conducted as seen in (7).		n.a.	

		March			
Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Collect good practices from various pilot activities				
1-1	Discussion in the team on how to accumulate and use good practices	n.a.	n.a.	n.a.	
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	An expert visited some paurashavas in the subject of development planning and encouraged them to formulate a good practice in the subject.)	Briefing result	△	To continue encouragement of formulation of good practices by each expert
1-3	Conducting training follow-up and formulation of good practices	Various activities were conducted as seen in (7).		n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(9) Share identified good practices with other Paurashavas

【Persons involved in activities: Nakamura】

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	1	2			3	Mark*					Actual outputs
								1	2	3			
1	Share the accumulated good practices with many Paurashavas	A											
		P											
1-1	Information dissemination on the project in general by facebook (once a month)	A											
		P											
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year)	A											
	Jan-Mar: by WG meeting May: in mayors training in Japan	P											
1-3	Conducting training follow-up and formulation of good practices	A											
		P											

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

Monthly monitoring

January					February				
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Share the accumulated good practices with many Paurashavas								
1-1	Information dissemination on the project in general by facebook (once a month)	News on follow-up activities were released in facebook.	Released news	○		News on follow-up activities were released in facebook.	Released news	○	
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year) Jan-Mar: by WG meeting May: in mayors training in Japan	Because of the leave of Additional Secretary and PD WG, which provides the opportunity of presentation, was not held.	n.a.	×	To resume the WG and share any good examples by presentation of Paurashavas in turn	With the absence of PD, we are not ready to hold a WG meeting which provides the opportunity of presentation.	n.a.	×	To resume the WG and share any good examples by presentation of Paurashavas in turn
1-3	Conducting training follow-up and formulation of good practices	Training follow-up is going on but good practices were not confirmed yet.	n.a.	n.a.		According to trainees (Paurashava staff) and a mayor, it seems there appeared some micro effect in tax collection.	Stakeholders' remark	n.a.	

March				
Activities		Progress Situation at the end of March		Mark*
		Activities	Outputs	
1	Share the accumulated good practices with many Paurashavas			
1-1	Information dissemination on the project in general by facebook (once a month)	News on follow-up activities were released in facebook.	Released news	○
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year) Jan-Mar: by WG meeting May: in mayors training in Japan	With the absence of PD, we are not ready to hold a WG meeting which provides the opportunity of presentation.	n.a.	×
1-3	Conducting training follow-up and formulation of good practices	Training follow-up is going on but good practices were not confirmed yet.	n.a.	n.a.

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(10) Support the mid-term review of the project

【Persons involved in activities: Sasao and Nakamura】

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general				Background analysis of progress	Targets and activities in next term					
Activities (Activities will start in the year 2016)		Actual Plan	1	2			3	Mark*					Actual outputs				
								1	2	3							
1	Conduct supportive activities such as information provision and discussion	A									Sasao, Nakamura	n.a.	n.a.	○	○	n.a.	
		P															

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

Monthly monitoring

January					February				
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Conduct supportive activities such as information provision and discussion	n.a.	n.a.	n.a.		Supported the mid-term review mission in scheduling and also received interviews.		○	

March					
Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Conduct supportive activities such as information provision and discussion	Supported the mid-term review mission in various kinds of meetings and interviews.	The left support was reflected into the M/M of the mission.	○	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(11) C/P Training to Paurashava mayors in Japan

【Persons involved in activities: Sasao and Togawa】

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities		Actual	1	2			3	Mark*				Actual outputs
		Plan						1	2			
1	Preparation of training (This will start in December, 2015) January: Booking accommodation February: Making detailed preparation plan and Fixing training program March: Starting formulation of training materials	A							Detailed preparation plan, Fixed training schedule and program	After sending GI (General Information) from JICA office to LGD, it is taking much more time than expected for the official approval of trainees list.	To support trainees in filling out applications to JICA, To prepare training materials	
		P										○
2	Conduct training in Japan (expected for May, 2016)	A							n.a.			
		p										n.a.

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

Monthly monitoring

January					February				
Activities		Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs			Activities	Outputs		
1	Preparation of training (This will start in December, 2015)	Completed tentative booking of accommodation for trainees		○		Confirmed the training schedule and program with LGD and contacted relevant agencies and facilities in Japan. Also supported JICA Bangladesh office in issuing GI and letter to ERD.	G.I. sent to LGD	○	
2	Conduct training in Japan	n.a.	n.a.	n.a.					

March				
Activities		Progress Situation at the end of March		Mark*
		Activities	Outputs	
1	Preparation of training (This will start in December, 2015)	Kept requesting LGD to decide the trainees but official approval was not yet confirmed. Kept communicating with Japanese side's receiving agencies and discussed the content of training in details.	Revised training schedule and program	△
2	Conduct training in Japan	n.a.	n.a.	n.a.

2.4. 2016年4月

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(1) Revise practical manual/guidelines, training module, curriculum, and materials for Paurashavas' governance enhancement

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

Person in Charge	Progress of activities						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		
Fusamae	1.1	Conduct various kinds of follow-up activities after training	A	■	■	■	See (7)	○			See (7)	See (7)
			P	■	■	■		■	■	■		
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "orientation course", when necessary (by December, 2015) April-May: Correction of an English translation	A	■	■	■	English translation of the revised training handbook on the subject of "Orientation course"	○				
			P	■	■	■		■	■	■		
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7) (Support Pourashavas' administrative activities)	A				See (7)	n.a.			See (7)	See (7)
			P			■		■	■	■		
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on 4 subjects such as i) Budget formulation, execution and monitoring, ii) Accounting and budget execution, iii) Tax collection and iv) Tax assessment, when necessary (by December, 2015)	A	■	■	■	Completed in previous quarter	○				
			P									
Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	A				See (7)	n.a.			See (7)	See (7)
			P			■		■	■	■		
	1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "Citizen participation" April: Finalization of revision May: none June: none	A	■	■	■	The completion of revision of the operational handbook on the citizen participation	○			Revised operational handbook on the citizen participation	
			P	■	■	■		■	■	■		

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

Monthly monitoring

Person in Charge	Activities (Jan.-Mar.2016)		April		Mark*	Necessary Corrective Action for Next Month
			Progress Situation at the end of April			
			Activities	Outputs		
Fusamae	1.1	Conduct various kinds of follow-up activities of activity item (7)	Supported initial steps of development planning in three PSs	Field visit reports	○	
	1.2	Revise the Practical manuals for administration, training program and materials	Corrected mistakes in a few sections of the English version of the	n.a.	○	
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.	
	1.2	Revise the Practical manuals for administration, training program and materials	Prepared additional section on "Financial Management Handbook for elected representatives".	Draft of a new section "Internal Auditing"	○	
Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	n.a.	n.a.	n.a.	
	1.2	Revise the Practical manuals for administration, training program and materials	The completion of revision of the operational handbook on the citizen participation	Revised operational handbook on the citizen participation	○	

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(2) Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan

【Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae and Azeta】

Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusanari and Azeta													
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	Continue discussion at the opportunity of WG meetings April-May: Organize WG meeting to finalize the draft strategy	A					Sasao, Sato	Minutes of WG meetings	n.a.				
		P											
2	Formulate draft of Strategy (Original target date is October, 2015) April: Finalization of the main body May: Finalization including prefaces	A					Sasao, Sato	Final draft strategy	○				
		P											

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

Monthly monitoring

April

Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	It was intended to have a WG meeting in April but because of Hartal which happened on April 25 and also conflict of schedule of core participants, WG meeting was not held in April.	n.a.	n.a.	To hold a WG meeting without delay in May
2	Formulate draft of Strategy (Target date is October, 2015)	Main body draft was almost finalized. Formulation of executive summary is ongoing.	Almost finalized draft of main body	○	

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

(3) Provide support to the final approval and budgeting process of the strategy

【Mainly responsible persons: Sasao and Sato/ Supporting persons: Fusamae】

Progress of activities						Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities (Activities will start after October, 2015)		Actual	4	5	6			Mark*					Actual outputs
		Plan						4	5	6			
1	Continue discussion with LGD and hold JCC to authorize the Strategy in June	A							△				
		p											
2	Conduct other necessary activities April/May: Research the situation training budget of training institutes and training needs of Paurashavas in the country June: Conduct further study	A							△				
		p											

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

Monthly monitoring

April					
Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	Discussion continued with LGD. Waiting for the WG to be held to proceed further.	n.a.	△	To accelerate holding WG meeting in May
2	Conduct other necessary activities	Did not have time to conduct the research on the situation of training budget of training institutes and training needs of Paurashavas in the country	n.a.	△	To conduct the research intensively in June with the cooperation with MGSP

2nd year Progress Report

Phase of strategy formulation and pilot activities : July 2015~December 2015

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

【Mainly responsible persons: Sasao (1 and 2) and Sato (1) and Fusamae (2)】

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*					Actual outputs
								4	5	6			
1	Continue discussion at the opportunity of WG meetings (This activity will start after October)	A											
	April-May: Organize WG meeting for organizational set-up June: Hold JCC for the official kick-off of the implementation of the Strategy	P							△				
2	Conduct review of rules and regulations related to Paurashavas	A											
	April— June: To resume discussion on how to proceed with the necessary task based on the results of previously conducted preparatory research	P							×				

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

Monthly monitoring

Activities		April		Mark*	Necessary Corrective Action for Next Month
		Progress Situation at the end of April			
		Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	WG was not held because of Hartal which happened on April 25 and also conflict of schedule of core participants.	n.a.	△	To accelerate holding WG meeting in May
2	Conduct review of rules and regulations related to Paurashavas	We were not able to discuss the issue with LGD because of lack of time and priority placed on other urgent issues	nothing	×	To resume the activity with close contact with LGD

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(5) Conduct TOT (New subjects)

【Persons involved in activities: Fusamae, Ido】

Person in Charge	Progress of activities						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							
Fusamæ	1.1	Prepare for the TOT including the selection of instructors on "Development Planning" Completed in the previous quarter	A														n.a.
			P													n.a.	
	1.2	Conduct TOT (Rehearsal of training) Completed in the previous quarter	A														n.a.
			P													n.a.	
Ido	1.1	Prepare for the TOT including the selection of instructors for infrastructure related subjects Completed in the previous quarter	A														n.a.
			P													n.a.	
	1.2	Conduct TOT (Rehearsal of training) April: None May: Preparation and conducting TOT in Master Plan Implementation June: None	A														TOT report
			P													n.a.	

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

Monthly monitoring

April						
Person in Charge	Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the TOT including the selection of instructors	n.a.	n.a.	n.a.	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.	
Ido	1.1	Prepare for the TOT including the selection of instructors	n.a.	n.a.	n.a.	
	1.2	Conduct TOT (Rehearsal of training)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.1) Conduct pilot training: New subjects

【Persons involved in activities: Fusamae, Ido】

Person in Charge	Progress of activities						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			
Fusamae	1.1	Prepare for the pilot training (other than TOT) (Development Planning) Completed in previous quarter	A				n.a.	n.a.					
			P										
	1.1	Prepare for the pilot training (other than TOT) (M&E of Paurashava activities) April: Preparation of an outline of handbook for Paurashavas May: Drafting of the handbook June: Finalization of the handbook	A				Finalized training handbook	×					
			P										
	1.2	Conduct pilot training (Development Plan) April: Conduct additional training of newly-elected councilors of one Paurashava May-June: Additional training of newly-elected people of remaining one Paurashava	A				Training report	○					
			P										
Ido	1.1	Prepare for the pilot training (other than TOT) (Infrastructure related subjects) April: Making handbooks in Master Plan Implementation, Streets and Drainage May: Making handbooks and teaching materials in Master Plan Implementation, Streets and Drainage, Schedule making and logistics preparation for the training in Master Plan Implementation June: Making handbooks in Streets and Drainage	A				Handbooks in Master Plan Implementation, Streets and Drainage, Teaching materials and training schedule in Master Plan Implementation	△					
			P										
	1.2	Conduct pilot training April: None May: Preparation and conducting training in Master Plan Implementation June: None	A				Conducted pilot training recorded in the report	n.a.					
			P										

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

Monthly monitoring

April						
Person in Charge	Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training except for TOT (Development Planning and M&E of Paurashava activities)	Finalized an English version of the orientation handbook and preparing an outline of handbook on M&E	n.a.	×	Expedite the preparation process
	1.2	Conduct pilot training (Development Plan)	Conducted additional training of newly-elected people of Bakerganj Paurashava	n.a.	○	
Ido	1.1	Prepare for the pilot training except for TOT (Infrastructure related subjects)	<ul style="list-style-type: none"> - Preparation of the draft handbooks for Master Plan Implementation and Streets are progressing. - The task of "Building control" was suspended, as it was confirmed that LGD is preparing comprehensive Rules including building control of Paurashavas. 	<ul style="list-style-type: none"> - Some portion of the draft handbook for Master Plan Implementation - The draft table of contents for Streets 	△	<ul style="list-style-type: none"> - To complete the draft handbook for Master Plan Implementation - To prepare the draft handbook for Streets - To confirm the comprehensive rules concerning building control by LGD
	1.2	Conduct pilot training (Infrastructure related subjects)	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(6.2) Conduct pilot training: Subjects of 1st year

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

Person in Charge	Progress of activities						Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
	Activities		Actual	4	5	6		Mark*					
			Plan					4	5	6			
Fusamae	1.1	Prepare for the pilot training (Orientation)	A	■	■								
		April: Logistical arrangement (2nd batch, 2 Paurashavas)	P		■	■							
	1.2	Conduct pilot training (Orientation)	A		■								
		April: Training implementation (2nd batch, 2 Paurashavas) May: Implementation of review session	P			■	■						
Azeta	1.3	Prepare pilot trainings for the elected representatives of pilot paurashavas (Financial subjects)	A	■	■	■							
			P		■	■							
	1.4	Conduct pilot training for the elected representatives of pilot paurashavas	A										
		April: Conduct training at one paurashava May: Conduct training at three paurashavas	P			■	■	■	■				
Suginaga	1.1	Prepare for the pilot training (Citizen participation)	A										
		April: none May: none June: none	P										
	1.2	Conduct pilot training	A										
		April: none May: none June: none	P										

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

Monthly monitoring

April						
Person in Charge	Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Prepare for the pilot training	Made logistical arrangements for orientation course	Course guide	○	
	1.2	Conduct pilot training	Implemented orientation course for the second batch	n.a.	○	
Azeta	1.3	Prepare for the pilot training	Preparation of the training was completed.	Revised training materials	○	
	1.4	Conduct pilot training	n.a.	n.a.	n.a.	Training schedule was delayed to avoid the overwraps with other trainings (rescheduled to May and June)
Suginaga	1.1	Prepare for the pilot training	n.a.	n.a.	n.a.	
	1.2	Conduct pilot training	n.a.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(7) Support Pourashavas' administrative activities

【Persons involved in activities: Fusamae, Azeta, and Suginaga】

Activities		Progress of activities				Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term
		Actual	4	5	6			Mark*		Actual outputs		
		Plan						4	5			
1	Implement support activities (Development planning) April-June: Follow-up visits to 4 Paurashavas (No. of visits depend on progress of each PS)	A	■	■	■	■	■	○				
		P	■	■	■	■	■					
2	Implement support activities (Budget / Accounting) May: Monitor the preparation of the budget documents for 2016-17 June: Support paurashavas to prepare Annual statement	A						n.a.				
		P			■	■	■					
3	Implement support activities (Tax collection) May: Support paurashavas to prepare Quarterly and Annual Statement of tax collection June: Support paurashavas to prepare Annual statement	A						n.a.				
		P			■	■	■					
4	Implement support activities (Tax assessment) May: Monitor the tax re-assessment progress June: Support paurashavas to revise Assessment List	A						n.a.				
		P			■	■	■					
5	Implement support activities (Citizens' participation) April: none May: Preparation and implementation of the review workshop June: none	A						n.a.				
		P			■	■	■					

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

Monthly monitoring

April

Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Implement support activities (Development planning)	Supported initial steps of development planning of 3 PSs	field visit reports	○	
2	Implement support activities (Budget / Accounting)	Monitoring and guidance by telephone was conducted.	n.a.	n.a.	
3	Implement support activities (Tax collection)	Monitoring and guidance by telephone was conducted.	n.a.	n.a.	
4	Implement support activities (Tax assessment)	Monitoring and guidance by telephone was conducted.	n.a.	n.a.	
5	Implement support activities (Citizens' participation)	Monitoring by telephone was conducted.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(8) Identify good practices

【Persons involved in activities: Nakamura and other experts】

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*		Actual outputs			
											4		5		
1	Collect good practices from various pilot activities	A							Nakamura	Compiled good practices					
		P													
1-1	Discussion in the team on how to accumulate and use good practices: Completed in the previous quarter	A							All the experts	n.a.	n.a.	n.a.			
		P													
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities and in other occasions	A							All the experts	Briefing result	n.a.				
		P													
1-3	Conducting training follow-up and formulation of good practices	A							Experts in charge of training	Good practices	n.a.				
		P													

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

Monthly monitoring

April					
Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Collect good practices from various pilot activities				
1-1	Discussion in the team on how to accumulate and use good practices	n.a.	n.a.	n.a.	
1-2	Encouragement of formulation of good practices by each expert during the various follow-up activities	n.a.	n.a.	n.a.	
1-3	Conducting training follow-up and formulation of good practices	Activities in "Development planning" was conducted as planned.		n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(9) Share identified good practices with other Paurashavas

【Persons involved in activities: Nakamura】

Persons involved in activities: Nakamura													
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	Share the accumulated good practices with many Paurashavas	A											
		P											
1-1	Information dissemination on the project in general by facebook (once a month)	A		■									
		P		■		■							
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year) April: in a WG meeting May: in mayors training in Japan	A											
		P		■	■	■	■	■	■				
1-3	Conducting training follow-up and formulation of good practices	A	■	■	■								
		P	■	■	■	■	■	■	■				

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

Monthly monitoring

April

Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Share the accumulated good practices with many Paurashavas				
1-1	Information dissemination on the project in general by facebook (once a month)	News on follow-up activities were released in facebook.	Released news	○	
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year)	There was no chance because we were not able to hold a WG meeting.	n.a.	×	To resume the WG and share any good examples by presentation of Paurashavas in turn
1-3	Conducting training follow-up and formulation of good practices	Training follow-up is going on but good practices were not confirmed yet.	n.a.	n.a.	

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(10) Support the mid-term review of the project

【Persons involved in activities: Sasao and Nakamura】

Progress of activities										Person in Charge	Expected Outputs	Progress situation in general						Background analysis of progress	Targets and activities in next term
Activities (Activities will start in the year 2016)		Actual Plan	4	5	6	Mark*			Actual outputs										
						4	5	6											
1	Conduct supportive activities such as information provision and discussion: Completed in the previous quarter	A																	
		P																	

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

Monthly monitoring

April

Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1					

2nd year Progress Report

Phase of pilot training and activities : January 2016~June 2016

(11) C/P Training to Paurashava mayors in Japan

【Persons involved in activities: Sasao and Togawa】

Persons involved in activities: Sasao and Togawa										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	Preparation of training (This will start in December, 2015)	A	■	■	■	■	■	■	■	Sasao, Togawa	Finalized training schedule and program, Prepared training materials	○				
	April: Various logistics preparation and preparation of training materials May: Various logistics preparation	P	■	■	■	■	■	■	■							
2	Conduct training in Japan (expected for May, 2016)	A	■	■	■	■	■	■	■	Sasao, Togawa	Training report	n.a.				
	May: Conducting training June: Formulation of the report on the training	P	■	■	■	■	■	■	■							

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

Monthly monitoring

April					
Activities		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
		Activities	Outputs		
1	Preparation of training (This will start in December, 2015)	Conducted various preparatory activities	Finalized training schedule and program, Prepared training materials (90%)	○	
2	Conduct training in Japan	n.a.	n.a.	n.a.	

3. 専門家派遣 (註: 2016年6月は見込み)

1. 現地業務

氏名 (担当業務)	格付		渡航 回数	2015							2016							日数 合計	人月 合計
				7	8	9	10	11	12	1	2	3	4	5	6	7			
笹尾 隆二郎 (総括)	2	計画	9		19	19	19	18			18	18	18		18	18		165	5.50
		実績			8/3 8/21 (19)	9/5 9/23 (19)	10/20 10/31 (12)	11/7, 11/17-11/30 (21)	12/4 (4)		1/9 1/26 (18)	2/6 2/23 (18)	3/2 3/19 (18)	4/17 4/30 (14)	5/1 5/4 (4)	6/10 6/27 (18)		165	5.50
佐藤 敦郎 (地方行政能力強化戦略1)	2	計画	5		13		20		21		18		18					90	3.00
		実績			8/1 8/13 (13)		10/17 10/31 (15)	11/1 11/6 (6)	12/15 12/29 (15)				3/8 3/26 (19)	4/5 4/26 (22)				90	3.00
房前 理恵 (開発計画)	2,3	計画	6		29	8	23	10	11		14		5	28	11	17		156	5.20
		実績			8/3 8/31 うち2号 (29) うち3号 (8)	9/1-4 9/27- うち2号 (19) うち3号 (3)	10/1 10/19 うち2号 (16) うち3号 (3)	11/28 11/30 うち2号 (14) うち3号 (3)	12/1 12/19 うち2号 (16) うち3号 (3)	1/11 1/27 うち2号 (14) うち3号 (3)			3/5 3/31 うち2号 (24) うち3号 (3)	4/1 4/19- うち2号 (13) うち3号 (9)	5/6 5/27- うち2号 (2) うち3号 (6)	6/1 6/10 うち2号 (4) うち3号 (4)		2号 141 3号 15	2号 4.70 3号 0.50
畔田 弘文 (財政管理2)	3	計画	6			20	16		21			21	21	21				120	4.00
		実績			8/8 8/26 (19)		10/3 10/16 (14)				1/4 1/28 (25)	2/13 2/29 (17)	3/1 3/4 (4)	4/9 4/28 (20)	5/14 5/31 (18)	6/1 6/3 (3)		120	4.00
杉永 雅彦 (コミュニティ開発1)	3	計画	4				1	13				14						64	2.13
		実績					10/27 10/31 (5)	11/4 11/14 (11)			1/15 1/30 (16)		3/18 3/31 (14)	4/1 4/1 (1)	5/17 5/31 (15)	6/1 6/2 (2)		64	2.13
井戸 正治 (コミュニティ開発2)	3	計画	2								15	15	15					45	1.50
		実績									1/30 1/31 (2)	2/1 2/12 (12)		4/16 4/30 (15)	5/6, 5/13 (6)	6/1 6/10 (10)		45	1.50
中村 佳永 (研修計画/啓発活動/業務調整)	5	計画	6		15	15	5	25			20	10	30	15	15	30		180	6.00
		実績			8/17 8/31 (15)	9/1 9/15 (15)	10/24 10/31 (8)	11/1 11/22 (22)			1/12 1/31 (20)	2/1 2/10 (10)	3/1 3/30 (30)	4/15 4/30 (16)	5/13, 5/31- (14)	6/1 6/30 (30)		180	6.00
										現地業務小計					計画			820	27.33
															実績			820	27.33

2. 国内業務

笹尾 隆二郎 (総括)	2	計画														0	0.00
		実績														0	0.00
佐藤 敦郎 (地方行政能力強化戦略 1)	2	計画														0	0.00
		実績														0	0.00
房前 理恵 (開発計画)	2	計画														0	0.00
		実績														0	0.00
畔田 弘文 (財政管理2)	3	計画														0	0.00
		実績														0	0.00
的場 めぐみ (コミュニティ開発)	3	計画														6	0.30
		実績			8/9、10、11 (3)	9/9、14、15 (3)										6	0.30
笹尾 隆二郎 (地方行政分析／研修計画)	3	計画														37	1.85
		実績						12/15,18,21,22,24 (5)	1/5,6,7,28,29 (5)	2/1,2,4,25,26 (5)	3/24,25,29,30,31 (5)	4/1,5,7 (3)	5/14 5/21 (8)	6/1 6/6 (6)	37	1.85	
戸川 真由美 (研修運営)	5	計画														28	1.40
		実績							2/1 2/2 (2)	3/28,29,30 (3)	4/6, 25, 26, 27, 28 (5)	5/6, 9-13,15-20, 23,26,27,30,31 (17)	6/1 (1)		28	1.40	
中村 佳永 (研修計画/啓発活動/業務 調整)	5	計画														0	0.00
		実績														0	0.00
									国内業務小計					計画		71	3.55
														実績		71	3.55

凡例：

現地調査
 国内作業

合計	計画	30.88
	実績	30.88

報告書等	△	△			△			△		△	
	WP	QPR			QPR			QPR		3rdPR	

4. WG会合議事録 (第6回～第8回)

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development & Co-operatives
Local Government Division
www.lgd.gov.bd

Minutes of the 6th Meeting of Working Group for Strengthening Paurashava Governance Project (SPGP)

Chairperson: : Ashoke Madhab Roy
Additional Secretary (Urban Wing)
Local Government Division

Meeting Date and Time : August 10th, 2015 11:00 am – 1:30 pm

Meeting Venue : The CIRDAP International Conference Centre (CICC)
[1st Floor, Chameli House, 17 Topkhana Road, Dhaka-1000]

Attendees : List of attendees is shown in Appendix 1.

The Chairperson welcomed all the attendees. He reviewed the decisions made in the 5th WG meeting and confirmed that comments and proposals provided by the working group members have been reflected in the revised draft of Chapter 3 and 4.

1. Review of the results of the last WG meeting

Mr. Ryujiro Sasao, JICA Expert/ Chief Advisor of SPGP shared the entire structure of the Paurashava capacity development strategy.

Mr. Atsuo Sato, JICA Expert, SPGP explained some changes made in the draft Chapter 3 and 4, based on feedback from the working group members in the last WG meeting and also the review by the project team.

Mr. Sasao added that, in response to a proposal made by a member of the WG to add the issue of “governance” to the objectives, they consider that important governance aspects such as urban planning, financial accountability and citizen participation are included in the objectives. Therefore, the SPGP team proposes to insert a paragraph which describes how the strategy addresses the issue of governance, instead of creating a new objective.

Mr. Md. Nurullah, Additional Chief Engineer, LGED suggested that “preparation of development plan” in the priority service list be mentioned as “preparation of Paurashava development plan” to make it more specific. He also proposed to add the phrase “utilization of resources in a planned way” to the Goal 2 statement “Paurashava’s financial management is established properly with the implementation of good development plan” as the purposes of development plan is not only proper financial management but also planned utilization of resources.

The Chairperson suggested using the word “Preparation of Master Plan” instead of “Formulation of Master Plan” in the priority service list.

Mr. Sasao explained that in response to Mr. Nurullah’s suggestion, the SPGP team decided to mention the six fields of governance which UGIIP adopts as those are commonly accepted areas of governance.

Mr. Md. Nurullah clarified his point in his suggestion. “Good governance” is defined based on 8 criteria. UGIIP works in six areas which are familiar in the Paurashava context. However, if the term “good governance” is used in the strategy, the universally-accepted eight criteria should be adopted.



The Chairperson requested the SPGP team to adopt the eight criteria of governance.

Mr. Nurullah suggested adding an outcome regarding project support and the central government support for infrastructure development. ADP is not sufficient to cover infrastructural requirements. Seed money from the government and project support are needed.

The Chairperson responded that if the government provides seed money for infrastructure development, a question of funds for salary will arise. It would be very difficult for Paurashava to address high and increasing demand for officials' salary and also for the government to provide seed money for that purpose. However, there should be seed money for maintenance and other purposes and the suggestion for those purposes should be accepted. Regarding special development assistance, it is difficult to set clear-cut criteria on its allocation. The definition of special fund is mentioned in the budget book and in the case of the LGRD Ministry, it is mentioned that special allocations depend on commitment of higher authority, Ministers, etc.

Mr. Sasao proposed to use the expression "central government financial support including project support".

2. Outline of draft Chapter 5

Mr. Sasao explained specific strategies (strategic components) to achieve the eight objectives shown in Chapter 4 and presented a strategy roadmap. The Strategy period is composed of three phases (2016-17, 2018-22, and 2023-25).

Mr. Md. Golam Yahia, Director Training, NILG pointed out the differences between English and Bangla versions of the roadmap.

Mr. Nurullah suggested that financial approach be added to the four approaches. He also pointed out that the official title would be "Local Government (Paurashava) Act 2009", not "Paurashava Act 2009". He also commended that guidelines and training are needed for preparation of Paurashava development plan.

Mr. Sasao responded that financial support is one form of central government support and therefore, it is part of the institutional approach. On the issue of "development plan improvement", he said that the phrase was used to connote "preparation" as well but the terminology could be reconsidered.

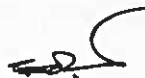
Mr. Akira Munakata, Local Government Advisor commented that not only role of LGD, but also that of line departments such as LGED should be considered in the institutional approach. He also questioned the possibility of optimizing Paurashava's manpower. He would like to know how the Project Director and participating Mayors see such a possibility.

Mr. Khalilur Rahman, Project Director, SPGP responded that the use of the term "institutional approach" is appropriate as such tasks as preparation of rules and regulations, decision-making on ADP allocation, project negotiation, etc., are all responsibilities of the Ministry. In the technical approach, the involvement of line departments is required. Regarding the issue of manpower optimization, he considers that Paurashavas need to understand how to define required manpower and the issue should be included in the strategy.

Mr. Md. Golan Yahia commented that the definition of "institutions" should be made clear in the strategy as the government's organizations, Paurashavas, for example, are all institutions, not only LGD.

Mr. Azizul Haque Siddiqui, Senior Consultant, JICA described "institutions" as relevant laws, rules, regulations, etc., provided by the central government to support any specific organization such as a local government organization. He commented that the use of the terminology in the draft strategy is fine.

Mr. Mostafa Quaium Khan, Coordinator, BUF pointed out that budget management does not mean financial management. It is part of management.



3. Sub-Discussion: Review of revised Chapter 3 and 4 and the outline of Chapter 5

WG attendees were divided into three sub-groups and discussed the contents of Chapter 3 and 4 and the outline of chapter 5.

4. Plenary Session 3: Reporting by each sub-group

Each of the three sub-groups made presentation on the results of the discussions.

Mr. Jehad Sarkar, Research Officer, NILG asked what “good” development plan is.

Mr. Sasao responded that Mr Sarkar’s concern about the terminology is noted.

Mr. Sasao expressed his sincere thanks to all participants for active participation. He confirmed with the audience that the revised Chapters 3 and 4 and the outline of Chapter 5 are accepted generally.

He and the SPGP team will try to incorporate comments from the participants as much as possible and will continue to work together with them to develop the strategy.

Mr. Rafikul Alam, Mayor, Sengarchar Paurashava requested **Mr. Khalilur Rahman** to consider through pilot Paurashavas measures to remove difficulties that Paurashavas face regarding formalities. Such difficulties include long waiting time to receive sanction of the Ministry to employ 3rd and 4th class staff and a very lengthy process with involvement of a number of authorities such as the DC office, the Upazila land office and the Land Ministry for land acquisition. He also raised the need for Paura Police for public safety and support from SPGP in this regard.

Mr. Khalilur Rahman responded that the appointment of Pauro Police depends on the Paurashava’s financial capacity and the Ministry will provide permission if any Paurashava wants to appoint Pauro Police.

Decision of the meeting:

1. In principle revised draft Chapters 3 and 4 and the outline of Chapter 5 are accepted.
2. Comments and proposals from the WG members are recorded by the project team and will be reflected in the draft strategy.

The Chairperson closed the meeting by thanking all the attendees’ for their active contributions and good comments.

Sd/-

Date 07.09.2015

(Ashoke Madhab Roy)
Additional Secretary(Urban Wing)
Local Government Division

Memo: 46.063.014.01.00.007.2013-

Date 07.09.2015

CC: (not according to seniority)

Appendix 1. List of attendance in the 6th Working Group Meeting:

1. Ashoke Madhab Roy, Additional Secretary, LGD
2. Md. Khalilur Rahman, Deputy Secretary, LGD
3. Zulfiker Ali, Senior Program Manager, JICA
4. Akira Munakata, Advisor, JICA
5. Md. Azizur Rahman Siddique, Senior Consultant, JICA
6. Md. Nurullah, Additional Chief Engineer, LGED
7. Md. Golam Mostafa, Deputy Project Director, NOBIDEP
8. Shaikh Muzakka Zaher, Project Director, MGSP

E:\F Drive\projct file\Fund Realised\SPGP\minutes.doc3

9. Md. Golam Yahia, Director (Training), NILG
10. Jihad Sarker, Research Officer, NILG
11. Monika Mitra, Research Officer, NILG
12. Mostafa Quaium Khan, Adviser, Bangladesh Urban Forum
13. Lokman Hossain, Mayor, Bakergonj Paurashava
14. K.M. Forhad Hossain, Panel Mayor, Atghoria Paurashava
15. Kazi Nazmul Hoque, Accountant, Atghoria Paurashava
16. Md. Abdul Hamid Sarker, Mayor, Ulipur Paurashava
17. Md. Rafiqul Alam (Joudge), Mayor, Sengarchar Paurashava
18. Luthfur Rahman, Mayor, Kanaighat Paurashava
19. Kazi Ashraful Azom, Mayor, Shoilkupa Paurashava
20. Ryujiro Sasao, JICA Expert, SPGP (Chief Advisor)
21. Atsuo SATO, JICA Expert, SPGP
22. Rie FUSAMAE, JICA Expert, SPGP
23. Hirofumi AZETA, JICA Expert, SPGP
24. Md. Abdul Gaffar, Senior Consultant, SPGP
25. Md. Sohrab Hossain, Consultant, SPGP
26. Md. Abdul Motaleb, Junior Consultant, SPGP
27. Hiranmoy Roy, Office Manager, SPGP


০৭/১২/১৫
(Md. Khalilur Rahman)
Project Director, SPGP &
Deputy Secretary
Phone: 9514142

Government of the People's Republic of Bangladesh
Ministry of Local Government Rural Development & Co-operatives
Local Government Division
www.lgd.gov.bd

Minutes of the 7th meeting of the Working Group for Strengthening Paurashava Governance Project (SPGP)

Chairperson : Ashoke Madhab Roy
Additional Secretary (Urban wing)
Local Government Division.

Date and time of the meeting : September 15th, 2015. 11:00 am – 1:30 pm

Venue of the meeting : The CIRDAP International Conference Centre (CICC)
[Chameli House, 17 Topkhana road, Dhaka- 1000]

Attendees : List of attendees is shown as Appendix- 1.

Agenda of the meeting:

1. To review the discussion of the previous meeting on the Strategy* draft Chapter 3 (Vision and Goals) and Chapter 4 (Objectives and Outcomes)
2. To discuss and determine the outline of the draft Chapter 5 (Strategy)

*“A Mid-Long Term Strategy for Paurashava Capacity Development”

First session:

The chairperson of the meeting welcomed all the attendees. He reviewed the decision made in the 6th WG meeting and confirmed minutes of that meeting.

Mr. Ryujiro Sasao, JICA Expert/ Chief Advisor of SPGP presented the results of the review of comments received in the last (6th) WG meeting and also a new draft chapter 5 (Strategic components).

The chairperson raised the issue of the number of Paurashavas that would be covered by the Strategy. Mr. Sasao assured him that all the Paurashavas would be covered by the Strategy.

Mr. Md. Nurullah, Additional Chief Engineer, LGED recommended using the term “Paurashavas” instead of “most of the paurashavas” for the Vision statement. He also raised the issue about the term “modification of rules and regulations”.

The chairperson agreed to using the term “most of the paurashavas”.

Second session:

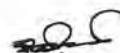
Sub-group discussion was conducted by 3 sub-groups with moderators of the project team.

Third session:

The results of sub-group discussion were presented by all the three groups. The major points of presentation are as follows. (Note: Details are summarized by the project team in a separate document.)

First presentation of group A:

Mr. Nurullah stated the group agreed on the outline of the presented draft strategy. Mr. Nurullah also reported that the group discussed and made some recommendations, based on the consensus within the group.



Second presentation of group B:

Mr. Shaikh Muzakka Zaher, Project Director, MGSP thanked the project director and the team, mentioning that he attended all the seven meeting and aquired very helpful experiences. He also described his group's findings saying that they discussed about future look of the Paurashava targeted – by 2025. He added "Following the vision, some goals and strategies, activities are set, and all the important things have been covered in this strategy". Mr. Zaher also reported some recommendations as the summary of the discussion of the group.

Third presentation of group C:

Mr. Md. Abdul Gaffar, Senior Consultant, SPGP recognized that the strategic document was being prepared through a participatory process and appreciated all, who had participated from the beginning till to date, for their active participation, comments and recommendations in the preparation process of this strategic document. He felt that almost 80% of the strategy was completed.

In addition, Mr. Gaffar reported some recommendations as the summary of the discussion of the group.

Mr. Sasao commented that the meeting was a fruitful opportunity and he recognized that chapter 3, 4 and 5 were accepted by all the groups in principle. There were many suggestions and recommendations and the project team would continue examine and reflect those in the revised draft strategy.

Mr. Khalilur Rahman, Project Director, SPGP concluded that the participants learned about so many valuable opinions from different groups, and it would help the team to enrich the strategy. Mr. Rahman expressed his gratitude especially to those mayors, who took the trouble of traveling a long distance from their Paurashavas, to attend this meeting. In this context he said "The strategy is mainly for the Paurashavas".

Decision of the meeting:

1. In principle, second revision of draft Chapters 3 and 4, and the entire draft of Chapter 5 are accepted.
2. Comments and proposals from the WG members will be reflected in the draft strategy after careful examination.

The Chairperson closed the meeting by thanking all the attendees' for their active contributions and good comments.

Sd/-
Date 25.10.2015
(Ashoke Madhab Roy)
Additional Secretary(Urban Wing)
Local Government Division

Memo:46.063.014.01.00.007.2013(Part-1)-2058

Date 27.10.2015


CC: (not according to seniority)

Appendix 1. List of attendance in the 7th Working Group Meeting:

1. Ashok Madhab Roy, Additional Secretary, LGD
2. Md. Khalilur Rahman, Deputy Secretary, LGD
3. Md. Nurullah, Additional Chief Engineer, LGED

(P.T.O)

4. Shaikh Muzakka Zaher, Project Director, MGSP, LGED
Md. Arif, Joint Director, NILG
6. Manika Mira, Research Officer, NILG
7. Malek Kayum Khan, Advisor, BUF
8. Md. Abdul Hmid Sarkar, Mayor, Ulipur Paurashava
9. Md. Moshioyour Rahman, Panel Mayor, Bakhergonj Paurashava
10. MD. Saydul Islam, Panel Mayor, Shailokupa Paurashava
11. Shah Sufian Khan, Secretary, Sengarchar paurashava
12. Lutfur Rahman, Mayor, Kanaighat Paurashava
13. Muhammad Monir Uddin Ahmed, Assistant Engineer, Kanaighat Paurashava
14. Md. Shahidul Alam, Senior Superintend Officer, ADB
15. Hiroki Watanabe, Advisor, JICA
16. Zulfiker Ali, Senior Program Manager, JICA
17. Ryujiro Sasao, JICA expert, SPGP (Chief Advisor)
18. Yoshinaga Nakamura, JICA expert, SPGP
19. Abdul Gaffar, Senior Consultant, SPGP
20. Md. Sohrab Hossain, Consultant, SPGP
21. Md. Abdul Motalleb, Junior Consultant, SPGP
22. Hiranmoy Roy, Office Manager, SPGP


 27.10.2015
 (Md. Khalilur Rahman)
 Project Director, SPGP &
 Deputy Secretary
 Phone: 9514142

**Minutes of the meeting of 8th Working Group for Strengthening Paurashava
Governance Project (SPGP)**

Chairperson	: Mr. Ashoke Madhab Roy Additional Secretary Local Government Division
Meeting Date and Time	: 04 November, 2015; 10.00 am.
Meeting Place	: CIRDAP International Conference Centre (CICC).
Attendees	: List of attendees is shown in Appendix 1

Agenda of the meeting:

1. To review the discussion of the previous meeting on the draft Chapter 5 of the strategy*
2. To discuss the draft Chapter 6 of the strategy*

*: Strategy for Paurashava Capacity Development

First Session:

The Chairperson of the meeting welcomed all the respectable attendees and announced the agenda of discussion. Then he requested the Chief Advisor of SPGP for his presentation. He also asked the Director (Training and Coordination) of NILG to moderate the meeting for the day after the tea break.

Mr. Ryujiro SASAO, Chief Advisor of SPGP, made the presentation on both the review of the discussion of the previous meeting on the draft Chapter 5 and the draft Chapter 6 of the strategy. He spent most of time for the latter topic and explained the essence of new Chapter 6.

This chapter is about the implementation and monitoring of the strategy. The first part of the chapter is implementation arrangement where LGD, Paurashavas, supportive organizations, *Strategy Steering Committee* and *Strategy Implementing Committee* will be the implementing organizations. He also explained the monitoring method, responsible monitoring organizations, as well as strategy implementation and monitoring structure.

He proposed to establish a *Strategy Implementing Committee* with a responsibility to implement the Strategic component 7 which is "Human Resource Development". In addition to monitoring the implementation of various trainings, *the Committee* will also monitor the progress of the other strategic components. LGD will be the leading agency and NILG, LGED and DPHE will be supportive agencies. A detailed training plan will be formulated by *the Committee* for nationwide implementation of the trainings. The project team also proposed to set up a *Strategy Steering Committee* (above *the Strategy Implementation Committee*) which may be headed by the Secretary of LGD and Additional Secretary as Member Secretary, along with members from other government agencies.

In his presentation Mr. SASAO informed that the detailed training plan will be prepared containing factors like time frame, subjects of training, agencies to provide training courses, trainees, training method, the venue etc. He said that the expected responsible training institutions will be NILG, LGED and DPHE who will also provide technical supports to Paurashavas. The reason for selecting these three institutions is, he said, that the strategy is to cover various 16 priority services related with the three institutions. NILG will be responsible for non-technical subjects like orientation, citizen participation,

finance etc. LGED will be mostly responsible for the trainings of infrastructure related subjects. And DPHE will mainly be responsible for water supply and sanitation.

The supportive institutions (NILG, LGED and DPHE), in addition to their training and technical supports to Paurashavas, will be responsible for monitoring the progress situation on the basis of detailed training plan and they will submit the monitoring reports to *Strategy Implementation Committee* so that the *Committee* can take corrective measures when necessary. The decision of the *Committee* will go down to the local level. In order to monitor the progress of all the strategic components, DDLGs will collect reports from Paurashavas after monitoring bi-annually (twice a year) and submit the reports to LGD through DLGs. For monitoring of the Paurashavas' action plans, we have another monitoring system which is called activity monitoring. He briefly discussed the financial arrangement and the consideration for the effectiveness and sustainability of the Strategy. He stressed on strong commitment and efforts of related government agencies, elected representatives, Paurashava officials and residents, a strong coordination among all these parties, and importantly, the continuous supports from the development partners to make the strategy effective and sustainable.

Second Session:

Three sub-groups reviewed the Chapter 5 which has been already revised on the basis of comments received in the last (7th) Working Group Meeting and also discussed the draft Chapter 6. Sub-group discussion was conducted very actively.

Third Session:

After about an hour-long discussion among three sub-groups, each group presented their findings in front of the other participants.

Presentation of Group A:

Mr. Shahidul Alam, Sr. Safeguards Specialist, ADB presented the results of their group discussion, most of which are about the proposals of improvement and modification on the content of draft Chapter 6.

Mr. Dewan Kamal Ahmed, Mayor, Nilphamary Paurashava made the following comments.

- ❖ LGED and DPHE do same functions like drainage and public toilet. Therefore it should be decided first who will monitor what.
- ❖ The autonomy of the Paurashava could be hampered if there are a lot of agencies in monitoring activities. He suggested that monitoring should be done by the committee to Paurashava. There should not be so many steps in the chart.

Mr. A. N. M. Enayet Ullah, Project Director, NOBIDEP, LGED mentioned that technical support for Paurashava should not be confined to 3 agencies like NILG, LGED and DPHE. Other technical agencies should be added in the process.

Mr. Md. Golam Yahia, Director (Training and Consultancy), NILG asked about the *Strategy Steering Committee*. He asked whether it is *Project Steering Committee* or not. Another question was about the name of the *Strategy Implementation Committee* and whether it is *Project Implementation Committee* or

not. He also suggested that the Member Secretary should be Project Director of the project who will be involved in all the activities.

Mr. SASAO, in answering to the above question said that if we use "Project", this will become too narrow, where we think of a nationwide strategy.

Mr. Shahidul Alam also mentioned that if we make it "Project", there will be a dependency created on project or Project Director. So, it is better to discuss later in details on this topic.

Mr. Md. Rafiqul Alam (Jorj), Mayor, Sengarchar Paurashava asked whether it will be armed Paura Police or Stick Police. Sometimes we need armed police for discharging our duties in Paurashava.

Mr. Shahidul Alam, Sr. Safeguards Specialist, ADB mentioned that the topic of Paura-police is beyond the jurisdiction of this meeting because this is LGD's responsibility.

Mr. Dewan Kamal Ahmed, Mayor, Nilphamary Paurashava mentioned that the act is already been passed regarding the Paura-police but we do not see its implementation.

Mr. SASAO explained that one of our 16 priority services is Civil Defense and the above issue is paid attention to in the Strategy.

Presentation of Group B:

Mr. Shaikh Muzakka Zaher, PD, MGSP presented the discussion results including the comments on both Chapter 5 and Chapter 6.

Mr. Md. Abdul Gaffar, Senior Consultant commented that whether Deputy Secretary (Paura) might be Project Director or not, and Deputy Secretary (Paura) should be appointed as the Member Secretary of the *Strategy Implementation Committee*. This strategy will be implemented even after the project is completed.

Mr. Zaher added that we need a nationwide and digital database based monitoring system for Paurashava so that everyone can see easily what is happening in the local level.

Presentation of Group C:

Mr. Md. Arif, Joint Director, NILG presented for the group C. Comments and suggestions are made more about Chapter 6 than Chapter 5.

Mr. SASAO thanked all the group members for their very close observation and valuable suggestions. He also thanked all for well accepting Chapter 5 and for accepting Chapter 6 with a few comments. He assured the members that the team will consider the valuable opinions and suggestions for the finalization of the Strategy.

Mr. Md. Golam Yahia, Director (Training and Consultancy), NILG thanked all for their active participation in the meeting as the successive Chairperson of the meeting. He said that the discussion was

done very nicely and covered all the areas including the major and minor things. He gave the following observations regarding the Strategy Steering Committee.

- ❖ Working Group should clarify who will be the members of the Strategy Steering Committee. He suggested that institutions like NILG, LGED, DPHE, Ministry of Finance, ERD and Ministry of Planning-all these agencies should be involved in the process. Representatives in the rank of Deputy Secretary can attend in the meeting from these institutions.
- ❖ Deputy Secretary (Paura) concerned can be the Member Secretary of the Strategy Implementation Committee. We can even add the word "Project Director" with a slash, when the project will be closed, the Deputy Secretary concerned can run this Committee.
- ❖ **Fourth Session:**
- ❖ A guest speaker, Mr. Lokman Hossain Dakua, Mayor, Bakergonj Paurashava presented the experience of his recent visit (training) in Japan. Mr. Dewan Kamal Ahamed, Mayor, Nilphamari Paurashava added some comments.

Finally the chairperson ended the meeting by thanking all the members of the working group for their presence and valuable suggestions.

Sd/-

Date 01.12.2015

(Ashoke Madhab Roy)

Additional Secretary(Urban Wing)
Local Government Division

Memo:46.063.014.01.00.007.2013(Part-1)- 2258

Date 03.12.2015

CC: (not according to seniority)

01. Ashoke Madhab Roy, Additional Secretary, LGD
02. Md. Golam Yahia, Director Training, NILG
03. Md. Arif, Joint Director, NILG
04. Manika Mitra, Research Officer, NILG
05. A.N.M. EnayetUllah, Project Director, NOBIDEP, LGED
06. Shaikh Muzakka Zaher, Project Director, MGSP, LGED
07. Md. Sadar Uddin Ahamed, Deputy Team Leader, GILD, LGP CGP, LGED
08. Md. Golam Muktedir, Deputy Project Director, WASH Project (UNICEF Assisted), DPHE
09. Muhammad Shamsul Huq Bhaiya, Project Director, 45, Paurashava W/S Project, DPHE
10. Roman Kabir, Project Manager, PICMAC, DPHE
11. Md. Monjur Kader, Capacity Build Coordinator, PICMAC-DPHE
12. Dewan Kamal Ahamed, Mayor, Nilphamari Paurashava
13. Md. Rafiqul Alam (Jorz), Mayor, Sangarchar Paurashava
14. Md. Abdul Hamid Sarkar, Mayor, Ulipur Paurashava
15. Luthfur Rahman, Mayor, Kanaighat Paurashava
16. K.M Forhad Hossain, Panel Mayor, Atghoria Paurashava
17. Lokman Hossain Dakua, Mayor, Bakergonj Paurashava
18. Md. Shyful Islam, Panel Mayor, Shailkupa Paurashava
19. Md. Monir Uddin Ahamed, Assistant Engineer, Kanaighat Paurashava
20. Md. Shahidul Alam, Sr. Safeguards Specialist, ADB

(P.T.O)



21. Mostafa Quaium Khan, National Policy Adviser, BUF
22. Hiroki WATANABE, Program Adviser, JICA
23. Akira MUNAKATA, Adviser, JICA
24. Ihtishamul Huq, National Water Supply sector Advisor, JICA
25. Shunsaku MATSUO, PICMAC-PPHE Deputy Team Leader, PICMAC-PPHE
26. Aya KADOKAMI, PICMAC-DPHE (Monitoring), PICMAC-DPHE
27. Chiaki TAMEKAWA, PICMAC-DPHE, financial management, PICMAC-DPHE
28. Md. Shafiulhasan, Program Assistant, JICA-HLC
29. Ryujiro SASAO, JICA expert (Chief Advisor), SPGP
30. Atsuo SATO, JICA expert, SPGP
31. Masahiko SUGINAGA, JICA expert, SPGP
32. Yoshinaga NAKAMURA, JICA expert, SPGP
33. Md. Abdul Gaffar, Sr. Adviser, SPGP



03.12.2015
(Md. Khalilur Rahman)
Project Director, SPGP &
Deputy Secretary
Phone: 9514142

5. TOT 報告書

5.1. 市長・議員オリエンテーション研修

SPGP ToT Report

Title of the Training	Preparatory Session on the Orientation Course on the Basics of Paurashava Administration
Date and time	March 7, 2016, 15 :00 – 17 :30
Participants	<p><u>NILG faculty members:</u></p> <ol style="list-style-type: none"> 1. Mr. Mustafa Kamal Hider, Director General 2. Dr. Md. Golam Yahia, Director Training & Consultancy 3. Mr. Md. Illias, Director Research & Planning 4. Mr. Vhuiyan Md. Ataur Rahman, Director, Administration & Coordination 5. Mr. Shekh Mofizul Islam, Director, Program & Monitoring 6. Mr. Md. Arif, Joint Director 7. Mr. Abdul Khalek, Deputy Director 8. Mr. Mainul Islam, Assistant Director 9. Ms. Kamrun Nahar, Assistant Director 10. Mr. Jihad Sharkar, Research Officer 11. Ms. Manika Mitra, Research Officer 12. Mr. Md. Nurul Islam, Research Officer 13. Mr. Imranul Rahman, Assistant Research Officer 14. Mr. Md. Najim Uddin, Documentation Officer 15. Mr. Md. Omor Farul Parvez, Statistics Officer <p><u>SPGP consultants:</u></p> <ol style="list-style-type: none"> 1. Mr. Abdun Noor, 2. Mr. Md. Shahadat Hosain 3. Mr. Md. Quddus 4. Mr. Md. Yeasin Arafat <p><u>SPGP team</u></p> <ol style="list-style-type: none"> 1. Ms. Rie Fusamae, JICA expert, Development Planning 2. Mr. Sohrab Hossain, Sr. Consultant 3. Mr. Md. Abdul Motaleb, Jr. Consultant
Venue	NILG training room

1. Objective of the course

Prior to the implementation of the orientation course on the basics of Paurashava administration, the SPGP team held a preparatory session for NILG trainers. Considering the fact that all the trainers have relevant expertise and knowledge of the subjects of the session they are assigned to, the SPGP team organized a preparatory session instead of Training of Trainers (TOT).

The specific objectives of the session were: 1) To explain to NILG trainers the context and objectives of the course; 2) to help NILG trainers fully understand the content of the training handbook; and 3) to discuss between the main trainer and an assistant trainer how to organize and

facilitate each session.

Most of the NILG faculty members who were assigned to serve as trainers as well as the SPGP consultants who prepared the training handbook for the course participated in the session.

2. Contents of the TOT (preparatory session)

The preparatory session consisted of the following three parts:

1) Opening of the session

Director General of NILG expressed his appreciation to SPGP for its good approaches to training. He called the attention of NILG faculty members to Councilors' low level of understanding and concentration in training.

2) Introduction of the course

The SPGP team explained to the NILG faculty members the context, objectives and programme of the orientation course as well as the objectives of the preparatory session. The team also shared the following observations about the orientation course of SPGP conducted last year:

- The level of education and understanding of councilors is generally low;
- They cannot listen long and lose concentration easily. Exercises worked for them to regain focus; and
- Technical subjects such as financial management and procurement seemed particularly difficult for them. The orientation training should focus general issues rather than how to do.

3) Detailed planning of sessions of the orientation course

Facilitators of each session sat together and discussed how to organize and facilitate the session. SPGP consultants help each team plan their session particularly on exercises. At the end of the preparatory session, facilitator(s) of respective sessions of the orientation course shared their session plan.

3. Results of the TOT (preparatory session)

It seemed that the preparatory session proved to be an effective way of preparing for the orientation course. Given the fact that the subjects are not new to them and that only a short time is allocated to each session, the trainers might not otherwise have prepared sufficiently for their sessions. But through the preparatory session, the SPGP team could share their observations about implementation of the previous training and the trainers could plan their sessions taking those observations into consideration. The NILG faculty members actively participated in the discussions and each group made a specific facilitation plan. SPGP consultants who wrote or reviewed the handbook and have

rich experience in training helped the NILG trainers plan their sessions. The advice of the consultants was particularly helpful when NILG senior trainers are not used to providing exercises in their training and when NILG senior trainers are newly transferred.

The preparatory session was a useful tool to define the responsibilities of the main trainer and his/her co-trainer in preparation and implementation of each session. It also promoted a cooperative relationship between them.

5.2. 開発計画

SPGP TOT Report

Title of the Training	Training of Trainers on Preparation and Implementation of Development Plan
Trainees	<ul style="list-style-type: none"> • 3 Consultants of SPGP • 2 NILG faculty members • Executive Engineers/Assistant Engineers/Sub-assistant engineers of pilot Paurashavas
Date and time	September 2 – 3, 2015 (2 days) 9:00 - 17:30
Trainers	Mr. Md. Abdul Gaffar (SPGP Senior Consultant), Mr. Sohrab Hossain (SPGP Senior Consultant) and Ms. Rie Fusamae (JICA expert, development planning)
Venue	NILG class room

1. Objective of the course

The TOT course aimed to have expected trainers and facilitators understand the planning steps and methods proposed in the handbook on preparation and implementation of development plan, which was prepared by the SPGP team. It is also intended to provide participants with specific instructions on how to train elected representatives and officials of Paurashavas on development planning. It is a subject-specific TOT and therefore not targets development of teaching/facilitation skills of participants.

2. Contents of the ToT

The training programme was entirely based on the SPGP-prepared handbook, which proposes planning steps and methods. After sharing with the participants SPGP's training and follow-up plans on development planning of pilot Paurashavas and the objectives of the training, Ms. Fusamae discussed with the participants the concept of development planning, its importance and benefits. She also explained scope of a development plan such as its duration and sectors/areas it can cover. Mr. Gaffar then explained the flow of development planning and roles of each stakeholder.

In the following seven sessions in each of which one trainer played the main trainer, the participants learned what to do and how to do in the development planning processes. The trainers provided detailed explanation of twelve steps of development planning proposed in the handbook including ward-level needs collection, situation assessment, estimation of available financial resources, and preparation of a list of priority projects/activities. The participants were broken into a group of two or three and engaged in many small-scale simulation exercises including role-play exercises. Those exercises were designed to help them understand better “how to do”. Paurashava engineers were encouraged to reflect the situation of their own Paurashavas in the exercises.

Though the training programme is largely about “preparation” of development plan, the last session was provided to make the participants aware about the importance of monitoring of its implementation. Mr. Sohrab explained objectives of monitoring, monitoring process as well as roles of stakeholders.

3. Results of TOT

The training feedback sheet was distributed to the participants at the end of the course. Their responses given in the sheet and the trainers’ analysis of those responses are summarized below.

<Overall satisfaction>

The level of participants’ satisfaction can be considered reasonable scoring 3.46 on average on a four-point scale (Q10. “Let us know your overall impression of the training.”). It could have been higher if more improved language has been used in the handbook as a few of the participants as well as one of the trainers pointed out some problems with the Bengali translation of the original handbook written in English. In addition, the trainers feel that exercises can be more tailored to TOT and improved in terms of sequences though no participant raised the issue.

<Level of understanding>

The level of understanding of the participants was higher than the SPGP team had expected with the mean score of 3.54 on a four-point scale (Q1. Did you understand overall content of the training programme?). Since they have never prepared any development plan and had little idea about it, the SPGP team assumed that the steps and methods introduced in the handbook should be a little difficult to absorb at a time. However, probably because of high education level of participants, none of them found it difficult. Engineers from pilot Paurashavasm in particular, proved the feasibility of the idea of getting them to lead actual planning processes.

5.3. 財務（予算・会計、徴税・税査定）

SPGP TOT Report

Title of the Training	(i) Budget formulation, accounting, monitoring and reporting (ii) Tax collection and assessment
Date and time	January 19 – 20, 2016 9:30 – 16 :00
Participants	1. Mr M. A. Quddus (Main lecturer and facilitator) 2. Mr. Sohrab Hossain (Facilitator) 3. Mr. Hirofumi Azeta (Expert, Financial Management) Trainees 4. Mr. Mohammad Mainul Hossain (Assistant Director, NILG) 5. Mr. Nurul Islam (Research Officer, NILG) 6. Ms. Manika Mitra (Research Officer, NILG) 7. Mr. Md. Imranur Rahman (Assistant Research Officer, NILG)
Venue	NILG meeting room (5th Floor)

1. Objectives of the course

The TOT course aimed to have assistant trainers understand how to perform the exercises of budget formulation, accounting, monitoring, reporting, tax collection and assessment. The assistant trainers are supposed to provide supports to the trainees on how carry out the same exercises. It is a subject-specific TOT and therefore not targets developing teaching/facilitation skills of assistant trainers.

2. Contents of the TOT

Using the presentation materials, Mr. Hirofumi Azeta made a brief introduction to the training of the trainees (TOT), explaining the objectives of the TOT and the expect roles of the assistant trainers in the training.

Then, Mr. Quddus (Main lecturer and facilitator) and Mr. Sohrab (facilitator) have let the trainees perform all exercises to be used in the training of (i)Budget formulation, accounting, monitoring and reporting and (ii)Tax collection and assessment.

Before starting each exercise, Mr. Quddus made brief presentations on the legal background and expected procedures taken by paurashavas.

When all trainees completed an exercise, one of the trainees explained how he / she performed the exercise (e.g. how to calculate tax assessment amount or tax collection rate).

3. Results of TOT

The TOT was generally satisfactory. The facilitators displayed good communications with participants and presentations were clear and understandable.

The levels of understanding of the trainees were also good enough. All of them completed exercises without any difficulties. The explanations made by trainees were also clear enough.

6. パイロット研修報告書

6.1. 市長・議員オリエンテーション研修

SPGP Training Report

Title of the Training	Orientation course on the basics of Paurashava administration
Trainees	1st batch: 22 (10 Councilors from Shailkupa, 8 Councilors from Sengarchar, 4 Councilors from Bakerganj Paurashava) 2nd batch: 18 (7 Councilors from Kanaighat, 11 Councilors from Ulipur Paurashava)
Date and time	1st batch: March 13-16, 2016 (3.5 days) 9:00 - 17:30/14:00 (final day) 2nd batch: April 25-28, 2016 (3.5 days) 9:00 - 17:30/13 :20 (final day)
Trainers and coordinators	Trainers: See the table below Coordinator: Mr. Jehad Sarkar, NILG
Venue	NILG class room

1. Contents of the Training and Training Methods

The training targeted Councilors of the five of SPGP pilot Paurashavas where elections were held in the end of last year. Re-elected Councilors were basically excluded as they received the same training last year but all Councilors were invited from Ulipur Paurashava, which was not covered last year¹. Mayors were not the target this year because the National Institute of Local Government (NILG) intended to provide a similar course to them.

The course consists of 13 subject-wise sessions and opening and closing sessions. The subjects covered are all essential subjects for elected representatives of Paurashava and selected through discussions with a NILG team formed last year to prepare for this training. The programme was

¹ Ulipur Paurashava was one of the two Paurashavas selected from NOBIDEP target Paurashavas as SPGP pilot Paurashavas. Basically SPGP does not provide training for those two Paurashavas as NOBIDEP provides training. However, the Project Director of NOBIDEP and the SPGP team agreed that SPGP provides this orientation course for them as NOBIDEP does not have this kind of programme for elected representatives.

basically the same as last year's but its duration and time allocations among sessions were changed based on lessons from the training implementation in the last year.

Some adjustments were made from last year's in terms of training methods based on observations from the previous training. A longer time was allocated to exercises than in the last year in most of the sessions and some trainers used more facilitation techniques.

Details of the programme are shown in the tables below.

[1st batch: March 13-16, 2016]

Time	Subject	Trainer	Assistant Trainer	Training method
DAY 1				
9:00 - 10:20	Course registration and inaugural session	<ul style="list-style-type: none"> • Mr. Mustafa Kamal Hider, Director General, NILG • Mr. Hiroki Watababe, Program Advisor (Governance), JICA Bangladesh Office • Dr. Md. Golam Yahia, Director (Training & Consultancy), NILG • Mr. Ryujiro Sasao, Chief Advisor, SPGP 		
10:20 - 10:40	Tea break			
10:40 - 12:00	Paurashava in the local government system of Bangladesh	Mr. Mustafa Kamal Hider, Director General	Mr. A Jehad Sarkar, Research Officer	Lecture
12:00 - 13:00	Local Government (Paurashava) Act 2009 and functions of Paurashava	Dr. Md. Golam Yahia, Director (Training & Consultancy)	Mr. A Jehad Sarkar, Research Officer	Lecture & group exercise
13:00 - 14:00	Prayer and lunch break			
14:00 - 15:00	Local Government (Paurashava) Act 2009 and functions of Paurashava (Continued)	Do.	Do.	Do.
15:00 - 17:00	Administrative structure of Paurashava and responsibilities of elected representatives and officers	Mr. Md. Ilias, Director (Research & Planning)	Mr. Md. Moinul Hossain, Assistant Director	Lecture & group exercise
17:00 - 17:30	Tea break & review of the day			
DAY 2				
9:00 - 11:00	Role of the Council in decision-making	Mr. Md. Arif, Joint Director	Mr. Md. Omor Faruk Parvez, Statistics Officer	Lecture & group exercise
11:00 - 11:30	Tea break			
11:30 - 12:30	Role of standing committees	Mr. Shekh Mofizul Islam, Director (Program & Monitoring)	Ms. Monika Mitra, Research Officer	Lecture, individual exercise
12:30 - 13:15	Citizen participation	Mr. Md. Abdul Khalek, Deputy Director	Ms. Kamrun Nahar, Assistant Director	Lecture, individual exercise
13:15 - 14:15	Prayer and lunch break			
14:15 - 15:00	Citizen participation (Continued)	Do.	Do.	Do.
15:00 - 17:00	Financial management, taxation and budget formulation	Mr. Md. Abdul Quddus, Consultant, SPGP	Mr. Md. Moinul Hossain, Assistant Director, NILG	Lecture & group exercise
17:00 - 17:30	Tea break & review of the day			

Time	Subject	Trainer	Assistant Trainer	Training method
DAY 3				
9:00 – 10:30	Accounting and audit	Mr. Md. Abdul Quddus, Consultant, SPGP	Mr. Md. Nurul Islam, Research officer	Lecture & group exercise
10:30 - 11:00	Tea break			
11:00 - 13:00	Procurement	Mr. Md. Arif, Joint Director	Mr. Md. Omor Faruk Parvez, Statistics Officer	Lecture & group exercise
13:00 - 14:00	Prayer and lunch break			
14:00 - 15:30	Property registration and management	Mr. Md. Vuian Aatur Rahman. Director (Administration & Coordination)	Mr. Md. Imranur Rahman, Assistant Research Officer	Lecture & group exercise
15:30 - 17:00	Office and information management	Mr. Md. Ilias, Director (Research & Planning)	Mr. Md. Najim Uddin, Documentation Officer	Lecture & group exercise
17:00 - 17:30	Tea break & review of the day			
DAY 4				
9:00 – 11:30	Concept of good governance and leadership	Dr. Md. Golam Yahia, Director (Training and Consultancy)	A Jihad Sarkar, Research Officer	Lecture & group exercise
11:30 – 11:50	Tea break			
11:50 - 13:20	Gender mainstreaming in Paurashava's activities	Mr. Mustafa Kamal Hider, Director General	Ms. Kamrun Nahar, Assistant Director	Lecture, video & group exercise
13:20 - 14:00	Closing session	Mr. Md. Golam Yahia, Director (Training) Mr. Ryujiro Sasao, Chief Advisor, SPGP		
14:00 - 15:00	Prayer and lunch			

[2nd batch: April 25-28, 2016]

Time	Subject	Trainer	Assistant Trainer	Training method
DAY 1				
9:00 - 10:20	Course registration and inaugural session	<ul style="list-style-type: none"> • Dr. Md. Golam Yahia, Director (Training & Consultancy), NILG • Ms. Rie Fusamae, SPGP team 		
10:20 - 10:40	Tea break			
10:40 - 12:00	Paurashava in the local government system of Bangladesh	Mr. Mustafa Kamal Hider, Director General		Lecture
12:00 - 13:00	Local Government (Paurashava) Act 2009 and functions of Paurashava	Dr. Md. Golam Yahia, Director (Training & Consultancy)	Mr. A Jehad Sarkar, Research Officer	Lecture & group exercise
13:00 - 14:00	Prayer and lunch break			
14:00 - 15:00	Local Government (Paurashava) Act 2009 and functions of Paurashava <i>(Continued)</i>	Do.	Do.	Do.
15:00 - 17:00	Administrative structure of Paurashava and responsibilities of elected representatives and officers	Mr. Md. Ilias, Director (Research & Planning)	Mr. Md. Moinul Hossain, Assistant Director	Lecture & group exercise
17:00 - 17:20	Tea break & review of the day			
DAY 2				
9:00 - 11:00	Role of the Council in decision-making	Mr. Md. Arif, Joint Director	Mr. Md. Omor Faruk Parvez, Statistics Officer	Lecture & group exercise
11:00 - 11:30	Tea break			
11:30 - 12:45	Role of standing committees	Mr. Shekh Mofizul Islam, Director (Program & Monitoring)	Ms. Manika Mitra, Research Officer	Lecture & plenary exercise
12:45 - 13:30	Citizen participation	Ms. Kamrun Nahar, Assistant Director		Lecture, group exercise & role-play
13:30 - 14:30	Prayer and lunch break			
14:30 - 15:15	Citizen participation <i>(Continued)</i>	Do.	Do.	Do.
15:15 - 17:15	Concept of governance and leadership	Mr. Md. Golam Yahia, Director (Training)	Mr. A Jehad Sarkar, Research Officer	Lecture & group exercise
17:15 - 17:35	Tea break & review of the day			

Time	Subject	Trainer	Assistant Trainer	Training method
DAY 3				
9:00 – 11:00	Financial management, taxation and budget formulation	Mr. Md. Abdul Quddus, Consultant, SPGP	Mr. Md. Moinul Islam, Assistant Director	Lecture & group exercise
11:00 - 11:30	Tea break			
11:30 – 13:00	Accounting and audit	Mr. Md. Abdul Quddus, Consultant, SPGP		Lecture
13:00 - 14:00	Prayer and lunch break			
14:00 - 16:00	Procurement	Ms. Kamrun Nahar, Assistant Director	Mr. A Jihad Sarkar, Research Officer	Lecture, video & group exercise
16:00 - 17:30	Property registration and management	Mr. Md. Vuian Ataur Rahman. Director (Administration & Coordination)	Mr. Md. Imranur Rahman, Assistant Research Officer	Lecture & group exercise
17:30 - 17:50	Tea break & review of the day			
DAY 4				
9:00 - 10:30	Office and information management	Mr. Md. Ilias, Director (Research & Planning)	Mr. Md. Nadim Uddin, Documentation Officer	Lecture & group exercise
10:30 – 11:00	Tea break			
11:00 - 12:30	Gender mainstreaming in Paurashava's activities	Mr. Mustafa Kamal Hider, Director General	Ms. Kamrun Nahar, Assistant Director	Lecture, video & group exercise
12:30 - 13:20	Closing session	Mr. Md. Golam Yahia, Director (Training) Ms. Rie Fusamae, SPGP team		
13:20 - 14:20	Prayer and lunch			

The training materials handed out to each participant are: 1) a copy of the training handbook; 2) a photocopy of the Local Government (Paurashava) Act 2009; 3) a SPGP brochure with a notebook and a pen; and 4) a photocopy of model terms of reference of standing committees.

The following equipment was used during the training:

- Projector
- Screen
- White Board
- Large sheets of paper
- Large cards
- Stationeries (markers, pens, push pins, nameplates, etc.)

2. Training Assessment

The training feedback sheet was distributed to the participants at the end of the course. Their responses given in the sheet are summarized below.

<Overall satisfaction>

The level of participants' satisfaction (Q14. "Let us know your overall impression of the training.") was high scoring 3.63 on a four-point scale. Though it is almost the same as that with the last year's training (3.6), the motivation of the participants, who are newly elected, were strikingly higher this year. As in the last year, the comments of the participants given in training feedback sheets suggest that the training seemed to have inspired them to learn more about each topic.

Among the two batches, the second batch participants were more satisfied with a score of 3.78. It could be attributable to the improvements of each session based on the results of the review meeting held after the first training. Particularly collaboration between the main trainer and an assistant trainer in each session was greatly improved. The main trainers focused on important points in their lecture and gave assistant trainers sufficient time to conduct exercises before commenting on outputs of exercises. Assistant trainers conducted exercises according their plan. This combination of lectures and exercises seemed to help participants keep concentration during the training. Another reason for high satisfaction level can be good facilitation by some trainers and a SPGP local consultant. They encouraged participation of all trainees. A trainer in the citizen participation session and the procurement session in particular used various facilitation techniques and greatly contributed to participation of trainees, especially those who have trouble reading and writing. The SPGP local consultant also effectively used a limited time prior to the first session every day by creating the atmosphere in which they can speak out without hesitation.

Probably good logistical arrangements by NILG also contributed to high-level of satisfaction of participants. There was not a single complaint from participants about arrangements. NILG course coordinator as well as SPGP local consultants arranged everything well and that helped participants concentrate on training.

<Level of understanding>

The level of understanding of the participants is relatively good with the mean score of 3.43 on a four-point scale (Q1. “Did you understand the overall content of the training program?”). Although it was only slightly higher than the score of the last year’s course (3.32), it can be considered that the quality of teaching and materials are improved, given the fact that all the trainees in the last year’s training were Mayors and Councilors in their 5th year while trainees this year were newly elected Councilors only.

As was seen in the last year, Councilors seem to have found difficult operational and technical subjects such as “financial management, taxation and budget formulation,” “accounting and audit,” “procurement,” “property registration and management” and “office and information management”. Some participants, particularly female councilors, tend to be quiet and distracted in sessions on some of those subjects. It is assumed that this is not because of trainers’ skills but about the nature of subjects, which is very difficult to grasp within a short time.

3. Items to be improved

Based on lessons from the last year, trainers made efforts to focus on general issues and make explanations easier to participants, some more improvements seem to be necessary on those sessions. Since SPGP (and the Government of Bangladesh in the future) will provide more detailed training on financial subjects, it could focus more on points which are necessary for Councilors to do their job. More time allocation and exercises can also be considered for training of Councilors on those subjects.

Training methods should be adopted based on the education level of participants. In the second batch training, more time was allocated to exercises than in the last year and in the first batch training. It indeed worked well. However, the second batch participants are from B and C category Paurashavas and their education level was probably lower than that of average Paurashavas. In such a case, participants do not have many practical questions about the content of lectures, and exercises could help them understand it better. On the other hand, Councilors of larger Paurashavas are probably better educated and might learn more through Q&A sessions than through exercises.

Design of some exercises can be improved. In some exercises, participants just copy the handbook without discussing or thinking by themselves. Exercises should be designed in a way that helps participants understand better a preceding lecture or the handbook.

6.2. 開発計画（本研修・補講）

6.2.1. 開発計画（本研修）

SPGP Training Report

Title of the Training	Training Course on Preparation and Implementation of Development Plan
Trainees	1) Bakerganj Paurashava: 18 (Mayor, 12 Councilors, Secretary, 2 Engineers, Draftsman, Accountant) 2) Kanaighat Paurashava: 15 (Mayor, 12 Councilors, Engineer, 1 staff member) 3) Sengarchar Paurashava : 18 (Mayor, 12 Councilors, Secretary, 2 Engineers, Administrative Officer, Accountant) 4) Shailkupa Paurashava : 19 (Mayor, 12 Councilors, Secretary, 3 Engineers, Accountant, Assistant Health Officer)
Date and time	1) Bakerganj Paurashava : October 4-6, 2015 (3 days) 9:30 - 17:30 2) Kanaighat Paurashava: October 11-13, 2015 (3 days) 9 :30 – 17 :30 3) Sengarchar Paurashava: October 25-27, 2015 (3 days) 9 :30 – 17 :30 4) Shailkupa Paurashava: March 29-31, 2016 (3days) 9 :30 – 17 :00
Trainers	1) Bakerganj Paurashava: [Main Trainers] Mr. Md. Sohrab Hossain, Mr. Md. Mohirul Islam and Ms. Rie Fusamae, [Assistant Trainer] Mr. Md. Abdul Mottaleb 2) Kanaighat Paurashava: [Main Trainers] Mr. Md. Sohrab Hossain and Mr. Md. Mohirul Islam, [Assistant Trainer] Mr. Nurul Islam (from National Institute for Local Government (NILG)) 3) Sengarchar Paurashava: [Main Trainers] Mr. Md. Sohrab Hossain and Mr. Md. Mohirul Islam, [Assistant Trainer] Mr. Md. Abdul Mottaleb and Mr. Nurul Islam (from NILG) 4) Shailkupa Paurashava: [Main trainers] Mr. Md. Sohrab Hossain and Mr. Md. Mohirul Islam, [Assistant Trainer] Mr. Md. Asaduzzaman
Venue	1) Bakerganj Paurashava: Barisal district guest house and Paurashava office 2) Kanaighat Paurashava : Community centre 3) Sengarchar Paurashava: Paurashava office 4) Shailkupa Paurashava : Paurashava office

1. Contents of the Training and Training Methods

The training was conducted in each Paurashava targeting all elected representatives and officers. The course consists of 11 sessions, an opening session and a closing session. The programme was the same for all the four Paurashavas but slight changes and adjustments were made with regard to time allocation and group work facilitation based on the level of understanding of participants, the situation of each Paurashava, and lessons from the previous trainings. Details of the programme are shown in the table below.

Time	Session	Contents	Training method
DAY 1			
9:30 – 10:00	Course registration and inaugural session		
10:00 – 10:45	[Session 1] Concept of development planning: <i>What is it and what makes it important?</i>	<ul style="list-style-type: none"> • An idea of development planning and a development plan • Importance and benefits of development planning and participatory planning • Related rules of the government 	Lecture

10:45 – 11:15	Tea break		
11:15 – 12:00	[Session 2] Scope of a development plan: <i>What can a development plan cover?</i>	<ul style="list-style-type: none"> • Duration of a development plan • Subject areas covered by a development plan 	Lecture
12:00 – 13:00	[Session 3] Overall process of development planning: <i>Who does what in a development planning process?</i>	<ul style="list-style-type: none"> • Flow of development planning • Roles of stakeholders 	Lecture
13:00 – 14:00	Prayer and lunch break		
14:00 – 15:00	[Session 4] Steps of development planning (1): <i>How can we start a planning process?</i>	<ul style="list-style-type: none"> • Decision-making regarding development plan preparation • Preparatory meeting 	Lecture & exercise
15:00 – 17:00 (including a tea break)	[Session 5] Steps of development planning (2): <i>How can we collect demands from wards?</i>	<ul style="list-style-type: none"> • Identification of problems/demands and possible actions • Consultation with residents 	Lecture, role-play & exercise
DAY 2			
9:30 – 10:00	Review of the previous sessions		
10:00 – 12:30 (including a tea break)	[Session 5] (Continued) Steps of development planning (2): <i>How can we collect demands from wards?</i>	<ul style="list-style-type: none"> • Ward-level visioning • Prioritization of actions • Compilation of a priority list 	Do.
12:30 – 13:15	[Session 6] Steps of development planning (3): <i>How can we analyse where we stand?</i>	<ul style="list-style-type: none"> • Estimation of available financial resources • Paurashava situation assessment 	Lecture & exercise
13:15 – 14:15	Prayer and lunch break		
14:15 – 16:00	[Session 6] (Continued) Steps of development planning (3): <i>How can we analyse where we stand?</i>	<ul style="list-style-type: none"> • Paurashava situation assessment (continued) 	Do.
16:00 – 17:30 (including a tea break)	[Session 7] Steps of development planning (4): <i>How can we create a shared image of the future?</i>	<ul style="list-style-type: none"> • Preparation of a draft Paurashava vision statement 	Lecture & exercise
DAY 3			
9:30 – 10:00	Review of the previous sessions		
10:00 – 13:00 (including a tea break)	[Session 8] Steps of development planning (5): <i>How can we prioritize activities/projects to implement?</i>	<ul style="list-style-type: none"> • Preparation of a draft list of priority projects/activities 	Lecture & exercise
13:00 – 14:00	Prayer and lunch break		
14:00 – 15:00	[Session 9] Steps of development planning (6): <i>How can a development plan document be compiled and finalized?</i>	<ul style="list-style-type: none"> • Compilation of a draft development plan document • Discussion of a draft plan in TLCC meeting • Finalization of the draft plan in the Council meeting 	Lecture
15:00 – 16:00	[Session 10] Steps of development planning (7): <i>How can we show what we plan to do in the next fiscal year?</i>	<ul style="list-style-type: none"> • Preparation of an annual action plan and the annual budget 	Lecture & exercise
16:00 – 16:30	[Session 11] Monitoring of development plan implementation: <i>Why and how should it be monitored?</i>	<ul style="list-style-type: none"> • Objectives of monitoring • Monitoring process 	Lecture
16:30 – 17:00	Closing session		
17:00 –	Tea break		

The training materials handed out to each participant are: 1) course guide; 2) a copy of the training handbook; and 3) a SPGP brochure.

The following equipment was used during the training:

- Projector
- Large sheets of paper and masking tape for group exercises
- Stationeries (cards, markers, nameplates)

2. Training Assessment

The training feedback sheet was distributed to the participants at the end of the course. Their responses given in the sheet are summarized below.

<Overall satisfaction>

The overall impression of the participants on the course was high with the mean score of 3.51 on a four-point scale. Among the participants, elected representatives of the three Paurashavas which were close to the end of their tenure were particularly motivated to learn from this training in the light of upcoming election. In fact, they requested the implementation of this training before the election. Comments provided by the participants in the feedback questionnaire indicate their satisfaction with the training. However a number of them commented that they would like to know more in details about development planning. This comment was reasonable given the fact that development planning is a new concept to them and therefore it is probably difficult for them to have a clear image of the planning processes introduced in the training.

<Level of understanding>

The mean score on the level of understanding of the participants was 3.38, which is the same level as that in other SPGP trainings participated by elected representatives. However, the score was higher than the project team had expected as the participants are not familiar with the subject at all and the content was more technical than that of other training they participated. It was assumed that a number of exercises, in which the participants prepare by themselves all documents they are expected to prepare in actual development planning processes, helped them understand the processes better. Engineers who received TOT beforehand also played a significant role in exercises.

3. Items to be improved

Though local trainers encountered some difficulties in time management and facilitation in the first training, they managed to mitigate the difficulties in the second training onward. They are now confident with their facilitation, time management as well as administration of training. Though a number of participants commented that they would like a longer duration for the course or they would like to know more in details about development planning, all the trainers find that three-day is the most appropriate duration given availability of participants and the content of the training.

There are still some areas for improvement regarding the content of the training. Some participants had difficulties in filling the situation assessment table in a group exercise. Although there are examples given in the handbook, more examples can be given verbally by trainers, which would help them understand how

they can carry out a situation assessment.

The participants in the first three Paurashavas that received the training also found it difficult to understand the step of “estimation of available resources” for implementation of a development plan. The trainers felt that more detailed instructions should be added in the handbook and also the form for estimation needs to be improved. The SPGP team worked on it after the third training and a new version of the handbook was used in the last training in Shaikupa Paurashava.

The SPGP team will support actual planning processes of the pilot Paurashavas and make the handbook further user-friendly based on feedback from those Paurashavas.

6.2.2. 開発計画（補講）

SPGP Training Report

Title of the Training	Training Course for New Councilors on Preparation and Implementation of Development Plan
Trainees	5) Sengarchar Paurashava: 4 Councilors 6) Bakerganj Paurashava: 8 (Mayor, 7 Councilors) 7) Kanaighat Paurashava : 8 Councilors
Date and time	5) Sengarchar Paurashava : March 21-22, 2016 (2 days) 9:00/9 :30 - 17:00/15 :30 6) Bakerganj Paurashava: April 5-6, 2016 (2 days) 9 :00/9 :30 - 17 :00 7) Kanaighat Paurashava: May 10-11, 2016 (2 days) 9 :00/9:30 - 17:00
Trainers	5) Sengarchar Paurashava: [Main Trainers] Mr. Md. Sohrab Hossain, Mr. Md. Mohirul Islam 6) Bakerganj Paurashava: [Main Trainers] Mr. Md. Abdul Mottaleb, Mr. Md. Asaduzzaman, [Assistant Trainer] Mr. Md. Omor Faruk Parvez (from National Institute for Local Government (NILG)) 7) Kanaighat Paurashava: [Main Trainers] Mr. Md. Abdul Mottaleb, Mr. Md. Asaduzzaman
Venue	5) Sengarchar Paurashava: Paurashava office 6) Bakerganj Paurashava : Paurashava office 7) Kanaighat Paurashava: Training Hall, Shimantik, Sylhet

1. Contents of the Training and Training Methods

The training was conducted in three Paurashava targeting newly elected representatives as re-elected representatives and officers had already received three-day training on development planning last year. The course consists of 11 sessions, an opening session and a closing session. The programme composition was the same as that of the original three-day training but made concise with focus on sessions which are important for elected representatives and smaller-scale exercises. Details of the programme are shown in the table below.

Time	Session	Contents	Training method
DAY 1			
9:30 - 10:00	Course registration and inaugural session		
10:00 - 11:00	[Session 1] Concept and scope of development planning: <i>What is it and what makes it important?</i>	<ul style="list-style-type: none"> An idea of development planning and a development plan Importance and benefits of development planning and 	Lecture

	<i>What can a development plan cover?</i>	<ul style="list-style-type: none"> participatory planning • Related rules of the government • Duration of a development plan • Subject areas covered by a development plan 	
11:00 – 11:30	Tea break		
11:30 – 12:00	[Session 2] Overall process of development planning: <i>Who does what in a development planning process?</i>	<ul style="list-style-type: none"> • Flow of development planning • Roles of stakeholders 	Lecture
12:00 - 13:00	[Session 3] Steps of development planning (1): <i>How can we start a planning process?</i>	<ul style="list-style-type: none"> • Decision-making regarding development plan preparation • Preparatory meeting 	Lecture & exercise
13:00 - 14:00	Prayer and lunch break		
14:00 - 16:00	[Session 4] Steps of development planning (2): <i>How can we collect demands from wards?</i>	<ul style="list-style-type: none"> • Identification of problems/demands and possible actions • Consultation with residents • Ward-level visioning • Prioritization of actions • Compilation of a priority list 	Lecture & exercise
16:00 -17:00	[Session 5] Steps of development planning (3): <i>How can we analysis where we stand?</i>	<ul style="list-style-type: none"> • Estimation of available financial resources • Paurashava situation assessment 	Lecture & exercise
DAY 2			
9:30 - 11.00 (including a tea break)	[Session 6] Steps of development planning (4): <i>How can we create a shared image of the future?</i>	<ul style="list-style-type: none"> • Preparation of a draft Paurashavavision statement 	Lecture & exercise
11:00 - 13:00	[Session 7] Steps of development planning (5): <i>How can we prioritize activities/projects to implement?</i>	<ul style="list-style-type: none"> • Preparation of a draft list of priority projects/activities 	Lecture & exercise
13:00 - 14:00	Prayer and lunch break		
14:00 - 14:30	[Session 8] Steps of development planning (6): <i>How can a development plan document be compiled and finalized?</i>	<ul style="list-style-type: none"> • Compilation of a draft development plan document • Discussion of a draft plan in TLCC meeting • Finalization of the draft plan in the Council meeting 	Lecture
14:30 - 15:30	[Session 9] Steps of development planning (7): <i>How can we show what we plan to do in the next fiscal year?</i>	<ul style="list-style-type: none"> • Preparation of an annual action plan and the annual budget 	Lecture
15:30 - 16:30	[Session 10] Monitoring of development plan implementation: <i>Why and how should it be monitored?</i>	<ul style="list-style-type: none"> • Objectives of monitoring Monitoring process 	Lecture
16:30 - 17:00	Closing session		
17:00 -	Tea break		

The training materials handed out to each participant are: 1) course guide; 2) a copy of the training handbook; and 3) a SPGP brochure with a notebook and a pen.

The following equipment was used during the training:

- Projector
- Large sheets of paper and masking tape for group exercises
- Stationeries (cards, markers, nameplates)

2. Training Assessment

The training feedback sheet was distributed to the participants at the end of the course. Their responses given in the sheet are summarized below.

<Overall satisfaction>

The overall impression of the participants on the course was good with the mean score of 3.33 on a four-point scale, which is lower than 3.51 on the original three-day training. This result might have been affected by the short duration of the course. As trainees were only newly-elected people and their number was sometimes as small as four persons, it was not possible to conduct the full-training with lots of exercises, which cannot be completed without officers.

It should be noted that, though the participants showed increased interest in development plan preparation as the training went on and satisfied with the training to some extent, they were probably still skeptical about preparing a plan without sufficient fund.

<Level of understanding>

The mean score on the level of understanding of the participants was 3.33, which is exactly the same as the original three-day course. Given the technical nature of the training and the short duration, this score can indicate that explanations by the trainers and the handbook were easy to understand for the trainees. Answers given in the training feedback sheet actually proved that. This is probably attributable to improvement of the trainers' facilitation after serving as trainer in the three-day training course a few times. It may also be because of improvements made in the handbook incorporating suggestions from the trainers and through examinations of the language by a SPGP senior consultant.

3. Items to be improved

No more short course for newly elected representatives will be provided as it is ad-hoc measures to start development planning processes after the election in SPGP pilot Paurashava.

6.3. 市民参加

SPGP Training Report

Title of the Training	Citizen Participation through WC and TLCC
Trainees	<ul style="list-style-type: none"> • Bakerganj Paurashava: 134 • Sengarchar Paurashava: 131 • Kanaighat Paurashava: 134 • Shailukupa Paurashava : 134 • Atgoria Paurashava: 134 <p><u>Total: 667</u> (Council members, Paurashava officers, and Paurashava residents)</p>
Date and time	<ul style="list-style-type: none"> • Bakerganj Paurashava: September 20-23, 2015/ 09:00 –16 :30 • Sengarchar Paurashava: October 05-08, 2015/ 09:00 –16 :30 • Kanaighat Paurashava: October 18-21, 2015/ 09:00 –16 :30 • Shailukupa Paurashava : November 02-05, 2015/ 09:00 –16 :30 • Atgoria Paurashava: November 09-12, 2015/ 09:00 –16 :30 <p><u>Note:</u> Training courses in each Paurashava were conducted as below: One day training for WC members: 3 times One day training for TLCC members : 1 times</p>
Trainers and coordinators	<ul style="list-style-type: none"> • Bakerganj Paurashava: Mr. Shahidul Islam, Lead Trainer & Facilitator Mr. Md. Moniruddin, Facilitator Mr. Abu Bakar, Facilitator • Sengarchar Paurashava: Mr. Abu SufianKhan (Lead trainer and facilitator) Mr.ObayedulHaque(Facilitator) Mr. Abu Ansar (Facilitator) • Kanaighat Paurashava: Mr. Md. Moniruddin, Lead Trainer & Facilitator Mr. Shahidul Islam, Facilitator Mr. Md. Sohrab Hossain, Facilitator • Shailukupa Paurashava: Mr. Nur Mahmud Lead Trainer & Facilitator Mr. Shah Abu Sufian Khan, Facilitator Mr. Md. Anisuzzaman, Facilitator • Atgoria Paurashava: Mr. Md. Obayedul Haque, Lead Trainer & Facilitator Mr. Mr. Nur Mahmud, Facilitator Mr. Md. Nazmul Haque, Facilitator
Venue	<ul style="list-style-type: none"> • Meeting Room, Bakerganj Paurashava Office • Meeting Room, Sengarchar Paurashava Office • Unique Community Center, Kanaighat Paurashava Office • Meeting Room, Shailukupa Paurashava Office • Backyard, Atgoria Paurashava Office

1. Contents of the Training and Training Methods

1-1. Training Course for WC members (One day)

Time	Training content	Training methods
09:00 - 09:45	Registration of trainees, and distribution and collection of questionnaires	
09:45 - 10:45	Inaugural Session: Guests' designation and post, inaugural speech	Lecture
10:45 - 11:00	Tea Break	
11:00-11:30	Related Laws (Legal Framework) on WC	Power point presentation, Question and Answer
11:30-12:00	Composition and TOR(Functions) of WC	Question and Answer, Power point presentation
12:00-12:30	Organizing WC Meeting	Discussion on practical experience and showing relevant photographs
12:30-13:00	Working Papers and Meeting Minutes	Discussion on Relevant template Group work and presentation
13:00-14:00	Lunch Break	
14:00-15:00	Expected impact of citizen participation	Question and Answer PowerPoint presentation
15:00-15:15	Tea Break	
15:15-15:45	Annual working calendar and PDCA Cycle	PowerPoint presentation, Group work and presentation
15:45-16:00	Course Evaluation	Sharing knowledge, Question and Answer
16:00-16:30	Formal Closing	

1-2. Training Course for TLCC members (one day)

Time	Training content	Training methods
09:00 - 09:45	Registration of trainees, and distribution and collection of questionnaires	
09:45 - 10:45	Inaugural Session: Guests' designation and post, inaugural speech	Lecture
10:45 - 11:00	Tea Break	
11:00-11:30	Related Laws (Legal Framework) on TLCC	Power point presentation, Question and Answer
11:30-12:00	Composition and TOR(Functions) of TLCC	Question and Answer, Power point presentation
12:00-12:30	Organizing TLCC Meeting	Discussion on practical experience and showing relevant photographs
12:30-13:00	Working Papers and Meeting Minutes	Discussion on Relevant template Group work and presentation
13:00-14:00	Lunch Break	
14:00-15:00	Expected impact of citizen participation	Question and Answer PowerPoint presentation
15:00-15:15	Tea Break	
15:15-15:45	Annual working calendar and PDCA Cycle	PowerPoint presentation, Group work and

		presentation
15:45-16:00	Course Evaluation	Sharing knowledge, Question and Answer
16:00-16:30	Formal Closing	

Materials and Equipment

- Projector (1)
- Screen (1)
- PC
- PA System
- White Board (1)
- Markers
- Stationery (pen and note)
- Operational Handbook and other handouts

2. Training Assessment

To know the firsthand reaction from trainees, questionnaire surveys were conducted in respective training courses. Collected data is compiled into the summaries of WC training and TLCC training. The following section describes the result of questionnaire surveys focused on satisfaction and self-evaluated understanding of trainees.

<Overall satisfaction>

The average scores of satisfaction were 3.69 by WC trainees and 3.61 by TLCC trainees out of 4-point scale. Those results indicate that training courses are implemented properly and the training are positively accepted by WC and TLCC trainees.

<Level of understanding>

The level of self-evaluated understanding of trainees also seems satisfactory, as the average scores were 3.62 by WC trainees and 3.65 by TLCC trainees out of 4-point scale. Those results hopefully contribute to the enhancement of voluntary willingness to engage in WC and TLCC activities because majority of WC and TLCC members are ordinary citizens and WC and TLCC activities are not obligation for them.

3. Items to be improved

Some trainees had difficulty in reading and writing. Some exercises in the training were necessary for reading and writing skills, so some trainees were observed to have difficulty in participating in the training actively. In addition, the training monitoring was done by the questionnaire and some are difficult to understand and fill it. The training for citizen participation includes various stakeholders and the capacity of stakeholders is varied. This point will be considered carefully for the next training.

Some female trainees were also observed inactive in the training, and support for such female trainees was weak. One of shortcomings is composition of training team, facilitators and JICA local consultants who were all male. SPGP shall take account of gender balance for the training team formation next time.

6.4. 財務（予算・会計、徴税・税査定）

6.4.1. 財務（予算・会計）

SPGP Training Report

Title of the Training	Budget formulation, accounting, monitoring and reporting
Trainees	(i) 18 (Secretaries and Accountants, etc from 9 pilot Paurashavas) (ii) 19 (Secretaries and Accountants, etc from 10 pilot Paurashavas) ²
Date and time	(i) January 26 – 28 2016 (3 days) 9:00 – 17 :00 (ii) February 2-4 2016 (3 days) 9:00 – 17 :00
Trainers and coordinators	8. Mr M. A. Quddus (Main lecturer and facilitator) 9. Mr. Sohrab Hossain (Facilitator) 10. Mr. Hirofumi Azeta (Expert, Financial Management) 11. Mr. Yoshinaga Nakamura and Mr. Hiranmoy Roy
Venue	NILG Class room 305

1. Contents of the Training and the Training Methods

Day 1 (One)

Duration	Training content	Training methods
09:00 - 09:45	Registration of Trainees	
09:45 - 10:45	Inaugural Session: (Guests' designation and post)	(NILG's Director General and Director of Training were present among other participants)
10:45 - 11:00	Tea break	
11:00 - 13:00	Paurashava Budget System Introduction and Legal Background; Budget Formulation; Budget Execution, Monitoring and Reporting; Reporting of Annual Development Program.	Lecture and exercise
13:00 - 14:00	Lunch and Prayer break	
14:00 - 16:45	Formulation of Paurashava Budget Formats of Budget Document; Accounts of Budget Document; Preparation of Budget using Formats.	Lecture and exercise
16:45 - 17:00	Closing of the day	

Day 2 (Two)

Duration	Training content	Training methods
09:00 - 10:30	Review of Paurashava Budget Formulation Budget Formulation process; Budget Execution, Monitoring and Reporting system.	Lecture and exercise
10:30 - 10:45	Tea break	
10:45 - 13:00	Exercise on Paurashava Budget (Revenue Budget Part 1&2)	Individual exercise
13:00 -14:00	Lunch and Prayer break	

² The number of participant paurashavas was 19 in total, which are Kachua, Faridganj, Nayanpur, Matlab, Faridpur, Sathia, Chatmahar, Sujanagar, Bhangura, Kazipur, Raiganj, Belkutchi, Harinakundu, Bagharpara, Uzirpur, Banaripara, Mehendiganj, Baufal, and Kuakata.

14:00 - 15:30	Introduction on Paurashava Accounting and Budget Execution Outline of Accounting process (Daily entry) (Cashier's Cash Book, Accountant Cash book, Balancing, Bank reconciliation, Cheque book register, Voucher, Abstract registers, etc.).	Lecture and exercise.
15:30 - 16:45	Outline of Accounting Process Preparation/compilation of Accounts Statement (Receipts and Payments statement for Monthly/Quarter(s)/Annual basis).	Lecture and exercise.
16:45 - 17:00	Closing of the day	

Day 3 (Three)

Duration	Training content	Training methods
09:00 - 10:00	Outline of budget monitoring process and Review of Paurashava Accounting (Budget monitoring, budget revision, etc.)	Lecture and exercise.
10:00 - 11:15	Practices on Paurashava Budget formats Fill up budget formats	Individual exercise
11:15 - 11:30	Tea break	
11:30 - 13:00	Practices on Paurashava Accounting, Record Keeping and Statement preparation Fill up cash book, abstract register and prepare accounts statement.	Individual exercise
13:00 - 14:00	Lunch and prayer break	
14:00 - 15:00	Open discussion, preparation of the action plans for FY 2015-16 (Prepare a list of activities for each Paurashava)	Open discussion
15:00 - 16:30	Certificate distribution and Closing session	
16:30 - 17:00	Closing of the Training Program	

Materials and Equipment

- Projector (1)
 - Screen (1)
 - White Board (1)
 - Markers
- Stationaries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment

<Overall satisfaction>

Overall, both from trainers/organizers' and the trainees' perspective³, the training was a success as a whole.

The average score for the Question 14. "Let us know your overall impression of the training," was 3.70 out of 4-point scale.

Generally, the participants have shown strong interest in the training program as a whole, especially the exercises. As proved in the previous year, conducting exercises was efficient and effective to attract the attentions of participants and increase the level of understanding.

³ Questionnaire survey on the trainees' satisfaction was conducted,

The facilitators also used many examples to attract more attentions of the participants and also to make the contents of the presentation easy to understand.

<Level of understanding>

The level of understanding of the participants also seem satisfactory, as the average score for the Question 1. “Did you understand the overall content of the training program?” was also 3.83 out of 4-point scale.

Through conducting many exercises, the level of the most participants were high enough from the beginning of the training, As a few participants appeared to have difficulties in conducting some exercises, the facilitators and assistant trainers (from NILG) intensively supported such participants.

The facilitators prepared several data sets for one exercise, so that participants can perform same exercises several times with different data / figures.

As a result, the facilitators achieved high level of understanding through the training.

3. Items to be improved

There might be some problems with the teaching skills of assistant trainers (from NILG) . Facilitators found that some instructions made by such assistant trainers were now accurate, and thus the participants might be confused by such inappropriate instructions.

Then, it is necessary to provide more training to the assistant trainers (from NILG) and also to carefully examine if they have sufficient level of understanding and teaching skills.

6.4.2. 財務（徴税・税査定）

SPGP Training Report

Title of the Training	Tax collection and assessment
Trainees	(i) 18 (Secretaries, tax collectors and tax assessors, etc from 6 pilot Paurashavas) (ii) 22 (Secretaries, tax collectors and tax assessors, etc from 7 pilot Paurashavas) (iii) 15 (Secretaries, tax collectors and tax assessors, etc from 6 pilot Paurashavas) ⁴
Date and time	(i) February 9 – 11, 2016 (3 days) 9:00 – 17 :00 (ii) February 16 – 18, 2016 (3 days) 9:00 – 17 :00 (iii) February 23 – 25, 2016 (3 days) 9:00 – 17 :00
Trainers and coordinators	12. Mr M. A. Quddus (Main lecturer and facilitator) 13. Mr. Sohrab Hossain (Facilitator) 14. Mr. Hirofumi Azeta (Expert, Financial Management) 15. Mr. Yoshinaga Nakamura and Mr. Hiranmoy Roy
Venue	NILG Class room 305

1. Contents of the Training and the Training Methods

Day 1 (One)

Duration	Training content	Training methods
09:00 - 09:45	Registration of Trainees	
09:45 - 10:45	Inaugural Session	
10:45 - 11:00	Tea break	
11:00 - 12:00	Overview of tax collection Objectives of training, Legal background	Lecture and exercise
12:00 - 13:00	Securing holding tax revenue Target on securing holding tax collection, Tax collection efficiency	Lecture and exercise
13:00 - 14:00	Lunch and Prayer break	
14:00 - 15:45	Tax collection processes Outline of the tax collection processes, Individual process	Lecture and exercise
15:45 - 16:00	Tea break	
16:00-16:45	Tax collection processes (Cont'd)	
16:45 - 17:00	Closing of the day	

Day 2 (Two)

09:00 - 10:30	Recovery of arrears through attachment and sales Rules on attachment and sales, Process of attachment and sales	Lecture and exercise
10:45 - 11:00	Tea break	
11:00 - 12:00	Review of Paurashava Tax Collection	Lecture and exercise
12:00 - 13:00	Overview of tax assessment Objectives of training, Legal background	Mr. M.A.Quddus Mr. Sohrab Hossain

⁴ The number of participant paurashavas was 19 in total, which are Kachua, Faridganj, Nayanpur, Matlab, Faridpur, Sathia, Chatmahar, Sujanagar, Bhangura, Kazipur, Raiganj, Belkutchi, Harinakundu, Bagharpara, Uzirpur, Banaripara, Mehendiganj, Baufal, and Kuakata.

13:00 - 14:00	Lunch and Prayer break	
14:00 - 15:45	Process of Tax Assessment at Paurashavas Process of re-assessment, Process of interim assessment	Lecture and exercise
15:45 - 16:00	Tea break	
16:00 – 16:45	Summary and report of the assessment results	Lecture and exercise
16:45 - 17:00	Closing of the day	

Day 3 (Three)

09:00 - 10:45	Method of Tax valuation In case of fully rented building In case of fully retained building In case of building partly rented and partly retained	Lecture and exercise
10:45 - 11:00	Tea break	
11:00-12:00	Method of Tax valuation (Cont'd)	
12:00-13:00	Open discussion, preparation of the action plans for FY 2015-16 (Prepare a list of activities for each Paurashava)	Open discussion
13:00 - 14:00	Lunch and Prayer break	
14:00-15:00	Open discussion (cont'd)	
15:00 - 16:30	Certificate distribution and Closing session	
16:30 - 17:00	Closing of the Training Program	

Materials and Equipment

- Projector (1)
- Screen (1)
- White Board (1)
- Markers
- Stationeries (calculator, nameplate, eraser, pencil, and sharpener)

2. Training Assessment

<Overall satisfaction>

Overall, the training was a successful both from trainers/organizers' and the trainees' perspective⁵. The average score for the Question 14. "Let us know your overall impression of the training," was 3.69 out of 4-point scale.

<Level of understanding>

The level of understanding of the participants also seems satisfactory, as the average score for the Question 1. "Did you understand the overall content of the training program?" was also 3.83 out of 4-point scale.

Level of understanding was high enough, and this would be because the facilitators conducted many exercises. Many participants mentioned that they fully understand the training contents after they have successfully completed such exercises.

⁵ Questionnaire survey on the trainees' satisfaction was conducted,

3. Items to be improved

There might be some problems with the teaching skills of assistant trainers (from NILG). Facilitators found that some instructions made by such assistant trainers were now accurate, and thus the participants might be confused by such inappropriate instructions.

Then, it is necessary to provide more training to the assistant trainers (from NILG) and also to carefully examine if they have sufficient level of understanding and teaching skills.

7. パイロット活動報告書

7.1. 開発計画

7.1.1.

Follow-up activity report (1)

Submission date: April 25, 2016

Reported by: Md. Asaduzzaman

Subject	Development planning
Name of Paurashava	Sengarchar Paurashava, Chandpur
Name of persons that engaged in the activity	Mr. Sohrab Hossain, Mr. Md. Asaduzzaman
Target at the end of FY (June 2016)	[Shailkupa Paurashava, Bakerganj Paurashava and Sengarchar Paurashava] 1) Ward Committees of the Paurashava would prepare ward-level priority project/activity lists 2) The Standing Committee completes a situation assessment and estimation of available resources. [Kanaighat Paurashava] The Standing Committee is formed and holds a preparatory meeting at Ward level.
Activities (progress of work)	Date: April 20, 2016 1) Standing Committee for Development Plan Preparation has completed their first meeting. In this meeting, they prepared two calendars for conducting Ward Level Preparatory Meeting and Ward Level Open Meeting. Three persons were selected by the Mayor to overview and assist the Ward Committees while conducting training (three Wards per person). The Secretary will overview and assist the total program. Consultants reminded the meeting about the objectives of development plan preparation and techniques to attain the objectives in brief. The consultants suggested the Mayor to select three persons for assisting in Ward level meeting. In addition, Consultants intervened into the meeting when and where necessary. Consultants prepared and delivered the attendance sheets, stimulated the thought process (including considerations for selecting the date) and directed preparing final calendar (as if many meetings are not planned to be held on a similar date and time). Date: April 21, 2016 2) Ward no. 07 has conducted their first Ward Level Preparatory Meeting. A tentative ward-level priority project/activity list has been prepared. Before the meeting, the consultants wanted to know about the progress of arrangements of the meeting to the Secretary time to time. In the meeting, after welcome address and introductory speech by the chairperson of the Ward level committee, Consultants delivered a small speech on objectives of development plan preparation and techniques to attain the objectives in brief again (as the members of this committee are new). It helped the members to identify the schemes that they need. After that, in this meeting, consultants were observer only. Though Sengarchar Paurashava is small in size and economic activities in the Paurashava area are few, the capacity of the Paurashava Authority is good. Necessary manpower are there to carry the works on. The inputs of Consultants' smoothened the operation further for preparing development plan and related works.

7.1.2.

Follow-up Activity Report (2)

Submission Date: 13 May 2016
Reported by: Md. Mohirul Islam Mohir

Subject	Development Planning
Name of Paurashava	Shailkupa Paurashava
Name of Persons that engaged in the Activity	Md. Mohirul Islam Mohir, Consultant Mayor Councilors Secretary 3 Office Staff Obaidur Rahman, Sub Assistant Engineer(W1,2,3) Md. Anisuzzaman, Administrative Officer(W4,5,6) Md. Islam Uddin, Sanitary Inspector(W7,8,9)
Target at the end of FY (June 2016)	[Shailkupa Paurashava] 1) Ward Committees of the Paurashava prepare ward level priority project/activity lists 2) The Standing Committee completes a situation assessment and estimation of available resources
Activities (Progress of Work)	03.05.2016 = Preparatory Meeting for dev. Planning (15 prt.) 11.05.2016 = Ward Committee Meeting, Ward 9 (10 prt.) 11.05.2016 = Ward Committee Meeting, Ward 6 (10 prt.) 12.05.2016 = Ward Committee Meeting, Ward 7 (10 prt.) 12.05.2016 = Ward Open Meeting, Ward 6 (54 participants)
Support related	The support your team provided for the Paurashava We have developed 3 supporting staffs at Shailkupa Paorashava for Development Planning Works. We attend all meeting programs and assist them to conduct the session.
	The outputs/results of the support The Ward Committee identified the Ward Problems, nature of problems and probable solutions.
	The capacity of the Paurashava and their reaction to the support Initially they feel afraid because some councilors are illiterate but after completion each programs, they feel easy and in future, they can conduct this type of programs themselves or with the small scale assistance.

7.2. 市民参加

Follow-up Activity Report

Subject	Citizen Participation	
Name of Paurashava	Atgoria	
Area	Ward Committee (WC) /Town Level Coordination Committee (TLCC)	
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> - All WCs and TLCCs are formulated at respective pilot Paurashavas - Planned meetings for TLCCs and WCs are implemented. 	
Activities (progress of work)	<u>Date:</u> June 06-08, 2015 -Following status of TLCC and WCs is confirmed during the training of Citizen Participation.	
	Upazila	Status
	Atgoria	WCs are organized but no TLCC
	<u>Date:</u> November 09-12, 2015 -Following updated status of TLCC and WCs is confirmed during the training of Citizen Participation.	
	Upazila	Status
	Atgoria	TLCC is not organized. All WCs are organized and respective WCs hold a meeting one time in 2015.
	<u>Date:</u> March 02-03, 2016 -Following updated status of TLCC and WCs is confirmed during the field survey.	
		Status
	TLCC	TLCC has not held a meeting since the SPGP training in September 2015. A TLCC member secretary pointed out two reason: one is the election of Paurashava Parishad, and the other is the construction of a new Paurashava building. At present, the venue of a TLCC meeting is not available.
	WCs	WCs have not held meetings since the SPGP training in September 2015. Reason is not clear. Some previous member secretaries expected to hold meetings on 14, 15, 16 March, 2016.
	-Next follow-up	
		Action
	TLCC	-It will be confirmed when the new Paurashava building is completed at the next follow-up. -It will be confirmed whether the venue for a TLCC meeting is available in the new Paurashava office building at the next follow-up. -It will be confirmed whether TLCC holds a meeting until March 30, 2016 at the next follow-up.
	WCs	-It will be confirmed whether WCs hold a meeting until March 30, 2016 at the next follow-up.
	<u>Date:</u> March 29- April 10, 2016 -Following updated status of TLCC and WCs is confirmed through the telephone interview.	
	TLCC	A TLCC meeting has not been and will not be held. The Mayor could not arrange a TLCC meeting due to the upcoming Paurashava election.

	WC	<p>Although following information on the date of WC meetings is collected, evidence (M/M) is not collected: only attendee lists are available.</p> <ul style="list-style-type: none"> • W1 3/15, 2016 • W2 3/15, 2016 • W3 3/29, 2016 • W4 3/13, 2016 • W5 3/15, 2016 • W6 3/15, 2016 • W7 3/15, 2016 • W8 no information • W9 3/14, 2016
	Remark	<ul style="list-style-type: none"> • It is confirmed that the members of WC and TLCC was officially approved on October 27, 2015. • The first floor of Paurashava office will be completed by the end of 2016. Space for a TLCC meeting is available in the new office building. • Three officials were assigned as member secretaries for nine Wards.
	-Next follow-up	
		Action
	TLCC	-More detail situation will be inquired at the next review workshop.
	WC	<p>-The number of attendees will be checked based on collected attendee lists.</p> <p>-Member secretaries will be requested to bring completed M/M at the next review workshop.</p>
<p><u>Intermediate Situation in May 2016</u></p> <p>-Although Atgoria Purashava formulated WC and TLCC officially, their activities are inactive. It has not held any WC and TLCC meetings since the SPGP training in November 2015.</p> <p>-This Paurashava is necessary to be motivated to hold WC and TLCC meetings at the next review workshop on June 01, 2016.</p>		

Subject	Citizen Participation	
Name of Paurashava	Bakerganj	
Area	Ward Committee (WC) /Town Level Coordination Committee (TLCC)	
Target at the end of FY (June 2016)	<p>- All WCs and TLCCs are formulated at respective pilot Paurashavas</p> <p>- Planned meetings for TLCCs and WCs are implemented.</p>	
Activities (progress of work)	<p><u>Date:</u> June 06-08, 2015</p> <p>-Following status of TLCC and WC is confirmed during the training of Citizen Participation.</p>	
	Upazila	Status
	Bakerganj	Both TLCC and WCs are established but inactive
	<p><u>Date:</u> September 20-23, 2015</p> <p>-Following updated status of TLCC and WCs is confirmed during the training of Citizen Participation.</p>	
	Upazila	Status

	Bakerganj	TLCC is organized but no meeting is held. All WCs are organized and respective WCs hold a meeting one time in 2015.
	<p><u>Date:</u> February 02-03, 2016</p> <p>-Following updated status of TLCC and WCs is confirmed during the field survey.</p>	
		Status
	TLCC	A TLCC meeting was held on December 02, 2015. This meeting is confirmed by the M/M.
	WCs	Some member secretaries informed that meetings were held informally, however, meeting minutes were not available. The reason of informal meetings is not clear.
	Remarks	A Mayor expects to start the Paurashava Council on February 09, 2016. The meeting notice was issued on 02 February 2016 incorporating the agenda on the reorganization of TLCC and WCs
	-Next follow-up	
		Action
	TLCC	-It will be confirmed whether the reorganization of TLCC and WCs are completed at the next follow-up. -It will be confirmed when new TLCC hold a first meeting at the next follow-up. If it is confirmed to hold a meeting, M/M will be requested.
	WCs	-It will be confirmed whether any WCs hold a meeting at the next follow-up. If it is confirmed to hold a meeting, M/M will be requested.
	<p><u>Date:</u> March 31- April 10, 2016</p> <p>-Following updated status of TLCC and WCs is confirmed through the telephone interview.</p>	
	TLCC	- A Mayor and a Secretary expect to hold a TLCC meeting in the first week of May, 2016
	WC	- All WC first meetings are expected to be held in April, 2016.
	Remark	- New TLCC and WCs were approved by the council meeting last February 2016. TLCC and WC member lists were approved by the Mayor last March 2016.
	-Next follow-up	
		Action
	TLCC	-It is will be confirmed whether the first TLCC meeting is held in May at the next review workshop. - Member sectaries will be requested to bring completed M/M at the next review workshop, if available.
	WC	-It will be confirmed whether first WC meetings are held in April at the next review workshop. - Member sectaries will be requested to bring completed M/M at the next review workshop, if available.

	<u>Intermediate Situation in May 2016</u> -Bakergonj Paurashava reorganized WCs and TLCC properly after the council election. -SPGP will collect up-dated information on their activities at the next review workshop on June 01, 2016.
--	---

Subject	Citizen Participation																						
Name of Paurashava	Kanaighat																						
Area	Ward Committee (WC) /Town Level Coordination Committee (TLCC)																						
Target at the end of FY (June 2016)	- All WCs and TLCCs are formulated at respective pilot Paurashavas - Planned meetings for TLCCs and WCs are implemented.																						
Activities (progress of work)	<p><u>Date:</u> June 06-08, 2015 -Following status of TLCC and WCs is confirmed during the training of Citizen Participation.</p> <table border="1"> <thead> <tr> <th>Upazila</th><th>Status</th></tr> </thead> <tbody> <tr> <td>Kanaighat</td><td>WCs are organized but no TLCC. Bazar Meetings are held from time to time.</td></tr> </tbody> </table> <p><u>Date:</u> October 18-21, 2015 -Following updated status of TLCC and WCs is confirmed during the training of Citizen Participation.</p> <table border="1"> <thead> <tr> <th>Upazila</th><th>Status</th></tr> </thead> <tbody> <tr> <td>Kanaighat</td><td>TLCC is organized but no meeting is held. All WCs are organized and five WCs hold the meeting two times, three WCs one time, and one WC no meeting in 2015.</td></tr> </tbody> </table> <p><u>Date:</u> February 16-17, 2016 -Following updated status of TLCC and WCs is confirmed during the field survey.</p> <table border="1"> <thead> <tr> <th></th><th>Status</th></tr> </thead> <tbody> <tr> <td>TLCC</td><td>TLCC has held a meeting since the SPGP training in October 2015. The reason is not specified.</td></tr> <tr> <td>WCs</td><td>WCs have not held meetings since the SPGP training in October 2015. Some interviewees indicated that it was too busy to hold meetings due to the Paurashava election.</td></tr> <tr> <td>Remarks</td><td>A TLCC secretary expects to organize a WC orientation meeting in the last week of March 2016. A TLCC meeting may be conducted in the first week of April 2016.</td></tr> </tbody> </table> <p>-Next follow-up</p> <table border="1"> <thead> <tr> <th></th><th>Action</th></tr> </thead> <tbody> <tr> <td>TLCC/WCs</td><td>-It will be confirmed whether the reorganization of TLCC and WCs is completed at the next follow-up.</td></tr> <tr> <td>WCs</td><td>- It will be confirmed whether the WC orientation meeting is held in the last week of March 2016 at the next follow-up.</td></tr> </tbody> </table> <p><u>Date:</u> April 3-10, 2016 -Following updated status of TLCC and WCs is confirmed through the telephone interview.</p>	Upazila	Status	Kanaighat	WCs are organized but no TLCC. Bazar Meetings are held from time to time.	Upazila	Status	Kanaighat	TLCC is organized but no meeting is held. All WCs are organized and five WCs hold the meeting two times, three WCs one time, and one WC no meeting in 2015.		Status	TLCC	TLCC has held a meeting since the SPGP training in October 2015. The reason is not specified.	WCs	WCs have not held meetings since the SPGP training in October 2015. Some interviewees indicated that it was too busy to hold meetings due to the Paurashava election.	Remarks	A TLCC secretary expects to organize a WC orientation meeting in the last week of March 2016. A TLCC meeting may be conducted in the first week of April 2016.		Action	TLCC/WCs	-It will be confirmed whether the reorganization of TLCC and WCs is completed at the next follow-up.	WCs	- It will be confirmed whether the WC orientation meeting is held in the last week of March 2016 at the next follow-up.
Upazila	Status																						
Kanaighat	WCs are organized but no TLCC. Bazar Meetings are held from time to time.																						
Upazila	Status																						
Kanaighat	TLCC is organized but no meeting is held. All WCs are organized and five WCs hold the meeting two times, three WCs one time, and one WC no meeting in 2015.																						
	Status																						
TLCC	TLCC has held a meeting since the SPGP training in October 2015. The reason is not specified.																						
WCs	WCs have not held meetings since the SPGP training in October 2015. Some interviewees indicated that it was too busy to hold meetings due to the Paurashava election.																						
Remarks	A TLCC secretary expects to organize a WC orientation meeting in the last week of March 2016. A TLCC meeting may be conducted in the first week of April 2016.																						
	Action																						
TLCC/WCs	-It will be confirmed whether the reorganization of TLCC and WCs is completed at the next follow-up.																						
WCs	- It will be confirmed whether the WC orientation meeting is held in the last week of March 2016 at the next follow-up.																						

	TLCC/WC	-One orientation meeting for TLCC and all WC members was held on 17 March.
	Remark	- A TLCC member list was approved on March 08, 2016 and all WCs member lists were approved on March 10, 2016. - Only one official is worked for TLCC and all WCs as a Secretary.
	-Next follow-up	
		Action
	TLCC/WC	- The reason why only one official is assigned as a secretary for all WCs and TLCC will be inquired at the next review workshop.
	<u>Intermediate Situation in May 2016</u> - Kanaighat Purashava reorganized WCs and TLCC properly after the council election. - This Paurashava assigned only one staff as a secretary for all WCs and TLCC and it is not ordinary situation. It is crucially necessary to assign more staffs for WCs and TLCC for the proper implementation of WC and TLCC meetings. -SPGP will collect up-dated information on their activities at the next review workshop on June 01, 2016.	

Subject	Citizen Participation	
Name of Paurashava	Sengarchar	
Area	Ward Committee (WC) /Town Level Coordination Committee (TLCC)	
Target at the end of FY (June 2016)	- All WCs and TLCCs are formulated at respective pilot Paurashavas - Planned meetings for TLCCs and WCs are implemented.	
Activities (progress of work)	<u>Date:</u> June 06-08, 2015 -Following status of TLCC and WCs is confirmed during the training of Citizen Participation.	
	Upazila	Status
	Sengarchar	Both TLCC and WCs are established but inactive
	<u>Date:</u> October 05-08, 2015 -Following updated status of TLCC and WCs is confirmed during the training of Citizen Participation.	
	Upazila	Status
	Sengarchar	TLCC and WCs are organized but no meeting is held in 2015.
	<u>Date:</u> February 08-09, 2016 -Following updated status of TLCC and WCs is confirmed during the field survey.	
		Status
	TLCC	A TLCC meeting was held one time after the SPGP training in October 2015. Meeting minutes are not available, so the details are not clear.
	WCs	Formal meetings were not held after the SPGP training in October 2015 due to the busy of the Paurashava election.

	Remarks	The TLCC was reorganized at the 1 st Paurashava Parishad meeting on January 25, 2016 and nine (9) WCs were reorganized at the 2 nd Paurashava Parishad meeting on February 07, 2016.
	-Next Follow-up	
		Action
	TLCC	It will be confirmed when new TLCC hold a first meeting at the next follow-up. If it is confirmed to hold a first meeting, M/M will be requested.
	WCs	It will be confirmed when new WCs will hold a first meeting at the next follow-up. If it is confirmed to hold a first meeting, M/M will be requested.
	<u>Date: April 3-10, 2016</u> -Following updated status of TLCC and WCs is confirmed through the telephone interview.	
	TLCC	A first TLCC meeting was held on March 20, 2016. The meeting minutes were also collected.
	WCs	All first WC meetings are expected to be held in April, 2016.
	Remarks	New TLCC and WC member lists were approved by the council in February 2016
	-Next Follow-up	
		Action
	TLCC	-Collected M/M will be translated and the contents will be checked.
	WC	-It will be confirmed whether first WC meetings were held in April at the next review workshop. -WC member secretaries will be requested to bring completed M/M at the next review workshop, if available.
	<u>Intermediate Situation in May 2016</u> - Sengarchar Purashava reorganized WCs and TLCC properly after the council election. -SPGP will collect up-dated information on their activities at the next review workshop on June 01, 2016.	

Subject	Citizen Participation	
Name of Paurashava	Shailukupa	
Area	Ward Committee (WC) /Town Level Coordination Committee (TLCC)	
Target at the end of FY (June 2016)	- All WCs and TLCCs are formulated at respective pilot Paurashavas - Planned meetings for TLCCs and WCs are implemented.	
Activities (progress of work)	<u>Date:</u> June 06-08, 2015 -Following status of TLCC and WCs is confirmed during the training of Citizen Participation.	
	Upazila	Status
	Shailukupa	Both TLCC and WCs are established but inactive
	<u>Date:</u> November 02-05, 2015 -Following updated status of TLCC and WCs is confirmed during the training of Citizen Participation.	

	Upazila	Status
	Shailukupa	TLCC and all WCs are organized but no meeting is held in 2015.
<u>Date:</u> February 23-24, 2016 -Following updated status of TLCC and WCs is confirmed during the field survey.		
		Status
	TLCC	A TLCC meeting has not been held since the SPGP training in November 2015. Some interviewees indicated that it was too busy to hold a meeting due to the Paurashava election.
	WCs	WC meetings have not been held since the SPGP training in November 2015. Some interviewees indicated that it was too busy to hold a meeting due to the Paurashava election.
	Remarks	A Mayor expects to reorganize TLCC at the 2 nd meeting of Paurashava Council around last week of March. A Mayor expects to conduct a TLCC meeting within two weeks after the reorganization of TLCC. One previous WC secretary indicates that WC meetings are expected to be held in the last week of March 2016.
-Follow-up		
		Action
	TLCC/WC	-It will be confirmed whether the reorganization of TLCC and WCs is completed at the next follow-up.
<u>Date:</u> April 3-10, 2016 -Following updated status of TLCC and WCs is confirmed through the telephone interview.		
	TLCC	No planned schedule of a first meeting
	WC	All WC first meetings are expected to be held in April, 2016.
	Remarks	-WC member lists were approved by the council in March 2016. -Although a TLCC member list was prepared, it was not yet approved due to the Mayor's illness.
-Next follow up		
		Action
	TLCC	-The official establishment of TLCC will be confirmed at the next review workshop. -It will be checked when the first TLCC meeting is held at the next review workshop.
	WC	-It will be confirmed whether first WC meetings are held in April, 2016. -Member secretaries will be requested to bring completed M/M at the next review workshop, if available.
<u>Intermediate Situation in May 2016</u> - Although Sailkupa Purashava reorganized WCs, the reorganization of TLCC is not yet completed. - The status of TLCC will be confirmed at the next review workshop on June 01, 2016.		

7.3. 財務

7.3.1.

Follow – up activity report (1)

Subject	Financial management (Budget, accounting, tax collection and assessment)
Name of Paurashava	Atgoria paurashava
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> - The paurashava prepares budget document according to the format and processes depicted in the operation manual. - The paurashava prepares and maintain cashbook every month and prepare monthly statement. - The paurashava maintain tax demand and collection register and prepare progress report every month.
Activities (progress of work)	<p>Date: 19-22 September 2015</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The paurashava maintain a cashier's cashbook, not on the hard copy but on a Excel file. As the format is slightly different from the one indicated in the operational manual, the SPGP local consultant suggested making modifications to the format. - The format of accountant's cashbook that the paurashava is using is an old one, and it is not consistent with the format described in the operational handbook developed by SPGP. The SPGP local consultant suggested the paurashava to calculate the daily closing balance based on the daily totals of receipts and payments, and not based on the cumulative totals (from the beginning of the FY). The daily closing by the paurashava is made almost every week, and not every day. - The paurashava maintain abstract registers, not on the hard copy but on an Excel file. The abstract registers were updated up to August 2015. - Similarly, the paushava maintain Quarterly and Annual Account of Receipts and Payments, not on the hard copy but on an Excel file. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The paurashava has not printed Tax Demand and Collection Register, but it maintains all of the tax demand data in an Excel file. The paurashava will have a printed copy of the register after this, and start using it from FY 2016 – 17 (after re-assessment is completed). - Similarly, the paurashava compiles ward-wise collection amount using the Excel file. <p><u>Tax Assessment</u></p> <ul style="list-style-type: none"> - As the paurashava has not carried out holding tax “re-assessment” more than five years, it prepared a plan to complete the reassessment by June 2016 (new valuation will be effective from July 2016). - The paurashava is collecting general information of holding with

	<p>the assistance of master rolled employees.</p> <ul style="list-style-type: none"> - As the paurashava has not printed Tax Assessment List, the local consultant suggested the paurashava to have a printed copy of the List. - The paurashava requested the SPGP local consultant to provide training on tax reassessment for all related staff members. The local consultant suggested the paurashava to collect general information using printed form by December 2015.
	<p>Date: 18-20 October 2015</p> <p>Participants (SPGP): Mr. M. A. Quddus, Mr. Abdul Motaleb (Rassel)</p> <ul style="list-style-type: none"> - The SPGP team organized a training on tax assessment at Atgoria paurashava, and 12 staff members in total participated in it. The trainees are the staff members of other sectors (such as health and education), who were going to be involved in the re-assessment, which is conducted every 5 years. - Following the presentations on re-assessment processes, participants performed exercises, which were used in the training (at NILG). - The secretary of the paurashava, and SPGP consultants supported the participants to perform such exercises.
	<p>Date: 2 March 2016</p> <p>Participants (SPGP): Mr. Hirofumi Azeta, Mr. M. A. Quddus (through telephone)</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The paurashava mentioned the accountant's cashbook (old format) was updated up to the end of February, and also that the monthly closing balance was checked by the secretary. - Abstract register and Quarterly and Annual Account of Receipts and payments (Excel sheet) was updated up to the end of January 2016. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The paurashava completed the data entry of tax demand (to Demand and Collection register, Excel Sheet). - The paurashava has not issued tax bills (they issue "notification of demand amount") - Tax collections were recorded up until the end of February (to Excel file). <p><u>Tax assessment</u></p> <ul style="list-style-type: none"> - The paurashava prepared printed copy of "tax assessment sheet" which was developed by SPGP. - The paurashava will start re-assessment after the election of a mayor and councilors in June.

7.3.2.

Follow – up activity report (2)

Subject	Financial management (Budget, accounting, tax collection and assessment)
Name of Paurashava	Bakerganj paurashava
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> - The paurashava prepares budget document according to the format and processes depicted in the operation manual. - The paurashava prepares and maintain cashbook every month and prepare monthly statement. - The paurashava maintain tax demand and collection register and prepare progress report every month.
Activities (progress of work)	<p>Date: 15-18 August 2015</p> <p>Participants (SPGP): Mr. Hirofumi Azeta, Mr. M. A. Quddus, Mr. Sohrab Hossain</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - Accountant's cashbook (for 2015-16) was prepared / printed, but financial transactions were not recorded at all (from the beginning of the fiscal year / July 1st). SPGP team explained how to fill the accountant's cashbook, and the accountant recorded the financial transactions of the July. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - Demand and collection register (which can be used for 5 years) is prepared / printed, but tax demand information was not filled yet. SPGP team explained how to fill the demand information, and tax collector and the assistant tax collector started filling information to the register. - SPGP team also explained how to compile the monthly tax collection amount of each ward.
	<p>Date: 27-29 October 2015</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting:</u></p> <ul style="list-style-type: none"> - SPGP team confirmed that the accountant's cashbook was recorded up to the end of September 2015. - SPGP gave guidance to the accountant on how to fill abstract registers. The accountant completed the abstract registers of receipts and payments of the financial transaction made until the end of July 2015. The paurashava promised to continue updating the abstract register after this. - The SPGP local consultant supported the accountant to fill Quarterly and Annual accounts of receipts and payments, transferring the data from the abstract register. The accountant completed the data entry of July. The paurashava promised to

	<p>complete the remaining period.</p> <ul style="list-style-type: none"> - The SPGP local consultant supported the cashier to record the transactions made during July and August 2015. The cashier is going to record the data of September and onward. He is also going input cash transaction every day (on daily basis). The SPGP local consultant have organized a meeting inviting tax collectors, trade license inspectors and other collectors in presence of Secretary, and explained that all the cash collection made on a day need to be deposited on the same day and they are going to give bank deposit slip to the cashier, so that the cashier can input these data into cashier's cashbook on the same day. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The SPGP local consultant examined Tax demand and collection register, and found that the demand data entry of 5 wards (out of 7) was completed. - Tax collectors are going to complete the data entry of remaining 5 wards by November 2015.
	<p>Date: 2 March 2016</p> <p>Participants (SPGP): Mr. Hirofumi Azeta, Mr. M. A. Quddus (telephone)</p> <p><u>Accounting:</u></p> <ul style="list-style-type: none"> - The SPGP team made a phone-call to the paurashava and confirmed that the data entry of accountant's cashbook was delayed. As of 2nd March, the accountant completed the data entry of November 2015, and thus 3 month data have not been entered. - Similarly, abstract registers and Quarterly and Annual Account of Receipts and Payments have not been updated. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The paurashava mentioned that the data entry of tax demand was completed in October 2016, and tax bills were issued on the same month. - The paurashava also mentioned that the tax collection data etnry was made on time and completed the data entry of February. - The paurashava also mentioned that they have printed out the ward – wise tax collection amount and submitted to the mayor.
	<p>Date: 27-31 March 2016</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The SPGP local consultant confirmed that the cashier input cash transaction data into the cashier's cashbook timely and properly. - The local consultant confirmed that the accountant's cashbook is not maintained on timely manner. On 27th March, the local consultant confirmed that the last data entry on the accountant's cashbook was the data of October 2015 (5 month data have not been input). Under the support of the SPGP local consultant, the accountant completed data entry of November, December and January.

	<ul style="list-style-type: none"> - The accountant posted receipts and payments data into following abstract registers, and filled the cells of July to January on Quarterly and Annual Statement. - The local consultant asked the mayor to let the accountant keep their accounts and prepare monthly and quarterly accounts statement regularly and also to discussed them in the monthly parishad meeting. The mayor promised to take necessary steps to keep accounts on timely manner. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The SPGP local consultant confirmed that the tax demand data entry is completed, and that all of the tax collection data are properly recorded both in the hard copy and software. - The paurashava monitors the ward-wise tax collection amount using software.
--	--

7.3.3.

Follow – up activity report (3)

Subject	Financial management (Budget, accounting, tax collection and assessment)
Name of Paurashava	Kanaighat paurashava
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> - The paurashava prepares budget document according to the format and processes depicted in the operation manual. - The paurashava prepares and maintain cashbook every month and prepare monthly statement. - The paurashava maintain tax demand and collection register and prepare progress report every month.
Activities (progress of work)	<p>Date: 16-20 November 2015</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <ul style="list-style-type: none"> - The SPGP local consultant confirmed that Kanaighat PS printed all accounts registers such as Cashier's Cash book, Accountant Cash Book, Abstract Registers (receipts and payments), Quarterly and Annual statement (Receipts and Payments) and Bank cheque book register. - The SPGP local consultant gave guidance on how to maintain these registers and the paurashava started filling cashbooks. The local consultant also gave guidance on the monthly closing balance. - Kanaighat paurashava has not prepared tax demand and collection register. The local consultant asked the paurashava to print them. The paurashava requested the local consultant on further assistance on the tax demand and collection register.

	<p>Date: 2 March 2016</p> <p>Participants (SPGP): Mr. Hirfumi Azeta, Mr. M. A. Quddus (through telephone)</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - As an accountant is not assigned at Khanaigat paurashava, any financial transactions were recorded on the accountant's cashbook from the beginning of the fiscal year (July 1st). - The paurashavas prepared / printed accountant's cashbook (Revenue account Part 1), but not development account. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - Printing of "Demand and collection Register" is completed in November. - However, any tax collections have been recorded from the beginning of the fiscal year.
	<p>Date: 8-11 March 2016</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The SPGP local consultant asked the new mayor to appoint an accountant as early as possible. - (After the field visit to the paurashava, the secretary gave the local consultant a call to tell that Khanaigata paurashava recruited a accountant and asked to give them a simple training on accounting). <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The SPGP consultant confirmed that the Tax Demand and Collection Register has not been printed yet, and the consultant asked the mayor to give print order to the print shop. - The local consultant then gave guidance to the secretary and tax collectors on how to fill the Demand and Collection Register, using the existing format.
	<p>Date: 3-5 April 2016</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The SPGP local consultant visited the Paurashava and gave a simple guidance on accounting to the newly recruited accountant. - The accountant successfully completed fill the financial transactions of the first few months, and continues updating the accountant's cashbook.

7.3.4.

Follow – up activity report (4)

Subject	Financial management (Budget, accounting, tax collection and assessment)
Name of Paurashava	Sengarchar paurashava
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> - The paurashava prepares budget document according to the format and processes depicted in the operation manual. - The paurashava prepares and maintain cashbook every month and prepare monthly statement. - The paurashava maintain tax demand and collection register and prepare progress report every month.
Activities (progress of work)	<p>Date: 16-18 September 2015</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The SPGP local consultant confirmed that the cashier is properly maintaining the cashier's cashbook and also that it was updated the previous day. - The consultant also confirmed that the accountant's cashbook was updated until the end of August 2015. The closing balance was calculated not every day, but every week. The local consultant made brief guidance on how to calculate the page / daily closing balance. - The paurashava had not prepared the printed copy of abstract registers and Quarterly and Annual Account of Receipts and Payments. Thus the consultant suggested the paurashava to prepare them immediately. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - Tax demand and collection register is prepared / printed in August 2015, and this is only for FY 2015-16 (this is because the parashava is going to carry out re-assessment in this fiscal year. The paurashava is going to prepare a new Demand and Collection Register in FY 2016-17 which is going to be used for the following 5 years). - The paurashava has not prepared ward-wise tax collection registers. <p><u>Tax Assessment:</u></p> <ul style="list-style-type: none"> - As the paurashava has not carried out holding tax “re-assessment” more than five years, it prepared a plan to complete the reassessment by June 2016 (new valuation will be effective from July 2016). - The paurashava is collecting general information of holding with the assistance of master rolled employees. - The paurashava has already printed necessary formats for reassessment, such as notice form, return form, review form, tax assessment forms Ka-1, Ka-3, Kha-1 and Kha-2. - The paurashava requested the SPGP local consultant to provide training on tax reassessment for all related staff members.

	<p>Date: 11-13 October 2015</p> <p>Participants (SPGP): Mr. M. A. Quddus, Mr. Abdul Motalleb (Rassel)</p> <ul style="list-style-type: none"> - The SPGP team organized a training on tax assessment at Sengarchar paurashava, and 12 staff members in total participated in it. The trainees are the staff members of other sectors (such as health and education), who were going to be involved in the re-assessment, which is conducted every 5 years. - Following the presentations on re-assessment processes, participants performed exercises, which were used in the training (at NILG). - The secretary of the paurashava, and SPGP consultants supported the participants to perform such exercises.
	<p>Date: 2 March 2016</p> <p>Participants (SPGP): Mr. Hirofumi Azeta, Mr. M. A. Quddus (through telephone)</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The paurashava mentioned the accountant's cashbook was updated up to the end of February, and also that the monthly closing balance was checked by the secretary. - Abstract register was also updated up to the end of February 2016, but the Quarterly and Annual Account of Receipts and payments have not been prepared. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The paurashava completed the data entry of tax demand (to Demand and Collection register) in December 2015. - The paurashava issued tax bills only to the tax payers of large holding. - Tax collections were recorded up until the end of February, but the ward-wise collection amount of months have not been calculated from the beginning of the fiscal year. <p><u>Tax assessment</u></p> <ul style="list-style-type: none"> - The paurashava prepared printed copy of "tax assessment sheet" which was developed by SPGP. - The paurashava will collect necessary information for the re-assessment.
	<p>Date: 23-25 March 2016</p> <p>Participants (SPGP): Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - The SPGP local consultant confirmed that the cashier's cashbook and accountant's cashbook is recorded in a timely manner. - Abstract registers were completed up to February 2016. - However, Quarterly and Annual Account of Receipts and Payments were not prepared from the beginning of the fiscal year, and the parashava will update in before mid-April 2016. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The parashava recorded the tax collection data onto the tax demand and collection register on time. - However, the paaurashava has not prepared the formats of Abstract registers of Tax collection and Quarterly and Annual Statement of Tax collection. The paurashava is going to prepare a printed

	<p>copy after this.</p> <p><u>Tax re-assessment</u></p> <ul style="list-style-type: none"> - The paurashava has already collected necessary information of all holdings in the paurashava. - The paurashava will start calculating the new valuation of each holding and complete it by June 2016. - As the tax assessment list the paurashava had was old, the local consultant asked the paurashava to prepare the format indicated in the operation manual prepared by SPGP.
--	--

7.3.5.

Follow – up activity report (5)

Subject	Financial management (Budget, accounting, tax collection and assessment)
Name of Paurashava	Shailkupa paurashava
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> - The paurashava prepares budget document according to the format and processes depicted in the operation manual. - The paurashava prepares and maintain cashbook every month and prepare monthly statement. - The paurashava maintain tax demand and collection register and prepare progress report every month.
Activities (progress of work)	<p>Date: 22-24 August 2015</p> <p>Participants (SPGP): Mr. Hirofumi Azeta, Mr. M. A. Quddus, Mr. Sohrab Hossain</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> - Accountant's cashbook (for 2015-16) was prepared / printed, and financial transactions were properly recorded on the daily basis. - Abstract registers and Quarterly and Annual Account of Receipts and Payments were not updated, and the local consultant gave guidance on how to fill them. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - Demand and collection register (which can be used for 5 years) is prepared / printed, but tax demand information was not filled yet. SPGP team explained how to fill the demand information, and tax collector and the assistant tax collector started filling information to the register. - SPGP team also explained how to compile the monthly tax collection amount of each ward.

	<p>Date: 2 March 2016</p> <p>Participants (SPGP): Mr. Hirofumi Azeta, Mr. M. A. Quddus (telephone)</p> <ul style="list-style-type: none"> - The paurashava mentioned the accountant's cashbook was updated up to the end of February, and also that the monthly closing balance was checked by the secretary. - Abstract register and the Quarterly and Annual Account of Receipts and payments have not been used, as they monitor the progress of budget executions using computerized accounting system. <p><u>Tax collection</u></p> <ul style="list-style-type: none"> - The paurashava completed the data entry of tax demand (to Demand and Collection register) in September 2015. - The paurashava issued tax bills in July, September and January using computerized tax system and distributed to tax payers. - Tax collections were recorded up until the end of February. The ward-wise collection amount of months are monitored using computerized system, but not reported to the mayor and councilors.
--	---

8. 研修員受入れ実績

8.1. 研修員名簿

No.	Name of officers/Mayors
1.	Mr. AMITAVH SARKER, Joint Secretary, LGD
2.	Mr. MD SHARIFUL ISLAM, Private Secretary to Secretary, LGD
3.	Mr. MUHAMMAD IQBAL HUSSAIN Senior Assistant Secretary, LGD
4.	Mr. MD LOKMAN HOSSEN DAKUA, Mayor, Bakerganj Pourashava, Barisal District
5.	Mr. KAZI ASHRAFUL AZAM, Mayor, Shailkupa pourashava, Jhenaidah District
6.	Mr. NEZAM UDDIN AL MIZAN, Mayor, Kanaighat Pourashava, Sylhet District
7.	Mr. TARIQ ABUL ALA, Mayor, Ulipur Pourashava, Kurigram District
8.	Mr. MD ZIAUL HAQUE, Mayor, Bauphal Pourashava, Patuakhali District
9.	Mr. MOHAMMAD. KAMRUZZAMAN, Mayor Narsingdi Paurashava, Narsingdi District
10.	Mr. MD HELAL UDDIN KOBIRAJ, Mayor, Kahaloo Pourashava, Bogra district
11.	Mr. MOHAMMAD HAFIJUR RAHMAN, Mayor, Nakla Paurashava, Sherpur District
12.	Mr. A B M GOLAM KABIR, Mayor, Betagi Pourashava, Barguna District
13.	Mr. MD JEWEL AHMED, Mayor, Kamalganj Pourashava, Moulvibazar district
14.	Mr. MOHAMMED ULLAHA PATWARY, Mayor, Chatkhil Pourashava, Noakhali District
15.	Mr. MOHAMMAD NAZMUL HAQUE, Mayor, Naogaon Pourashava, Naogaon District
16.	Mr. ABDUL BAREK MOLLA, Mayor, Kuakata Pourashava, Patuakhali District
17.	Mr. MD NAZRUL ISLAM KHAN, Mayor, Netrokona Pourashava, Netrokona District
18.	Mr. A F MD REZA, Mayor, Bhanga Pourashava, Faridpur District
19.	Mr. MD MOZAFFAR HOSSAIN, Mayor, Boalmari Pourashava, Faridpur District
20.	Mr. SK MOHAMMAD NIZAM, Mayor, Goalanda Pourashava, Rajbari District
21.	Mr. MOHAMMAD ALI CHOWDHURY, Mayor, Rajbari Paurashava, Rajbari District
22.	Mr. ABDUL AL MASHUD, Mayor, Pangsha Pourashava, Rajbari District
23.	Mr. AMDADUL ISLAM TUHIN, Mayor, Lalmohan Pourashava, Bhola District
24.	Mr. MD RAFIQUL ISLAM, Mayor, Shariatpur Pourashava, Shariatpur District
25.	Mr. KHANDAKER MANJURUL ISLAM, Mayor, Dhanbari Pourashava, Tangail District
26.	Mr. ABDUL MANNAN HOWLADER, Mayor, Bhedarganj Pourashava, Shariatpur district
27.	Mr. MD MIZANUR RAHMAN, Mayor, Chauddagam Pourashava, Comilla District
28.	Mr. MOHAMMAD MOSHARROF HOSSAIN, Mayor, MADHABDI Pourashava, Narsingdi District

8.2. 研修日程

Date	Time	Activity Schedule	Place
Day 1 Sat, 14 May	12:05	Departure from Dhaka	Travel
Day 2 Sun, 15 May	07:35	Arrival at Tokyo / Japan	Travel
	08:30 – 13:00	Move to Shizuoka city (Bus)	
	13:00 – 13:30	Briefing at Hotel in Shizuoka	Shizuoka
Day 3 Mon, 16 May	10:00 – 12:00	Orientation	Shizuoka
	12:00 – 13:30	Lunch break	
	13:30 – 14:30	Opening ceremony	
	14:30 – 15:30	Lecture on SPGP	
	15:30 – 17:00	Lecture: System of local governance (Division of roles among central government, prefectures and cities)	
Day 4 Tue, 17 May	10:00 – 10:20	Courtesy call on Shizuoka prefectural government	Shizuoka
	11:00 – 11:30	Welcome ceremony at Shizuoka city	
	11:30 – 13:30	Lunch break	
	13:30 – 14:45	Lecture: Local governance and finance (Comprehensive plan of the city, budget formulation and execution)	
	14:45 – 16:00	Lecture: Coordination between city administration and other sectors (e.g. citizen participation, promotion of private enterprises, coordination among local governments)	
	16:00 – 17:00	Visit to the office of Shizuoka city government (Observation of staff's service to citizens)	
	19:00 – 21:00	Welcome dinner hosted by local community	
Day 5 Wed, 18 May	09:00 – 09:15	Courtesy call on the mayor of Shizuoka city	Shizuoka
	10:00 – 12:00	Lecture: Local governance (Environment: Shizuoka city's measures of waste disposal)	
	12:00 – 12:30	Visit to the facility related environmental conservation	
	12:30 – 14:00	Lunch break	
	14:00 – 15:00	Lecture: Shizuoka city's plan for disaster prevention (including "flood" issue)	
	15:00 – 17:00	Visit to the disaster prevention facility	
Day 6 Thu, 19 May	09:00 – 10:15	Lecture: Agriculture in Shizuoka city	Shizuoka
	10:30 – 11:30	Lecture: Presentation by an agricultural cooperative (JA)	
	11:45 – 12:15	Visit to JA Shizuoka farmers' market	
	12:15 – 14:00	Lunch break	
	14:00 – 16:00	Exchange of opinions on the draft "National Strategy for Paurashava Governance Improvement" formulated in SPGP	
	16:00 – 17:00	Wrap-up session	
Day 7 Fri, 20 May	09:00 – 10:00	Closing ceremony	Shizuoka
	10:00 – 12:00	Visit to tourism industry (Mt. Fuji area)	
	12:00 – 14:00	Lunch break	

	15:00 – 17:00	Travel to Tokyo	Travel
Day 8 Sat, 21 May	07:00 – 09:00	Travel from hotel to Narita International Airport	Travel
	11:10	Departure from Tokyo / Japan	
	22:40	Arrival at Dhaka	

9. パイロット研修の実績のまとめ

No.	Date	Venue	Subject	Trainer	Participants	Level of understanding of Training*1	Level of Satisfaction with Training*2	Level of Understanding of Training Manual *3
1	21 -23 April, 2015	Dhaka	Paurashava Budget formulation, accounting, monitoring and reporting	SPGP consultants	Secretary: (5)	3.9	3.9	N/A
2	12 -14 May, 2015	Dhaka	Paurashava Tax collection and assessment	SPGP consultants	Secretary: (5) Tax Collector: (3) Tax Assessor: (4) Assistant Tax Collector: (3) Assistant Tax Assessor: (1) Others: (1)	3.88	3.94	N/A
3	20-21 May and 27-28 May, 2015	Dhaka	Financial management for Elected Representatives	SPGP consultants	Mayor: (4) Councilor: (35) Others: (5)	3.32	3.5	N/A
4	17-19 May and 24-26 May, 2015	Dhaka	Orientation Course on the Basics of Paurashava Administration	NILG trainers, SPGP consultants	Mayor: (5) Councilor: (58)	3.32	3.6	3.1
5	06-07 June, 2015	Dhaka	Training on Citizen Participation through Ward Committee (WC) and Town Level Coordination Committee (TLCC) at the central level	SPGP consultants	Mayor (5) Secretary (5) Executive/Assistant Engineer (5) Health Officer (5) Accountant (5) Tax Collector (5) Tax Assessor (5) Councilor (30)	3.34	3.58	N/A
6	08 June, 2015	Dhaka	Training of Trainers (ToT) on Citizen Participation through Ward Committee (WC) and Town Level Coordination Committee (TLCC) at the central level	SPGP consultants	Secretary (5) Executive/Assistant Engineer (5) Health Officer (5) Accountant (5) Tax Collector (5) Tax Assessor (5)	3.7	3.65	N/A
7	02-03 September, 2015	Dhaka	Training on Trainers (ToT) on preparation and implementation of Development Planning	SPGP consultants	Executive Engineers/Assistant Engineers/Sub-assistant engineers of pilot Paurashavas (8), NILG faculty members (2), Consultants of SPGP (3)	3.54	3.46	N/A

No.	Date	Venue	Subject	Trainer	Participants	Level of understanding of Training*1	Level of Satisfaction with Training*2	Level of Understanding of Training Manual *3
8	20-23 September, 2015 05-08 October, 2015 18-21 October, 2015 02-05 November, 2015 09-12 November, 2015	5 Pilot Paurashavas	Training on Citizen Participation through Ward Committee (WC) and Town Level Coordination Committee (TLCC) at the Paurashava level	Paurashava level officers	Councilors/ Paurashava officers/ Paurashava Community Members (667)	3.62 (WC) 3.65 (TLC)	3.69 (WC) 3.61 (TLC)	3.63
9	04-06 October, 2015 11- 13 October, 2015 25-27 October, 2015 29-31 March, 2016	Paurasahas	Training on Preparation and Implementation of Development Plan for four Paurashavas	SPGP consultants, NILG trainers	Mayors, Councilors, Paurashava staff (70)	3.38	3.51	N/A
10	12-13 October, 2015 19-20 October, 2015	Paurashavas	Tax Assessment Followup Training	SPGP consultants	Paurashava Staff (27)	N/A	N/A	3.77 (Budget) 3.5 (Tax)
11	26-28 January, 2016 02-04 February, 2016	Dhaka	Expansion Training on Paurashava Budget Preparation and Accounting at Centrl Level (1st Batch and 2nd Batch) for 19 Paurashavas	NILG trainers, SPGP consultants	Secretary (18) Accountant (19)	3.83	3.7	N/A
12	09 - 11 February, 2016 16 - 18 February, 2016 23 - 25 February, 2016	Dhaka	Expansion Training on Paurashava Tax Assessment and Collection at Centrl Level (1st Batch, 2nd Batch and 3rd Batch) for 19 Paurashavas	NILG trainers, SPGP consultants	Secretary (16) Tax Assessor/Assistant Tax Assessor (17) Tax Collector/Assistant Tax Collector (22)	3.83	3.69	N/A
13	13-16 March, 2016 25-28 April, 2016	Dhaka	Orientation Course on the basics of Paurashava Administration for newly elected representatives(1st Batch and 2nd Batch) for five Paurashavas	NILG trainers, a SPGP consultant	Councilor (40)	3.43	3.63	N/A
14	21-22 March, 2016 05-06 April, 2016	Paurashavas	Short Training on Preparation and Implementation of Development Plan for newly elected representatives in two Paurashavas (Sengarchar and Bakergonj)	SPGP consultants	Councilor (19)	3.33	3.33	N/A

*1. 4 grade evaluation. Criteria: Understood well-4, Understood-3, Not understood-2, Not understood at all-1. *2. 4 grade evaluation. Criteria: Very good-4, Good-3, Bad-2, Very bad-1

*3. 4 grade evaluation. Criteria: Understood well-4, Understood-3, Not understood-2, Not understood at all-1