

**People' s Republic of Bangladesh  
Local Government Division (LGD),  
Ministry of Local Government,  
Rural Development (LGRD) &  
Co-operatives**

**Technical Cooperation**

**People' s Republic of Bangladesh  
Strengthening Pourashava Governance Project  
(Phase2 : July.2015-June.2016)**

**3rd Progress Report  
(Main Report)**

**June 2016**

**Japan International Cooperation Agency(JICA)**

**IC NET LIMITED**



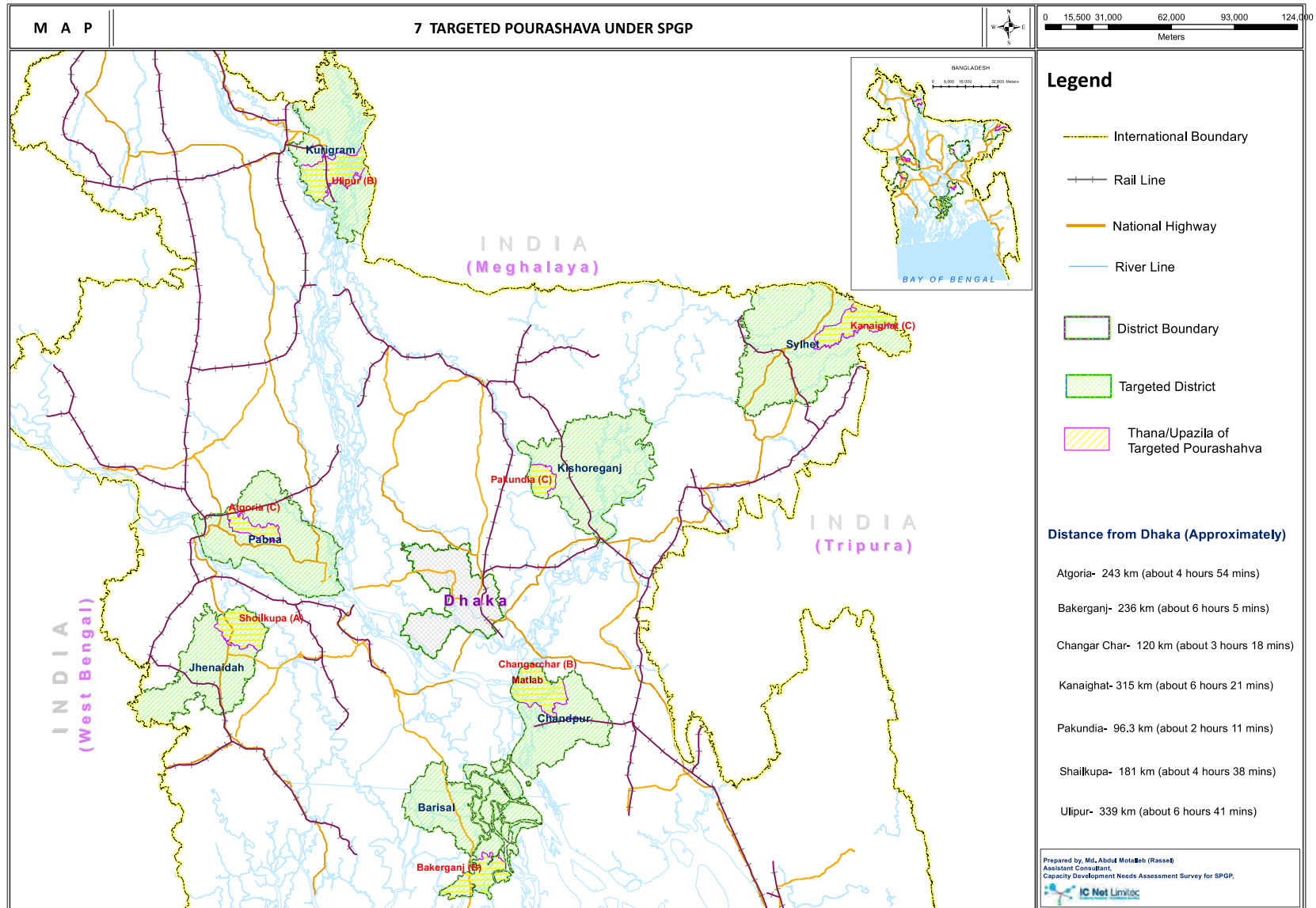
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## Abbreviations

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

# MAP





# 1. Outline of the Operation

## 1.1 Background of the Project<sup>1</sup>

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

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

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

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<sup>1</sup> This section was described, based on the previous JICA’s preparatory researches.

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

June 2013, which in turn led to the signing of a Record of Discussion (R/D) on October 7, 2013.

## 1.2 Outline of the Project

### (1) Objectives and expected Outputs of the project

The project period is from February 2014 to January 2018. The following are the Overall Goal, Project Purpose, and expected Outputs of the project.

#### 1) Overall Goal

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

#### 2) Project Purpose

Pourashava capacity development framework is established.

#### 3) Outputs

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

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

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

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

### (2) Targets of the project

#### 1) Target area

The entire Bangladesh, especially seven pilot sites that were selected from the 319<sup>3</sup> Pourashavas nationwide after the launch of the project

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<sup>3</sup> As at May, 2013, the number of Pourashavas is 324 in May, 2015.



2) Bangladesh organizations concerned

(i) Counterpart agency

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

(ii) Training institutes/partner organizations

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

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

3) Beneficiaries

The direct beneficiaries are LGD, elected representatives and officials in the seven Pourashavas<sup>4</sup>, and the training institutes (partner organizations).

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

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<sup>4</sup> The seven Paurashavas are Atgoria, Bakerganj, Changar Char, Kanaighat, Pakundia, Shailkupa, and Ulipur.

## 2. The project activities

### 2.1 Work Flow

This project consists of “Phase of needs analysis and strategy formulation : February 2014~September 2014” and “Phase of pilot activities : October 2014~June 2015” (in 1st contract year), “Phase of strategy formulation and pilot activities : July 2015~June 2016” and “Phase of strategy implementation : July 2016~January 2018”.

The second year of the Project is the above “Phase of strategy formulation and pilot activities” and the flow chart of expected activities is presented as follows<sup>5</sup>.

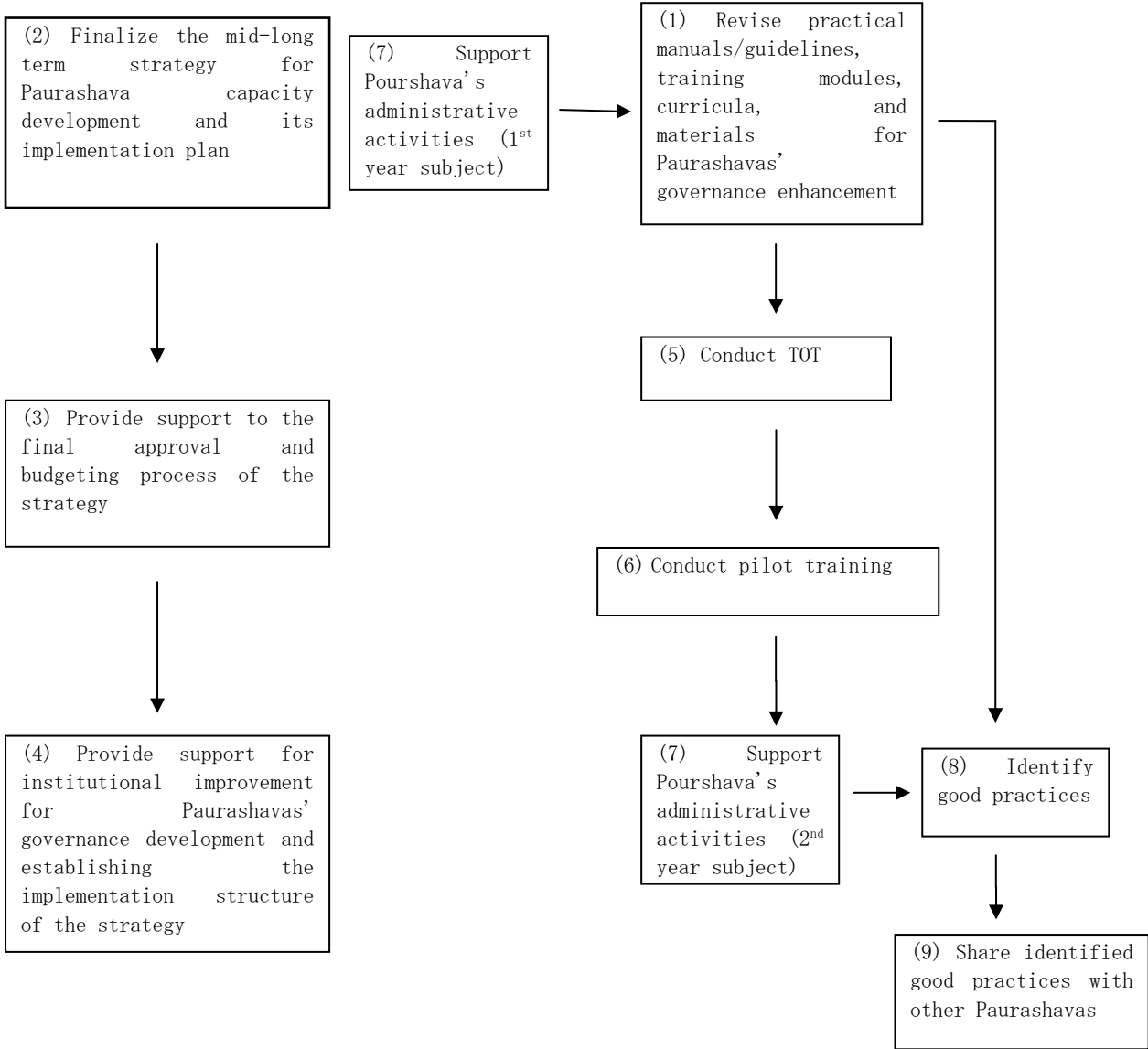


Chart 1. Flow Chart of 2nd year

<sup>5</sup> Activity (10) Support the mid-term review of the project and (11) C/P Training to Paurashava mayors in Japan are excluded from the above chart, as they are conducted independently from other activities.

## 2.2 Progress Review

### Review in Brief

In the second year of the Project, public order is relatively stable, with less *Hartal* (strikes by the opposition forces) or *Oborodh* (road blockades by the opposition forces), both of which were often seen in the first year of the Project. However, the Project activities was qualitatively affected more or less by the murders of aid workerls (from Japan and other countries) in and after September and October 2015, which resulted in the temporal suspension of the travel of the experts to the regions, preventing them from giving guidance in the field. Paurashava mayoral elections at the end of 2015 made the training activity impossible in many Paurashavas, which in turn postponed the training period (transferring it into the third year in some cases).

Despite these obstacles, the Project activities generally proceeded as planned. Some of the major activities have been successfully completed, including the development of a national strategy for strengthening the administrative capacity of Paurashavas, the implementation of various training courses, and the development of an Operational Manual (Handbook) and teaching materials of different kinds.

Of the activities, "reviewing the rules and regulations regarding the Paurashava Act" in (4)Provide support for institutional improvement for Paurashava' governance development and establishing the implementation structure of the strategy saw little progress owing to the transfer at the end of 2015 and afterwards of the Additional Secretary and Project Director (PD), major counterparts at the implementing agency, and the vacancy of the PD post.

### Results of the activities

As mentioned above, the major activities to be carried out in the second year was generally completed despite some delays in the activities. The outputs of the activities are highly satisfactory for both the implementing agency and the beneficiaries.

The results of the individual activities are shown below in accordance with the above operational flow:

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

**Original plan:** To review, from August to December 2015, the results of the training and its follow-ups at the pilot Paurashavas and, based on such review, revise the original Operational Manual/Guidelines for Paurashava administration, training modules, curricula, and teaching materials.

**Result:** The training follow-ups and practice support activities were conducted as described in the following activity item (7). Originally, these documents were to be revised by the end of December 2015, but the revisions were delayed somewhat because of various factors concerning training subjects. By March 2016, the development of the new subject "Development Planning" as well as the revision of four financial subjects--Budget Formulation, Accounting, Tax Collection, and Tax Assessment)--and the

Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors were completed. The revision of the subject "Citizen Participation" was completed in April for final approval by officials at NILG and other entities. In addition, the work to revise the handbook on finance for mayors and councilors, which was developed based on a summary of these four subjects in the first year, was completed by April. A handbook on three subjects--"Master Plan," "Streets," and "Drainage" is expected to be completed within the second year. Yet another new subject, the outline of "Monitoring and Evaluation of Paurashava's Administrative Activities" is now being worked out.

It may be worth adding that the handbooks developed as part of this Project will be put to use for another project<sup>6</sup> being conducted by LGED for Paurashavas.

These handbooks will be submitted as part of the Supplementary Volumes of this report. The table below summarizes the process of developing or revising the handbooks as well as special considerations in the process:

Training subject	Handbook development/revision process	Special considerations
Budget Formulation (revised)	Only minor revisions to the descriptions and style have been made; there are no major problems with the content, which was designed to well reflect the existing laws and practices in the first year.	The content has been examined in detail and the mistakes in the descriptions were corrected.
Accounting (revised)	Only minor revisions to the descriptions and style have been made; there are no major problems with the content, which was designed to well reflect the existing laws and practices in the first year.	Some descriptions have been added to allow the reader to better understand the content.
Tax Collection (revised)	The format of the Tax Collection register in the handbook, which conformed to the defunct laws, was updated.	Explanations on the inclusion and interpretation of the current laws have been added so that the reader will not be misled.
Tax Assessment (revised)	Only minor revisions to the descriptions and style have been made; there are no major problems with the content, which was designed to well reflect the existing laws and practices in the first year.	Revisions were made to some of the charts to allow the reader to better understand the content.
Finance for Mayors and Councilors (revised)	The handbook has been revised to appeal to the eyes, with councilors who lack basic understanding of finances in mind. Training sessions in 2015 generally revealed low levels of understanding on the part of the participants.	More charts have been added. The content has been redesigned to specialize in basic matters that concerns mayors and councilors. The numerical figures used in examples have been changed to simpler ones.
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors (revised)	All the text was put under review by the training institutes. The reviewed text was edited by the Japanese experts and local staff with the results of the training in the first year and the feedback from the users in mind. It was further	In the first year, much time was needed to examine the content, leaving inadequate time to improve the text or the way the content was presented. In this year, focus was placed on making the handbook more user-friendly.

<sup>6</sup> MGSP (Municipal Governance and Services Project) implemented by LGED with the support of World Bank

	edited by local editors. The text was finalized after it was reexamined by the training institutes	
Development Planning (newly developed)	The development planning processes that had been introduced by various projects for the past ten year or so were reviewed with their weaknesses and strengths being identified. Then the optimal process was explored. The Japanese expert drafted the text and improved it with the help of advice from a senior local consultant. The text was further improved following the subsequent training sessions. The senior consultants translated the text into the Bengali language, taking enough time to secure its quality.	Development planning processes by local governments other than Paurashavas have also been reviewed. The idea was to make good use of the lessons learned from numerous attempts in the past and propose the development planning process best suited for local governments in Bangladesh. In anticipation of the possibility that the proposed planning process will translate into government guidelines in the future, the proposed process was designed to suit the capacity levels of urban local governments while taking stock of the actual capacity levels of Paurashavas. The handbook includes many formats and case studies for better convenience.
Citizen Participation (revised)	The handbook has been revised in light of the results of the first round of training as well as the feedback and additional information of the local consultant who engaged in such training.	The revision has focused on the points the existing explanations of which are difficult to understand and on explanations that are too difficult for actual training participants so that the text will be ease to understand as much as possible.
Master Plan (newly developed)	The existing Master Plans have been identified and analyzed. Likewise, information and material for developing and implementing Master Plans have been collected and analyzed. The local consultant and the Japanese expert in charge visited Paurashavas to learn how their Master Plans were being implemented and what officials in these Paurashavas needed.	Such field surveys are designed to learn, in minute details, about the problems and needs in the field from Paurashava officials as part of efforts to make the handbook as practical as possible.
Streets (under development)	The existing laws and regulations concerning the construction approval, maintenance, and lighting for streets have been identified and analyzed. Under the guidance of the Japanese expert, the local consultant in charge visited Paurashavas to learn about the operational practices and the needs of Paurashava officials.	In his interviews with Paurashava officials, the consultant explored the way for the construction approval and maintenance of streets that best suits Paurashavas.
Drainage (under development)	The existing laws and regulations concerning the construction and maintenance of street drainage have been identified and analyzed. Under the guidance of the Japanese expert, the local consultant in charge visited Paurashavas to learn about the operational practices and the	In his interviews with Paurashava officials, the consultant explored the way for the construction and maintenance of drainage ditches that best suits Paurashavas.

	needs of Paurashava officials.	
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**Analysis of the background on the progress level:** The revision work for the handbook that was developed in the first year took more time than originally planned for two reasons. One is that training of various kinds, which offered opportunities for participants to provide information that was used for the revision, was not given in a serial manner. The other is that the revision work was meticulous and time-consuming, involving a wide range of stakeholders.

**Output:** The revised versions of the Paurashava Administration Operational Handbooks, Course Guides, and teaching materials on three subjects--Finances, the Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors, and Citizen Participation<sup>7</sup>, as well as the first versions of reference materials on Development Planning (All these documents are included in the Supplementary Volume as "Output 1.")

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

**Original plan:** To complete the mid- to long-term strategy/roadmap and action plan for strengthening Paurashava governance that were developed halfway in the first year, and draw up the final draft of the proposal subject to consent by the Working Group (WG).

**Result:** A total of five WG meetings<sup>8</sup> were held in the first year, reaching an agreement on the outlines of the third and fourth chapters of the proposed strategy, which was made up of six chapters. In the second year, an agreement was reached on the content up to the fourth chapter and the outlines of the five and sixth chapters by the eighth WG meeting in 2015. The Team then drew up the first draft of the strategy and submitted it to JICA at the end of November 2015. Reflecting the comments from JICA (headquarters and the Bangladesh Office), the Team compiled the second draft. The second draft was edited by two pairs of checkers--professors belonging to BIP (Bangladesh Institute of Planners) and World Bank consultants, both of whom are well experienced in formulating strategies. Then the third draft was drawn up. In the process of drawing up the third draft, major donors that are WG members, also checked the text. The third draft was confirmed by the implementing agency (Secretary, LGD) and the Strategy will be officially approved by Bangladesh government by the end of June, 2016.

The process of drafting strategy used cases of national strategies in public administration in Bangladesh and other countries for reference and took into consideration Japan's national strategy for local governments and the practice of developing visions of the country's municipalities. The WG meetings, which served as the key platform for drafting the strategy, were designed to support careful discussions by

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<sup>7</sup> Handbooks were referred to as "manuals/guidelines" in the original Consultant's TOR. Likewise, course guides correspond to "curricula" in the TOR. "Training modules" as mentioned in the TOR will be drew up when the Project is completed.

<sup>8</sup> The participants consisted of the following: representatives from Bangladesh government entities, i.e. LGD (Local Government Division), NILG (National Institute of Local Government), LGED (Local Government Engineering Department), DPHE (Department of Public Health Engineering); those from other Bangladesh organizations, i.e. BIM (Bangladesh Institute of Management), MAB (Municipal Association of Bangladesh), and BUF (Bangladesh Urban Forum); those from donor agencies, i.e. the World Bank (WB), the Asian Development Bank (ADB), the Japan International Cooperation Agency (JICA), and the Swiss Agency for Development and Cooperation (SDC), and the German Development Cooperation (GIZ); as well as the mayors of the pilot Paurashavas, officials at the JICA Bangladesh Office and JICA experts, consultants, and others.

the participants so as to improve the quality of the strategy and enhance their ownership. Specifically, each WG meeting was made up of the plenary session and the subsequent concurrent sessions by three or so subgroups, which used much time and allowed for thorough discussion by a small number of people. All the proposals made at a WG meeting were recorded and all the results of discussion of these proposals by the Team and others were required to be reported at the next WG meeting. As a result, the draft strategy was refined. It was highly evaluated by the checkers mentioned above. Interviews with participants in WG meetings as part of the Mid-term Review showed that they were quite satisfied with the draft strategy.

In addition, coordination was maintained with the recently-launched process of developing CDF (Capacity Development Framework) for Paurashavas.<sup>9</sup> Specifically, coordination was sought with the World Bank, which served as the secretariat for the CDF development process. The idea was to reflect the Project's activities in the CDF strategy and CDF activities in the mid- to long-term strategy. The following is an outline of the strategy.

The strategy was drawn up under the following guidelines:

- Concise and easy to read: Emphasis was placed on the importance of making the strategy accessible and readable.
- Logical: Special efforts were made to formulate an effective strategy by stressing logic, especially in the processes of identifying problems and narrowing down the issues to be addressed.
- Feasible and practical: Specific activities were designed to be practicable as much as possible with the help of input from a wide range of stakeholders.
- Participatory: A broad range of organizations concerned participated in the process of developing the strategy, including LGD, the competent agency in order to enhance their ownership.

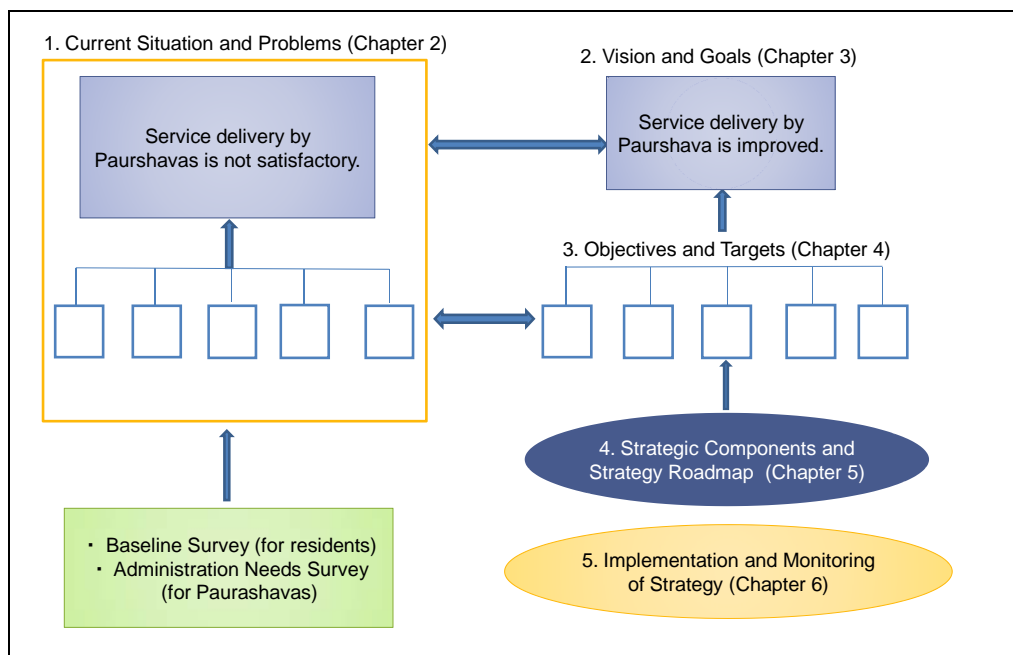
Structure of the Strategy is as follows.

Chapter 1: Introduction
Chapter 2: Current Situation and Problems
Chapter 3: Vision and Goals
Chapter 4: Objectives and Targets
Chapter 5: Strategic Components and Strategy Roadmap
Chapter 6: Implementation and Monitoring of Strategy

The relationship among chapters is shown by the chart below.

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<sup>9</sup> NILG is in charge of the process.



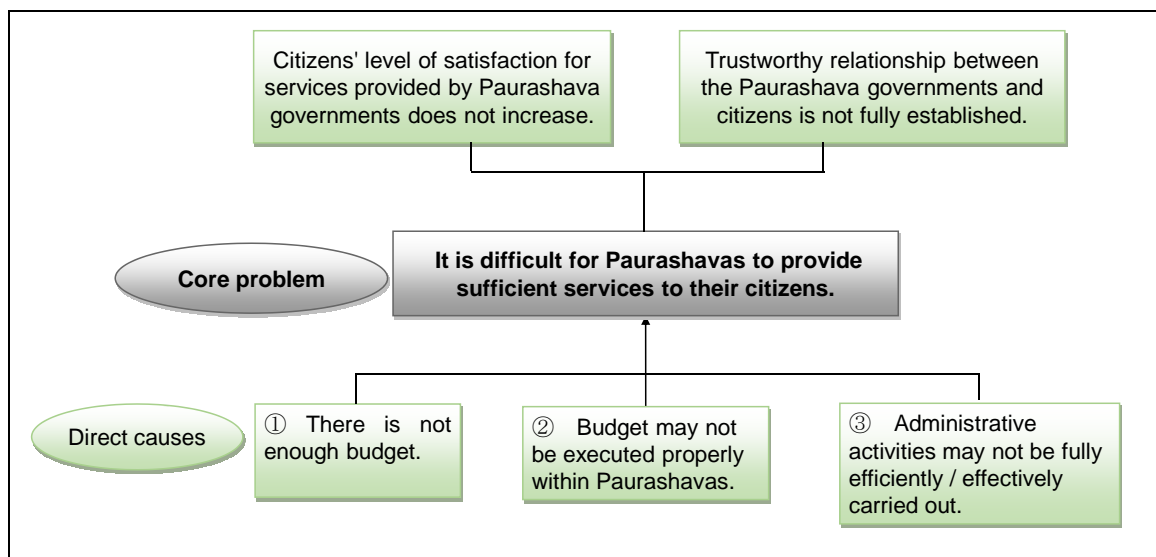
The summary of each chapter is as follows.

Chapter 1 Introduction: This chapter describes background, purpose and methods of the formulation of the Strategy. The purpose of Strategy is to clarify the means necessary to improve the public services provided by Paurashavas in the entire country.

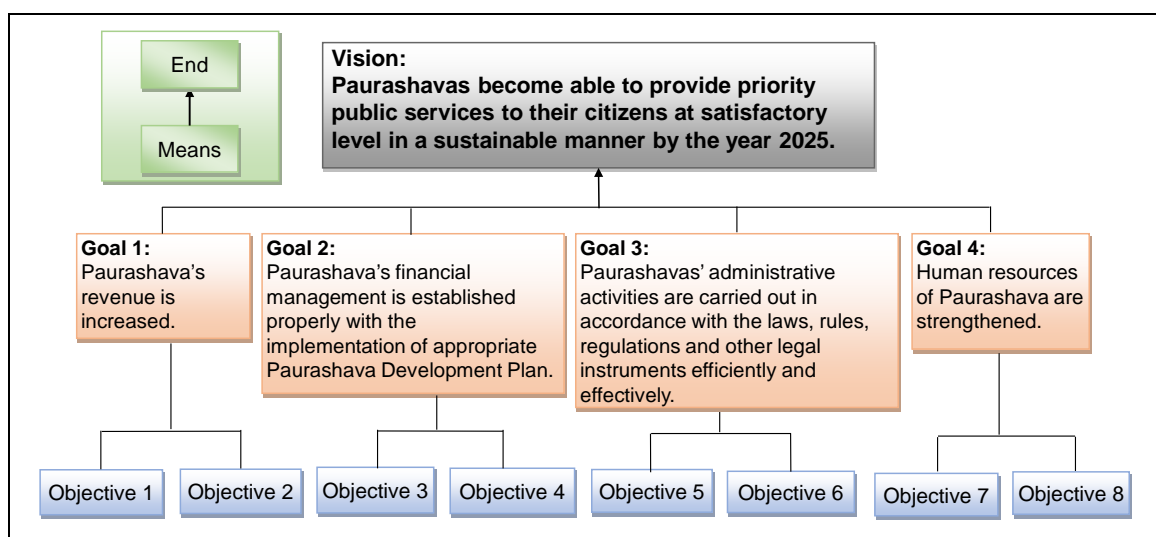
Chapter 2 Current Situation and Problems: Current situation of Paurashavas was analyzed from 8 aspects<sup>10</sup> and the problems are identified. The structure of problems is summarized as follows (The problems are positioned from the bottom upwards by the logic of cause-effect relationship).

<sup>10</sup> They are Paurashava functions, Paurashava legal system, Organization, Finance, Urban Planning, Monitoring and Evaluation of Paurashavas' Activities, Personnel and Institutional Capacity Development and Service Delivery of Paurashavas.





Chapter 3 Vision and Goals: Vision for Paurashava Administration in 2025 and four goals needed to realize the vision are formulated as follows.



Chapter 4 Objectives and Targets: Objectives are means to achieve the goals in the above chart and the eight specific objectives are set as follows.

1. Collection of holding tax (HT) is improved and other revenue sources are identified.
2. Allocation of grants from the government increases and becomes more equitable.
3. Paurashavas formulate a realistic budget and execute it with full accountability.
4. A Paurashava Development Plan is prepared appropriately in each Paurashava.
5. Essential rules, regulations and other legal instruments meet the current requirements as shown in The Paurashava Act, 2009 and its amendments.
6. Monitoring and evaluation of Paurashava's administrative activities are conducted properly.
7. Elected representatives and officials of Paurashavas increase their knowledge and skills for carrying out Paurashava's administrative activities efficiently and effectively.
8. Paurashava's manpower is provided appropriately.

Furthermore, more concrete targets are set in order to realize each objective.

Chapter 5 Strategic Components and Strategy Roadmap: Strategic Components are individual strategies which form the entire Strategy. Activities are identified according to each Strategic Component. The structure of all the key words is shown below.

Strategic Component	Objectives	Targets	Main Activities	Implementation Organizations
8 items corresponding to each of 8 targets (See the following “Strategy Roadmap”)	8 items stated in Chapter 4	There are several items for each of 8 objectives.	There are several items for each target.	There are responsible implementation organization/s for each of activities.

Strategy roadmap shows how each Strategic Component is implemented over time in a chart and the following is the simplified version.

Phase 1: 2016 fiscal year of Bangladesh (July, 2016 to June, 2017) is the preparatory period and the national standard of training package (handbooks, course guide and teaching materials) will be formulated through the implementation of pilot training.

Phase 2: Nation-wide training of elected representatives and staff of Paurashavas is conducted by the initiative of Governmental supportive agencies such as NILG, LGED and DPHE. Also in this Phase Governmental support in terms of budget and legal system will be provided together with the formulation and implementation of Paurashava action plans including improvement in finance and development of staff organization.

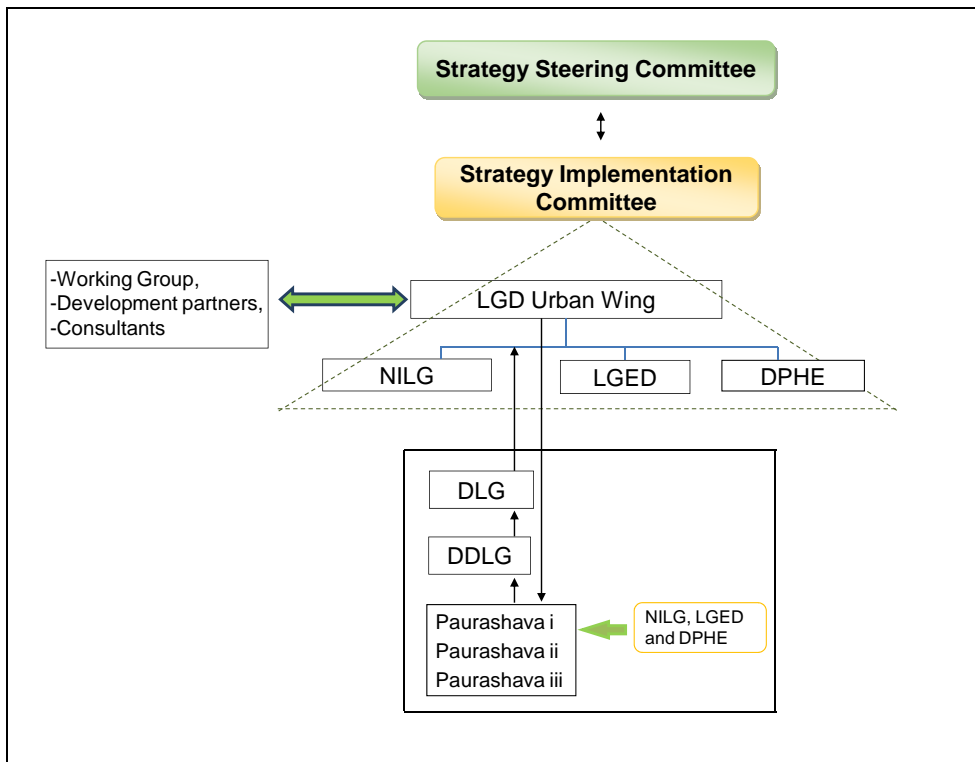
Phase 3: All the Paurashavas in the nation implement reform of operations, following the training towards the realization of vision in 2025. Necessary corrective actions will also be taken based on the monitoring of the progress of the Strategy.

Strategic Component	Phase I FY2016/17 (1 year)	Phase II FY2017/18 – FY2021/22 (5 years)	Phase III FY2022/23 – FY2024/25 (3 years)
1.Revenue increase	P*	Training	Implementation
2. Governmental financial support			
3.Budget management improvement			
4.Paurashava Development plan preparation			
5. Modification of rules and regulations	O*	Training	Implementation
6.M&E (Monitoring and Evaluation) improvement			
7.Human resource development			
8.Paurashava manpower optimization			

\*Note: P – Pilot Paurashavas, O – Other Paurashavas

Realization of Objectives, Goals and Vision

Chapter 6 Implementation and Monitoring of Strategy: This chapter states the organization for the implementation of the Strategy and the method of monitoring of the implementation of the Strategy.



The core organization in the implementation of Strategy is “Strategy Implementation Committee”. The committee consists of LGD and three supportive governmental agencies such as NILG, LGED and DPHE. The committee implements the Strategy (in particular in terms of training activities and financial support to Paurashavas) and conduct monitoring of the entire Strategy.

The above three supportive agencies assist LGD in the formulation of “Detailed Training Plan” and conduct training to elected representatives of Paurashavas in the subjects of respective responsibility. Each Paurashava also formulates “Action Plan” and implements it. LGD also formulates its own “Action Plan” in order to realize the Strategy. Monitoring is mainly conducted by the Strategy Implementation Committee. With regard to the monitoring of training, three governmental agencies report the progress situation based on the Detailed Training Plan. Each Paurashava reports the progress situation of Action Plans to the Strategy Implementation Committee through DLG and DDLG. Three agencies also conduct technical support to Paurashavas at the field level.

Chapter 6 also presents the results of estimation of budget necessary to implement the Strategy.

The above paragraphs have provided an overview of this strategy. The strategy has the following characteristics:

- National coverage: Assistance to Paurashavas was traditionally provided by several development partners in the form of a local project under the approach that lacked the general picture. The newly-drafted strategy covers Paurashavas across the country. This allows for more systematic assistance to Paurashavas.
- Closer donor coordination: Traditional assistance to Paurashavas did not always involve adequate coordination among donors. This strategy can provide a good tool for donor coordination. In fact, this technical cooperation project has already deepened coordination with an LGED-led assistance project by another donor.
- Reflecting various views: This strategy reflects the views of various stakeholders, making it more feasible as a matter of course.
- Serving as a node between policy documents in the public administration sector: The public administration sector in Bangladesh is experiencing both the LDG-led process of developing the Capacity Development Framework (CDF) for the urban sector as a whole under the sponsorship of UNDP and the NILG-led process of developing the CDF for supporting Paurashavas under the sponsorship of the World Bank. In this project, views are exchanged among the parties involved in the three initiatives, including this strategy, so as to ensure that the initiatives are consistent with one another.

In order that nationwide training may be realized, the Strategy Implementation Committee needs to formulate Detailed Training Plan and each Paurashava and LGD also need to formulate their detailed action plans. The project team will coordinate closely with and support LGD, NILG, DPHE and each Paurashava in order to accelerate the formulation of these plans.

**Analysis of the background on the progress level:** The original plan was to complete this work by the

end of October 2015. It was judged, however, that discussing the strategy should take more time than originally planned, in order to involve those stakeholders in the formulation of Strategy deeply and formulate their ownership. The deadline for its approval was rather far off--June 2016. It was thus decided not to rush through the work process.

**Output:** The final draft of the mid-long term strategy for Paurashavas capacity development/roadmap<sup>11</sup>(Supplementary Volume, Output 2), Minutes of WG meetings (from the sixth to eighth meetings, included in Annex 4 to this report)

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

**Original plan:** To conduct a follow-up so that the strategy that has been finalized in the previous section will be formally approved by LGD as a national strategy; and to follow up on the budget request process and even support it as necessary so that the costs of implementing the strategy (including the costs of providing training) will be covered by the 2016/17 budget.

**Result:** The work for the follow-up on the budget request process included the collection of information on ADP in March as well as interviews with the secretariat of BMDF (Bangladesh Municipality Development Fund), a candidate provider of support funds for Paurashavas. It is planned to study, during the second year, the budget situation concerning training at LGD, NILG, LGED and other organizations. The idea is to secure the training budget one year before the start of nationwide application of the training scheduled for July 2017.

**Analysis of the background on the progress level:** The nationwide application of the training platform is expected in fiscal year 2017 (2017/7-2018/6). It is thus reasonable to conclude that there is no major problem with the progress as described above.

**Output:** Approval of the final drafts of the mid-long term strategy for Paurashavas capacity development/roadmap and action plan as formal national strategies by LGD (Prospect)

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

**Original plan:** To continue to discuss the approved strategy and how to achieve institutional improvement and establish the implementation structure for Paurashavas' governance development based on the strategy at such forums as the Working Group as well as to provide necessary support for these purposes; and support the review of the Rules and Regulations concerning the Paurashava Act as necessary.

**Result:** There were almost no relevant activities in the second year as they were subject to approval of the strategy. As for the review of the Rules and Regulations concerning the Paurashava Act, the local consultants completed the preliminary study by July 2015. After that, little progress was made as the project director (PD) at LGD was extremely busy and transferred in January, and in February (second time) 2016, leaving the post unoccupied for some time.

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<sup>11</sup> The "action plan," an originally planned output, will be developed in the third year; it was decided, after consultation with the stakeholders, that the action plan was too minute to be incorporated into the strategy.

**Analysis of the background on the progress level:** As described above.

**Output:** Nothing in particular

(5) Conduct TOT

**Original plan:** To provide lecturers at the training institutes with TOT as necessary with good use of the developed manuals and training programs for effective training.

**Result:** Progress in the provision of TOT by training subject is described below: (Note: TOT on Citizen Participation was already provided in the first year.)

- Development Planning: Provided in September 2015.
- Infrastructure-related subjects: Four subjects--"Master Plan," "Building Control," "Streets," and "Drainage" were selected as candidate training subjects by December 2015. The original plan was to provide TOT on all these subjects from March to April 2016. However, it will likely to be postponed to the third year.
- Four financial subjects (Budget Formulation, Accounting, Tax Collection, and Tax Assessment): Additional training on these subjects were provided as part of the work for preparing the nationwide application of the training platform, although such training was not included in the original plan at the start of the Project. In preparation for such additional training, TOT on these subjects was provided in January 2016.
- Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors: TOT was conducted in January, 2016.

The table below details the progress in the provision of TOT:

Training subject	When and how TOT was provided	Special considerations
Development Planning	September 2015 (2 days) – Venue: NILG training room – Lecturers: a Japanese expert and 2 SPGP consultants – Participants: 8 engineers from Paurashavas (Shailkupa, Bakerganj, Sengarchar, Atgoria, and Kanaighat), 2 NILG officials, and 3 SPGP consultants	As the majority of the participants were Paurashava engineers, the lecture session offered many case studies related to their day-to-day operations. In the exercise session, they were encouraged to work based on the realities in the Paurashavas they belonged to.
Budget Formulation	January 2016 (2 days) – Venue: NILG training room – Lecturers: a Japanese expert and 2 SPGP consultants – Participants: 4 NILG officials	TOT on Budget Formulation, Accounting, Tax Collection, and Tax Assessment was designed for NILG officials who will help training additional 19 Paurashavas to be described in Section (6) later . All the exercises to be used in the training were done. The lecturers explained how to solve questions one by one and assessed the participants' levels of understanding for each question. The TOT was designed so that the trainers will acquire the capacity to provide guidance that is easy to understand even for training
Accounting		
Tax Collection		
Tax Assessment		

		participants with inadequate knowledge or practical experience.
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	March 2016 (half a day) – Venue: NILG training room – Lecturers: No lecturers were appointed as this was a preparatory training session. The overall facilitation was supported by a Japanese expert and consultants. – Participants: 15 NILG officials	As the participants prided themselves as experienced trainers, this TOT was designed to give the opportunity to design the session themselves, rather than instructions. A consultant at SPGP will provide support to ensure appropriate session planning.

**Analysis of the background on the progress level:** The processes of selecting local consultants who will provide training in "Streets" and "Drainage" was prolonged.

The major cause was the failure to reach an agreement on the terms of employment with the candidates given a limited number of qualified consultants. In addition, it was decided not to develop a handbook on the subject of Building Control because it was confirmed that LGD was developing a comprehensive set of regulations for Paurashavas, including Building Control.

**Output:** TOT Report (included in Annex 5 to this report)

#### (6) Conduct pilot training

**Original plan:** To support the training institutes in providing training on the training subjects, which was identified in the process of developing the strategy, to five pilot Paurashavas in the second year as well; and to study anew how to cope with the two pilot Paurashavas subject to NOBIDEP.

**Result:** The provision of pilot training is described below for the subjects that continued from the first year and newly introduced subjects separately. For the former, training that improved or followed up on the first year's training was provided.

(Subjects continued from the first year)

- Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors: Pilot training was already given in the first year. In the second year, training was provided to new councilors in four Paurashavas who were elected in the elections at the end of 2015. Training for mayors was separately provided with funds coming from the National Institute of Local Government (NILG). In this training, the handbooks developed as part of this project were also distributed.
- Citizen Participation: Pilot training was provided by November 2015. The work to revise the teaching materials in light of the weakness identified in the training that was already provided was completed in April 2016. Given that local assembly elections were held from December 2015 to January 2016 at the Paurashava level, it is deemed necessary to provide training for new committee members concerning citizen participation who were elected in the relevant pilot Paurashavas. (Yet, the need to provide such training is not so urgent because those who received the previous training continue to sit on the committee.) A local election was expected in Atgoria, a pilot Paurashava, in June 2016 or later. It is thus necessary to provide training again in Atgoria in June 2016 or later. With all these factors in mind,

the training on citizen participation in the field was postponed to July 2016 or later (the third year).

- Four financial subjects (Budget Formulation, Accounting, Tax Collection and Tax Assessment): It was decided to provide addition training on these subjects to Paurashavas as part of the preparation for the nationwide application of the training platform, although this idea was not part of the original plan at the start of the Project. In early February, training on Budget Formulation and Accounting (2 batches in total) was provided to 37 participants in 19 Paurashavas. From mid- to late-February, training on tax affairs (3 batches in total) was given to 55 participants in 19 Paurashavas. From late May to early June, financial training will be given to the mayors and councilors in two pilot Paurashavas. (It will be provided primarily for newly elected councilors but it will be also open to the mayors and councilors who have already received such training because they did not necessarily display high levels of understanding in the first year's training.)

(New subjects)

- Development Planning: Pilot training on this subject was provided to three Paurashavas in October 2015. Based on the feedback from the participants, the handbook was revised. Such training was provided to yet another Paurashava after the election. Supplementary training was also given to the newly-elected mayors and councilors in the three Paurashavas where training was provided in the first year. In one Paurashava (Atgoria) to which no training was given, training will be provided in the next year as the election is scheduled for June 2016.
- Four infrastructure-related subjects--"Master Plan," "Building Control," "Streets," and "Drainage": For each subject, a consultation session, which is interview to and discussion with Paurashava staff members, was held to assess the current situation and needs in Paurashavas. Separate handbooks on three subjects--"Master Plan," "Streets," and "Drainage"--will be completed in the second year. It was decided not to develop a handbook on the subject of Building Control in this project because it was confirmed that LGD was developing a comprehensive set of regulations for Paurashavas, including Building Control.

The table below details the progress in the provision of pilot training

Training subject	When and how training was provided	Special considerations
Development Planning	<p><b>【Main Training】</b>            October 2015 (3 days x 3) and April 2016 (3 days)</p> <ul style="list-style-type: none"> <li>- Venues: Paurashava offices or neighboring facilities in Bakerganj, Kanaighat, Sengarchar, and Shailkupa</li> <li>- Lecturers: 4 SPGP consultants, 2 NILG officials, a Japanese expert (2-3 lecturers per Paurashava, different lecturers for different venues)</li> <li>- Participants: 70 participants in total (mayors, councilors, and Paurashava officials)</li> </ul>	<p>As this was the first experience for the pilot Paurashavas, the program incorporated many exercises and provided an opportunity for the participants to briefly follow the whole process themselves. The SPGP consultants as well as the engineers who had participated in TOT led the exercise session.</p>



	<p><b>【Supplementary training】</b>  March 2016 (2 days), April (2 days), May (2 days)</p> <ul style="list-style-type: none"> <li>- Venue: Paurashava offices in Sengarchar, Bakerganj, and Kanaighat</li> <li>- Lecturers: 4 SPGP consultants (2 lecturers per Paurashava different lecturers for different venues)</li> <li>- Participants: 19 participants in total (newly-elected councilors)</li> </ul>	
Budget Formulation	<p>January-February 2016 (3 days x 2 batches)</p> <ul style="list-style-type: none"> <li>- Venue: NILG</li> <li>- Lecturers: 2 local consultant2, 2 NILG officials (per batch)</li> <li>- 37 participants</li> </ul>	<p>With many exercises, the training was designed so that even participants with inadequate knowledge or practical experience will understand specific procedures concerning budgeting and accounting. At the end of the training, the participants were given a register form and asked to print it so as to help them put what they learned from the training to good use in their day-to-day operations.</p>
Accounting		
Tax Collection	<p>February 2016 (3 days x 2 batches)</p> <ul style="list-style-type: none"> <li>- Venue: NILG</li> <li>- Lecturers: 2 local consultants, 2 NILG officials (per batch)</li> <li>- 55 participants</li> </ul>	<p>With many exercises, the training was designed so that even participants with inadequate knowledge or practical experience will understand specific procedures concerning tax affairs. At the end of the training, the participants were given a register form and asked to print it so as to help them put what they learned from the training to good use in their day-to-day operations.</p>
Tax Assessment		
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	<p>March 2016 (3.5 days)</p> <ul style="list-style-type: none"> <li>- Venue: NILG training room</li> <li>- Lecturers: 15 NILG officials15 and a SPGP consultant</li> <li>- Participants: 22 participants (newly-elected Paurashava councilors in Shailkupa, Bakerganj, and Sengarchar)</li> </ul> <p>April 2016 (3.5 days)</p> <ul style="list-style-type: none"> <li>- Venue: NILG training room</li> <li>- Lecturers: 14 NILG officials and a SPGP consultant</li> <li>- Participants: 18 participants (newly-elected Paurashava councilors in Kanaighat and Paurashava councilors in Ulipur)</li> </ul>	<p>The program was designed so that the sequence between the subjects was fully respected. It was also designed to ensure that each lecturer would base the sessions on the handbooks. NILG assigned the lecturers, but it was suggested that NILG assign former Paurashava officials to important sessions. For each session, a principal lecturer and a young assistant lecturer were assigned so as to train young lecturers. Incorporation of exercises that took advantage of such pairs was encouraged. A review meeting was held after the first training. The lessons learned from the first training were put to good use for the second training.</p>
Citizen Participation	<p>September 2015 (4 days)</p> <ul style="list-style-type: none"> <li>- Venue: Paurashava office in Bakergonj</li> <li>- Lecturers: 3 Paurashava-level lecturers</li> <li>- 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members)</li> </ul> <p>October 2015 (8 days in 2 Paurashavas)</p>	<p>It seemed that no training had been provided that offered practical knowledge needed for the activities of WC and TLCC, including preparatory procedures and the minutes recording method, in addition to an overview of these</p>

<ul style="list-style-type: none"> <li>- Venue: Paurashava office in Sengarchar</li> <li>- Lecturers: 3 Paurashava-level lecturers</li> <li>- 131 participants (Paurashava councilors, Paurashava officials, WC/TLCC members)</li>   <li>- Venue: Paurashava office in Kanaighat</li> <li>- Lecturers: 3 Paurashava-level lecturers</li> <li>- 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members)</li>   <li>November 2015 (8 days in 2 Paurashavas)</li> <li>- Venue: Paurashava office in Shailkupa</li> <li>- Lecturers: 3 Paurashava-level lecturers</li> <li>- 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members)</li>   <li>- Venue: Paurashava office in Atgoria</li> <li>- Lecturers: 3 Paurashava-level lecturers</li> <li>- 134 participants (Paurashava councilors, Paurashava officials, WC/TLCC members)</li> </ul>	<p>activities. The training design that accommodated all these aspects may have drawn rather positive responses from the participants. To provide this training, officials in pilot Paurashavas were selected and given TOT (in the first year). The original training schedule sometimes did not allow the lecturers who were trained in Paurashavas (Paurashava officials) to engage in the training. The necessary number of lecturers was secured by calling for support from lecturers who were training in other Paurashavas.</p> <p>The management of the training was entrusted to the respective Paurashavas. This training design provided an opportunity for OJT for subsequent training.</p>
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The table below summarizes the results of the evaluation of the pilot training by the participants. Generally, the training was highly evaluated, receiving an average of 3.5 points or higher out of 4 points for many subjects.

Subject	Level of understanding*1	Level of satisfaction*2	Analysis of the evaluation results and proposals for improvement
Development Planning	3.38, 3.33 (Supplementary training)	3.51, 3.33 (Supplementary training)	Both the understanding and satisfaction levels are slightly lower than the training on other subjects. These results are within the expectations as training in the subject of Development Planning was all new for Paurashava. Through the formulation work, efforts will be made to make the handbook and training easier to understand.
Budget Formulation	3.83	3.70	High levels of understanding and satisfaction as in the first year
Accounting			
Tax Collection	3.83	3.69	High levels of understanding and satisfaction as in the first year
Tax Assessment			
Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors	3.43	3.63	Compared with the mayors, the educational level of the councilors is generally low. It seems that technical subjects are particularly difficult for them. Because the handbooks cover only the basics, it should be more reasonable to improve the teaching methods rather than making the handbooks easier to understand.
Citizen Participation	3.62 (WC), 3.65 (TLCC)	3.69 (WC), 3.61 (TLCC)	It seems that the Project successfully delivered sufficient levels of training. According to a questionnaire survey immediately after the training, the participants gave an average of 3.5 or more out of 4 points in terms of the levels of both understanding and satisfaction.

			Field observations revealed, however, that there are limitations to the monitoring of some participants (with questionnaires). For the monitoring of the training on citizen participation, ways that do not depend solely on texts will be explored next time.
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\*1: 4: "Understood well," 3: "Understood," 2: "Not understood," 1: "Not understood at all"

\*2: 4: "Very good," 3: "Good," 2: "Bad," 1: "Very bad"

**Analysis of the background on the progress level:** The factors for the delay in the activity on some subjects are the same as those described with regard to Training of Trainers (TOT) in Section (5) above.

**Output:** Pilot Training Report (included in Annex 6 to this report)

(7) Support Paurashava's administrative activities

**Original plan:** To support officials of pilot Paurashavas to put into practice the administrative functions and services that were based on the training courses (Training subjects for the first and second years.) In two pilot Paurashavas that are the target of NOBIDEP, it was also meant to provide supplementary support regarding enhancement of core issues shown in the strategy after discussion with the NOBIDEP consultant team.

**Result:** Activities in the second year are summarized as follows:

(Support for the practice of administrative functions and services)

Training subjects	Outline of the pilot activities (Paurashavas' administrative activities)	Points to note and to devise in implementing the pilot activities
Development Planning Formulation	After the training, formulation of development planning was started in four Paurashavas other than Atgoria, where the election had not been conducted yet. We provided support for the first several steps of the formulation process such as a preparatory meeting of relevant people, creation of the list of preferential projects at ward level, and analysis of Paurashavas' current situations.	We have selected staff members who would serve as cores of Paurashavas and provide them with instruction to proceed with the formulation smoothly by supporting mayors and councilors. We also recommend to use the quota of nongovernmental members permitted by the law because members of standing committees who are supposed to lead the process are councilors and not very capable.
Budget Formulation	We provided instruction in formulating budget documents for fiscal 2015–2016 according to a format.	We collected budget documents in advance and if there were any problems with the formats used, we gave instruction on the spot.
Accounting	In five pilot Paurashavas, we provided instruction in entering in accountant's cashbooks correctly and in checking the amount of budget spent every month.	We repeatedly visited two Paurashavas where accountants' capability and degree of understanding seemed to be low, and gave continuous instruction.
Tax Collection	In five pilot Paurashavas, we gave instruction in entering in tax collection ledgers correctly and in checking the amount of tax collected in each ward every month.	We visited all Paurashavas in July and August, when tax collection ledgers were renewed, and gave instruction. After that we checked the progress by phone.
Tax Assessment	As tax reassessment (implemented once in every five years) was planned to be implemented in two pilot Paurashavas, we carried out training targeting all relevant	We repeatedly conducted exercises using calculation sheets for tax assessment in order to deepen trainees' understanding.

	people in each Paurashava.	
Citizen Participation	<p>In the four Paurashavas other than Atgoria, formation of new WC/TLCC was advanced after the local election. As of the end of March, WC/TLCC were officially formed in three Paurashavas. In one Paurashava, WC has been formed and TLCC has not. (It has been delayed because of the Mayor's sickness.)</p> <p>In Atgoria, the election has not been conducted and former WC/TLCC exist. However, the local election is coming (It is expected to be conducted around June.) and the activities of the WC/TLCC are stagnating.</p>	<p>After the local election in Paurashavas, we have intentionally shown that SPGP pays attention to the activities to the pilot Paurashavas through regular monitoring. The formation of WC/TLCC has finally been advanced, and practical activities including regular meetings are expected to begin.</p>

(Cooperation with NOBIDEP)

It was initially expected that NOBIDEP would be implemented before this Project and handbooks and other materials created earlier would be used effectively in this project. However, because this Project actually began before NOBIDEP, the way of cooperation changed and output of this Project became expected to be used in NOBIDEP. In reality we communicated with Project Managers (PD) of NOBIDEP almost every month to exchange information and seek to realize cooperation.

As a result, handbooks created by SPGP were used in training courses in tax service (tax collection and tax assessment) conducted by NOBIDEP. Consultants of NOBIDEP took part in TOT for additional training courses in budget formulation and accounting that we conducted in January 2016. (We planned to invite the consultants as instructors to the additional training courses conducted after the TOT to share information about how to proceed with the training and other things. However, they did not participate in it.) In April, we invited all councilors of one Paurashava in NOBIDEP to an orientation course for councilors.

Moreover, in February 2016, we agreed that the operational handbook developed in this project would be used in training courses in the World Bank's support project MGSP (Municipal Governance and Services Project). We reached this agreement with LGED, an implementing agency of the training courses. Two consultants of MGSP in charge of the training courses actually participated in the above-mentioned additional training courses in finance in late February as observers.

**Analysis of the background on the progress level:** This activity was implemented smoothly as mentioned above.

**Output:** Follow-up Activity Report (Annex 7)

(8) Identify good practices

**Original plan:** To collect and accumulate good practices that were obtained as results of support for practical activities and good practices for core issues in both of pilot Paurashavas and other Paurashavas, when there were any.

**Result:** Because it has not been long since the training courses in subjects have completed, although cases

in which good results of the training courses can be seen is gradually emerging in pilot Paurashavas<sup>12</sup>, practices that could be called as good practices have not been accumulated yet. Format for good practice collection, however, was formulated. In the third year, we would like to accumulate good practices according to circumstances.

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

**Output:** Nothing in particular

(9) Share identified good practices with other Paurashavas

**Original plan:** To share good practices accumulated in the Phase of needs analysis and strategy formulation with Paurashavas throughout Bangladesh.

**Result:** As a result of discussion in our team, we decided to share information about good practices mainly among the pilot Paurashavas for the moment, and to share the information with Paurashavas throughout Bangladesh as a part of training when we will implement the strategy nationwide. We shared project activities-related information among pilot Paurashavas every month using Facebook. (Paurashavas that were the targets of the additional training courses in finance were added as members to share the information.) In the training in Japan in May (Please refer Activity.11 below.), we shared information about “ the strategy for Paurashavas capacity development” with 25 mayors as trainees. In the third year, presentations about the progress of the project activities by each Paurashava will be made mutually in WG meetings that will be started again.

**Analysis of the background on the progress level:** Nothing in particular

**Output:** Nothing in particular

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

**Original plan:** To organize and provide necessary materials for the Mid-term Review that was scheduled around October 2015. It was also meant to support the Review when conducted by JICA, and to provide necessary support for a Survey for Guidance on Project Operation if JICA would conduct it. As for basic materials for evaluation survey, materials of daily monitoring were supposed to be used effectively.

**Result:** The Mid-term Review started in late February 2016 was completed in March. Experts cooperated in the Review by being interviewed by the survey team and by accompanying the team when it visited relevant people.

The survey team evaluated that the first half period of the project was making proper progress toward achieving three outputs and the Project Purpose. It also formulated suggestions with the six items below:

- Proposal of revision of the PDM
- Establishment of implementation structure and formulating Action Plans
- Consideration for M&E
- Necessity for review and revision of rules and regulations related with Paurashava

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<sup>12</sup> In an oral survey in the Mid-term Review, it was reported that the collection of withhold tax was enhanced because of approaches made by tax collectors who participated in the pilot training.

administration

- Consideration on establishment of nation-wide training system
- Promoting the results of the Project in coordination with other activities

**Analysis of the background on the progress level:** Nothing in particular

**Output:** Nothing in particular

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

**Original plan:** To conduct training for mayors of Paurashavas in the same way as in the first year. In conducting it, it was meant to consult with JICA and support the training by such means as giving advice about the selection of candidates and the contents of the training to counterpart organizations, and coordinating them. It was also meant to cooperate in tasks to accept the trainees other than those to be dealt by JICA, such as creating a survey form about request for the training in accepting trainees, and creating an application form and a curriculum.

**Result:** According to the circumstances on the side of implementing agencies (A unified election of the heads and councilors of municipalities was conducted at the end of 2015.) the period was changed from the originally scheduled November 2015, and the training was held in May 2016. The training contents were mostly implemented as planned and the satisfaction of the trainees is high. The details are as follows:

## Second Year C/P Training for Paurashava mayors

- 1) **Theme:** To learn the system and operation method of Japanese local government
- 2) **Objective:** To implement training on Japanese local governance for mayors of Paurashavas which are targets of “Strengthening Paurashava Governance Project (SPGP)”, and to establish the basis towards the development of the operational and service capacity of Paurashava governance.
- 3) **Participants:** 28 people (25 mayors of Paurashavas and 3 LGD officials)
- 4) **Selection of Participants:** Following the discussion with JICA, the SPGP experts made suggestions for the selection of participants.
- 5) **Affiliated organizations:** Shizuoka University, Shizuoka Prefecture, Shizuoka City and others
- 6) **Lecturers:** Shizuoka University professors, Shizuoka city office staff members and a SPGP expert (Chief Advisor)
- 7) **Schedule, number of days:** May 15 – 21, 2016
- 8) **Place:** Shizuoka University, Shizuoka City and others
- 9) **Contents:** Following trainings were implemented.
  1. System of local governance (Division of roles among central government, prefectures and cities, detailed functions of cities)
  2. Local governance and finance (Comprehensive plan of the city, budget formulation and execution)
  3. Coordination between city administration and other sectors (e.g. citizen participation and promotion of private enterprises)
  4. Environmental governance (Shizuoka city’s measures of waste disposal)
  5. Shizuoka city’s plan for disaster prevention
  6. Measures on town/village revitalization activities
  7. Explanation and exchange of opinions on the draft “National Strategy for Paurashava Governance Improvement”

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

**Output:** The report on the training in Japan (Planned to be formulated), the record of acceptance of trainees (Annex 8)

The above is the result of reviewing activities in the second year. The result of other activities related to the “operation of the Project” is as follows.

About the system to operate the Project, the Project team on the Bangladesh side was expected to have three members: Project Director (PD), Project Manager (PM), and Assistant Project Manager (APM). However, PM has not been placed in the second year, which was the same as in the first year. In January 2016, PD was transferred and after a one-month blank the new PD took office. He was, however, transferred very shortly and the operations for the Project were handed over to the next PD.

Other than above, experts in charge of coordinating operations carry out duties of accounting and general affairs that are related to the whole Project according to JICA’s rules.

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

#### **3.1 Operational structure**

##### **3.1.1 Issues and resolutions**

- As was in the first year, it was only once a week when the team could meet the Project Director (PD), who was the key member in the implementing organization, because the Project office was not situated within the implementing organization, LGD but in NILG. As this situation suggests, there is a lack of communication between the team and the implementing organization. As means to address this issue of lack of communication, the team used Skype to have online meetings (including those held by parties from Japan) with PD (in Bangladesh) to promote opinion sharing with him, as well as visited the PD at home in weekends.
- The killings of aid workers (both Japanese and other foreign workers) since September 2015 prompted the JICA office to stop its experts' business trips to regions: a measure remained in force until December 2015. During this period, the team addressed the issue of Japanese experts not able to visit sites for field work by remote operation over telephone and email, as well as sending local consultants to the sites for technical guidance. (As of the present: May 2016, the team still ensures that the experts use a vehicle as the means of travel.)

##### **3.1.2 Lessons learned**

Concerning the issue of the outright lack of opportunities for communication with the implementing organization, the team will strive to reduce its negative impact by continuing to fully use such means as Skype conference and telephone calls (including international calls), email and visiting other parties at home. Also, if the public order deteriorates further, the team intends to ensure the safety of every expert by continuing to coordinate with the JICA office as well as practicing speedy information sharing within the team.

#### **3.2 Operational methods**

##### **3.2.1 Issues and resolutions**

- Although WG meetings were one of the principal means in formulating the Strategies, the team found it a considerable challenge to ensure attendance of the busy stakeholders while producing high quality outputs. Following the precedence of the first year, the team held altogether eight WG meetings by November 2015. Those meetings were generally successful, with high level of satisfaction was observed among the attendees<sup>13</sup>. The reasons for meetings' success included the following: a certain level of attendance was ensured; documentations submitted were of reasonable quality; and innovations in how matters are discussed. Specific aspects that concern ensuring of good

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<sup>13</sup> Based on the outputs of interviewing attendees at respective meetings and interviewing stakeholders at the Mid-term Review.



attendance included the following: in addition to advance notification, the team's efforts in making phone calls up to the morning of the meeting to encourage and confirm attendance and to visit crucial attendees before meeting. Concerning the documentations submitted: those had been prepared through repeated discussions within the team, while also incorporating results of comparative studies on strategies by respective countries in the governance sector; which, then reviewed by Bangladesh experts to ensure the content meets the requirements of local culture and circumstances. Distributed documents are prepared not only in English but also in the Bengali language. With regard to discussion: because of the number of attendees being about 30 people, the team ensured full discussions took place by ensuring sufficient discussion time and putting important agenda to subgroup discussion, so that as many attendees as possible could have the opportunity to speak. The prepared draft strategy document was proofread by the experts in governance sector strategies (a third party consultant for this project and Bangladesh university professors), who highly regarded it.

- The team conducted a questionnaire survey to those who underwent the second-year pilot training program to measure their level of satisfaction with the training itself. The team found the trainees' overall levels of understanding and of satisfaction to be high. (As previously stated, mean scores for levels of understanding and of satisfaction<sup>14</sup> were higher than 3.5 in 70 % of all trainees.) The following is the list of factors that contributed to the success:

- Appropriate running of TOT as a part of preparation, done with consideration to training lecturers. (All subjects);
- TOT and pilot training were implemented with consideration to trainees' levels of knowledge and practical experiences. (All subjects);
- Program included exercises and practice questions that matched the actual tasks and work performed at site. (Developmental planning and the financial affairs related subjects);
- Trainees' understanding was promoted by the following: Respective lecturers at training organizations were required to base their lectures on respective handbooks – a thorough enforcement of this policy maintained the quality across respective sessions; based on the specific attribute of trainees, exercises, though sometimes only short ones, were included in programs. (Orientation); and
- With regard to the actions by WC and TLCC, not only their overviews but such practical knowledge necessary for them to carry out their actions as steps of preparation and how to compile proceedings of meetings was included in the training program (Citizen Participation).

### **3.2.2 Lessons learned**

- With regard to WG meetings, it is likely that the following tools have been effective in vitalizing the sessions. The team will continue to use them as lessons learned.
- The Project secretariat encourages participants to come to the WG meeting to ensure a certain level of attendance;

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<sup>14</sup> Evaluation with scores 1–4, with the 4 being the highest score

- The team to pay particular attention when preparing the handouts and presentation resources, including preparation of a Bengali language version, and even distribute them in advance; and
- Use subgroup discussions to ensure as many attendees as possible have their views heard and to facilitate more in-depth discussions.
- With regard to the pilot training, in addition to what was gained from the first year, the following shall be added to the compiled future lessons:
  - TOT to be run to match the unique attributes of training lecturers. (Avoid a one-size-fits-all approach to TOT) ;
  - TOT and pilot training shall be done with consideration to trainees' levels of knowledge and practical experiences;
  - To raise the quality of handbooks, the Japanese and Bangladeshi experts (consultants, government organization employees, employees from the implementing organizations, etc.) shall take time to finalize the manuscript;
  - To make training programs easy to comprehend and practical, lecturers shall incorporate many case studies and practice questions; while facilitators offer trainees tailored support; and
  - In relation to community development, as much practical knowledge necessary as steps of preparation and how to compile proceedings of meetings shall be included in the training.

#### 4. Extent of the achievement of the Project Purpose

The study for the Mid-Term Review was conducted in March 2016. The following is a summary of results of evaluation of extent of the achievement of the Project Purpose.

<b>Project Purpose: Paurashava capacity development framework is established.</b>	
<b>Comprehensive Evaluation: ongoing</b>	
Objectives of Project are evaluated according to the five indicators. The Strategies to Strengthen Paurashava Governance is currently in the process of getting official approval, therefore such matters as the budget necessary to carry out the strategies, a system for monitoring, and responsibilities and role allocation for the concerned and/or interested parties shall be formulated after receiving the approval.	
<b>Indicators</b>	<b>Status or projection of attainment</b>
a. A mid-long term strategy for Pourashava capacity development and its implementation plan are officially approved.	[Evaluation: <u>ongoing</u> ] The Mid-term and Long-term Strategies to Strengthen Paurashava Governance are currently in the process of obtaining LGD's approval. The approval is expected to be granted in June 2016. Formulation of Actions Plans will start after official approval of the Strategies is granted.
b. A budget for the implementation of the strategy and the implementation plan is estimated and a plan to secure the budget is presented.	[Evaluation: <u>ongoing</u> ] Budget estimation for carrying out the Strategies has been prepared by a team of Japanese experts, and shared with their LGD counterpart. The required budget plan is at the state of being drafted, to be submitted to concerned government organizations.
c. A monitoring system for the implementation of the strategy and the implementation plan is installed.	[Evaluation: <u>not carried out</u> ] A system of monitoring is designed into the Strategies, though yet to be developed. To make it manageable for LGD, Paurashavas and concerned organizations, further discussions will be required.
d. Roles and organizations for the implementation is assigned.	[Evaluation: <u>ongoing</u> ] The Strategies to Strengthen Paurashava Governance define the responsibilities and role allocation for the concerned and/or interested

	<p>parties that are involved in carrying out the Strategies. In the future, more detailed investigation concerning the details of scope of responsibilities and role of each implementing organization, when carrying out principal actions in the factors that constitute the Strategies.</p> <p>Although the Strategies state staffing estimation required in carrying out the Strategies at the Paurashavas across the country, no staffing has been secured so far.</p>
e. A plan to share good practices of pilot Pourashavas with other Pourashavas is presented.	<p>[Evaluation: <u>not confirmed</u>]</p> <p>Measures for sharing cases of effective actions at Pilot Paurashavas are currently being investigated. The Project has planned to hold a meeting in the first half 2016 to share experiences by Pilot Paurashavas.</p>

In addition, following six recommendations were received from the Mid-Term Review Study Team, which is followed by the respective actions listed below.

Mid-Term Review Study Team Recommendations	Direction of actions by the Project team
1. Proposal of revision of the PDM	<ul style="list-style-type: none"> <li>In response to the Study Team's recommendations, the team is to set baseline indicators and objective indicators concerning PDM outputs on Paurashava Governance development by end of June; and</li> <li>PDM revision to be carried out by JCC.</li> </ul>
2. Establishment of implementation structure and formulating Action Plans	<ul style="list-style-type: none"> <li>While keeping close coordination with stakeholders, the team is to continue with formulation of action plans (LGD Action Plan, plan of training details, and Paurashava Action Plan)</li> </ul>
3. Consideration for M&E	<ul style="list-style-type: none"> <li>With sufficient regards to the current systems, the team is to develop drafts of Paurashava Action Plan and of M&amp;E System.</li> </ul>
4. Necessity for review and revision of rules and regulations related with Paurashava administration	<ul style="list-style-type: none"> <li>To speedily resume dialog with PD concerning this matter</li> </ul>
5. Consideration on establishment of nation-wide training system	<ul style="list-style-type: none"> <li>To consider it as a part of the aforementioned plan of training details.</li> </ul>
6. Promoting the results of the Project in coordination with other activities	<ul style="list-style-type: none"> <li>The team is first to establish partnership with LGED projects (MGSP, NOBIDEP, and UGIIP-III)</li> <li>Then, when there is a move by another donor to start a new project, the team is to initiate and maintain communication with the organizations that implement those project (such as LGED and NILG) for sharing handbooks and training methods.</li> </ul>

It has been about three months since the study for Mid-term Review was concluded. Also a revision of PDM was recommended by the Mid-term Review Study Team. Prompted by those, level and likelihood of attainment of the Project Purpose and other indicators as of June 2016 based on the draft revision of the PDM are considered in the section below.

The monitoring of the degree of attainment of project goal and outcomes in the progress report (as of June 2016)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	The planned time of realization (The project team set dates according to revised PDM and TOR for the consultant)	Results or prospect of realization of targets Note: 1. When the planned time of realization comes, the results are stated. 2. When the planned time of realization does not come yet: In the case when it is too early to monitor (the planned time of realization is far ahead), the monitoring time is shown. When the expected time of realization is not far, important points for conducting activities are stated.
<b>Overall Goal</b>				
Measures for Pourashava capacity development are taken nation-wide based on the mid-long term strategy	a. Progress of the action plan	Action Plan, monitoring report (ex-post project evaluation)	At the time of ex-post project evaluation	Premature to show prospect: To monitor the prospect from as at one year before the end of the project period
	b. Satisfaction level of Pourashava with capacity development support	Action Plan, monitoring results (ex-post project evaluation)	At the time of ex-post project evaluation	Premature to show prospect: To monitor the prospect from as at one year before the end of the project period
<b>Project Purpose</b>				
Pourashava capacity development framework is established	a. A mid-long term strategy for Pourashava governance improvement and its action plan are officially approved and circulated.	Project progress report	Strategy: by June 2016 Action plan: by June, 2017	Strategy: In progress towards the final approval Action plan: Premature to tell
	b. A budget for the implementation of the strategy and the implementation plan is estimated and a plan to secure the budget is presented	Project progress report, relevant policy documents	By May, 2016	Important point: Activities should be carried out without delay, as the securing the budget is a difficult task.

	c. A methodology with formats to monitor the implementation of the strategy is clarified.	Project progress report, relevant policy documents	By the time of project completion (December, 2017)	Premature to show prospect: To start a substantial action after January, 2017
	d. A plan to share good practices of pilot Pourashavas with other Pourashavas is presented.	Project progress report, Strategy	By December, 2017	Premature to show prospect: To make continuous effort for accumulating good practices in each pilot Paurashava
<b>Outputs</b>				
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 action plan are finalized with the consent of stakeholders	Project progress report	Strategy draft: completed Action plan (pilot Paurashavas):by May, 2017 Action plan (LGD, training institutes): by May, 2017	Important point: To start activities from the beginning of third year, as it will take to establish consensus among stakeholders.
	1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified.	Project progress report	By the time of project completion (December, 2017):	Important point: To start activities from the beginning of third year, as it will take much time to formulate rules and implement them.
	1-c. Roles and responsibilities of stakeholders in capacity development of Pourashavas are defined in action plans.	Draft strategy and minutes of WG meetings	By May, 2017	Important point: This will be completed by the formulation of various Action Plans.

2. Tools and training courses for Paurashava capacity development are in place	2-a. Manuals and guidelines required to perform core functions are developed	Project progress report	By May, 2017	<p>Result: Handbooks of the following subjects are formulated by May, 2016.</p> <ul style="list-style-type: none"> <li>- Budget Formulation, Accounting, Tax Collection, Tax Assessment, Finance for Mayors and Councilors, Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors, Citizen participation (Revised version)</li> <li>- Development Planning (New)</li> <li>- Monitoring and Evaluation of Paurashavas' activities, Master Plan, Streets and Drainages (Under formulation)</li> </ul> <p>Important point: To proceed with necessary activities steadily for other subjects.</p>
	2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed.	Training evaluation reports	By May, 2017	Result: As at May, 2016, total 14 training courses were implemented (The number of subjects except for supplementary training and follow-up is nine). Details are shown in the Annex 9, "Summary of outputs of pilot training (first and second years)".
	2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6.	Project progress reports	By May, 2017	Result: The averages of trainees' understanding and satisfaction on all the conducted training courses are 3.6 respectively and the target was realized.
	2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.	Training evaluation reports	By May, 2017	Result: The average of trainees' understanding of the handbooks is 3.5 and the target was realized.

3. Administrative and manageable capacity of the pilot Pourashavas is improved	<p>Paurashava staff's improvement of performance in pilot Paurashavas in the subjects in which pilot training was provided as follows. (Note: Target numbers of indicators will be set by June 2016.)</p> <ul style="list-style-type: none"> <li>• <b>Budget formulation:</b> Preparation of the budget document following rules and regulations, timely submission of the budget document and so on.</li> <li>• <b>Accounting and monitoring:</b> Timely entry of accounting data and daily / monthly checking, monthly monitoring</li> <li>• <b>Tax collection:</b> Improvement in tax collection efficiency, timely preparation of demand and collection register, monitoring of tax collection amount and so on.</li> <li>• <b>Tax assessment:</b> Implementation of timely re-assessment, increase in the total and average demand amount</li> <li>• <b>Citizen participation:</b> Appropriate frequency of and number of participants in WC and TLCC meetings</li> <li>• <b>Development planning:</b> Preparation of development plans in line with the operational handbook</li> </ul>	Monitoring results of pilot Paurashavas	By May, 2017	Important point: Results of baseline figures are confirmed and target indicators are identified by June, 2016. The degree of improvement of performance is measured by the comparison of these before and after data.
<b>Activities</b>				
1-1. Analyze prescribed and actual roles/responsibilities of Pourashavas, an institutional/policy environment surrounding Pourashavas and challenges facing them.			June 2014 (the original plan*1), August 2014 (the revised schedule*2)	Result: Completed at the time of September 2014
1-2. Identify core functions of Pourashavas and priority capacity development needs.			June 2014 (the original plan*1), August 2014 (the revised schedule*2)	Result: The compilation of the survey result was done at the time of September 2014, and the development needs were identified.

1-3. Develop a training implementation setup in consultation with stakeholders.	September 2014	Result: Training implementation setup is stated in the final draft Strategy. Details will be stated in the Detailed Training Plan.
1-4 Review the past and ongoing efforts to develop Pourashavas' capacity in performing core functions identified through Activity 1-2.	May 2014 (the original plan*1), October 2014 (the revised schedule*2)	Result: Research on the good practices was completed in November, 2014.
1-5 Form a working group consisting of stakeholders for the preparation of a mid-long term strategy for Pourashava capacity development.	July 2014	Result: Established as planned by July, 2015.
1-6 Develop the draft strategy based on discussions in the working group and in light of feedback from Activity 1-4 as well as capacity development activities in pilot Pourashavas (Activities 3-3 to 3-5).	September 2014 (the original plan*1), May 2015 (the revised schedule*2)	Result: Completed by March, 2016.
1-7 Prepare an action plan of the mid-long term strategy.	September 2014 (the original plan*1), May 2015 (the revised schedule*2)	Result: Not completed. Action plan will be formulated separately from the Strategy in 3rd year.
1-8 Analyze an institutional/policy environment for Pourashava capacity development and provide necessary support for policy implementation/institutional development to strengthen Pourashavas	The analysis of situation on the system and policy: September 2014 (the original plan*1), May 2015 (the revised schedule*2)	Result: It was conducted as a preparatory activity for strategy formulation. The research results are reflected in the Chapter 2 of the strategy.
	Necessary support: to be conducted after the completion of Draft strategy	Important point: It will be conducted by utilizing the opportunity of WG meetings.



1-9 Provide necessary support to carry out activities based on the action plan.	After the completion of Draft Strategy in September 2014 (the original plan*1), June 2015 (the revised schedule*2)	Important point: It will be conducted by utilizing the opportunity of WG meetings.
1-10 Conduct the survey for reviewing the situation of rules and regulations related with Paurashava Act 2009.		Completed
1-11 Set the list of required rules and regulations for revision and/or development for implementing the Strategy.	September 2016	Important point: To resume discussion with PD, LGD soon after the start of third year.
2-1 Review existing manuals and guidelines and the past training programs with regard to core functions of Pourashavas.	September 2014 (the original plan*1), October 2014 (the revised schedule*2)	Result: It was completed as a part of preparatory activity for the training.
2-2 Develop/revise manuals and guidelines required to perform core functions.	Implemented by the project 3 <sup>rd</sup> year	Result: By May 2016 a handbook of one subject was newly formulated and those of seven subjects were revised.
2-3 Develop/revise training modules using the manuals and the guidelines developed in Activity 2-1.	Implemented by the project 3 <sup>rd</sup> year	Result: All the training subjects have to be decided to formulate the modules. Therefore, this task will be completed in the last year.
2-4 Develop/revise training curriculum and materials.	Implemented by the project 3 <sup>rd</sup> year	Result: By May 2016 a set of training curriculum and materials was newly formulated and those of seven subjects were revised.
2-5 Identify the providers of the training courses developed/revised through Activities 2-2 & 2-3 and conduct TOT.	Implemented by the project 3 <sup>rd</sup> year	Result: TOT was conducted in all the subjects of training conducted up the end of second year.
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.	Implemented by the project 3 <sup>rd</sup> year	Result: Conducted as necessary and the activities lead to the above mentioned revision of documents in seven subjects.

3-1 Select pilot Pourashavas for capacity development support.	April 2014	Result: Conducted in May 2014
3-2 Conduct a baseline survey on citizens' satisfaction level with Pourashava services and Pourashava service coverage.	June 2014 (the original plan*1), August 2014 (the revised schedule*2)	Result: Completed in September 2014, including the compilation of the report
3-3 Conduct training using training modules, curricula and materials developed through Activity 2-3 & 2-4.	Implemented by the project 3 <sup>rd</sup> year	Result: As at May, 2016, total 14 training courses were implemented (The number of subjects except for supplementary training and follow-up is nine). Details are shown in the Annex 9, "Summary of outputs of pilot training (first and second years)".
3-4 Provide support for pilot Pourashavas to carry out administrative activities with regard to core functions.	Implemented by the project 3 <sup>rd</sup> year	Result: Follow-up activities stated on the left were implemented continuously after the completion of the training.
3-5 Analyze the results of pilot activities and experience of other Pourashavas, and identify good practices that can be useful for other Pourashavas.	Implemented by the project 3 <sup>rd</sup> year	Result: Noticeable good practices were not collected yet by the end of second year.
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 Bangaldesh.	<ul style="list-style-type: none"> <li>• To be utilized for the development and revision of materials (May and June 2015)</li> <li>• Information sharing between the pilot Paurashavas and the other neighboring Paurashavas in the pilot activity (After April 2015, as</li> </ul>	<p>Result:</p> <ul style="list-style-type: none"> <li>• The result of good practice survey was reflected in the draft Strategy (in the first year)</li> <li>• Information sharing on the entire project activities including training was conducted by the use of Facebook. (in the second year)</li> </ul>

	appropriate) • To be reflected into the Strategy (June 2016)	
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Note:

- \* 1 It is the implementation plan of project and inception report
- \* 2 It is the revised plan (2nd work plan).

### **Proposal for improvements for next year**

Below presents the improvements proposed for the next Project year for respective outputs, based on the results of the investigation for Mid-term Review (especially the parts concerning recommendations) and the aforementioned consideration on level of attainment of the Project Purpose and Outputs.

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

The following three indicators are specified for this area.

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

The Strategy draft (third version) was confirmed by the implementing agency (Secretary, LGD) and the Strategy will be officially approved by Bangladesh government by the end of June, 2016. Action Plans (Detailed Training Plan, Paurashava Action Plan and LGD's Action Plan) will be formulated separately from the Strategy.

1-b. Rules and regulations to be revised and/or newly developed for strategy implementation are identified. As the work to prepare the Strategies progresses, the challenges in the existing legislative framework are being identified. In the third year, a draft for necessary revisions of Rules and Regulations shall be prepared.

1-c. Roles and responsibilities of stakeholders in capacity development of Paurashavas are defined in action plans.

Main roles of respective organizations to implement the Strategies have already been confirmed in the already prepared (and approved) volumes of the Strategies. In the third year, more detailed roles and actions will become clear as respective organizations develop their own action plans to make the Strategies a reality.

**Output 2:** Tools and training courses for Paurashava capacity development are in place.

The following four indicators are specified for this area.

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

No particular proposal has been made to improve this area. The manuals and guidelines are being developed to tackle the 14 priority challenges (which the stakeholders currently call the "Operational Guidebook".) The team aims to prepare all the subjects by completion of this Project (including the part with aid from other projects).

2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed.

As of May 2016, a total of 14 training courses (in 9 subjects excluding supplementary and follow-up subjects) are being or have been run. (Annex 9: Summary of outputs of pilot training (first and second years)) The team will continue to develop and run high-quality training courses.

2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6. As of May 2016, a total of 14 training courses are being or have been run. Fourteen questionnaire studies have been conducted to let trainees evaluate the courses. The average (mean) scores for understanding and satisfaction were 3.6 and 3.6, respectively.

2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5. As of May 2016, a total of 14 training courses are being or have been run. In four courses, the trainees were asked to evaluate "Ease of understanding" of the Operational Handbook. The average (mean) score of their evaluation was 3.5.

**Output 3:** Administrative and manageable capacity of the pilot Paurashavas is improved.

The following three indicators are specified for this output category.

Paurashava staff's improvement of performance in pilot Paurashavas in the subjects in which pilot training was provided as follows.(\*)

- Budget formulation: Preparation of the budget document following rules and regulations, timely submission of the budget document and so on.
- Accounting and monitoring: Timely entry of accounting data and daily / monthly checking, monthly monitoring
- Tax collection: Improvement in tax collection efficiency, timely preparation of demand and collection register, monitoring of tax collection amount and so on.
- Tax assessment: Implementation of timely re-assessment, increase in the total and average demand amount
- Citizen participation: Appropriate frequency of and number of participants in WC and TLCC meetings
- Development planning: Preparation of development plans in line with the operational handbook

\*Note: The team will confirm the status of baseline indicators by June 2016, set the objective indicators at the time of completion of the Project for each of the aforementioned categories, and strive for their attainment.

# 5. Activity plan for the next phase

	First year contract period												Second year contract period												Third year contract period																																							
	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																
<b>[The first year contract period: February 2014~June 2016]</b>																																																																
<b>[Phase of needs analysis and strategy formulation: February 2014~September 2014]</b>																																																																
(1) Formulate an inception report and work plan through discussions																																					■																											
(2) Discuss target indicators of the project (Revision of indicators was conducted in October.)	■																																				■																											
(3) Construct a vision of what Paurashavas should be like, analyze their needs, and identify their core functions and priority areas for capacity building	■																																				■																											
(4) Select training implementation agencies (Develop a training implementation setup)	■																																				■																											
(5) Review on-going and past efforts, and extract good practices	■																																				■																											
(6) Establish a working group consisting of agencies working for Paurashava governance enhancement	■																																				■																											
(7) Develop the draft mid-long term strategy for Paurashava capacity development and its implementation plan	■																																				■																											
(8) Propose through the working group plans for institutional improvement for Paurashavas' governance development and the implementation structure of the mid-long term strategy. (NOTE: Because of the extension of period of activity (7), this activity is moved and included into the item (1) of the next phase of pilot activities, as at the end of July 2014.)	■																																				■																											
(9) Review existing operational manuals, guidelines and training programs	■																																				■																											
(10) Select pilot Paurashavas	■																																				■																											
(11) Conduct a baseline survey	■																																				■																											
(12) Identify and collect good practices	■																																				■																											
<b>[Phase of pilot activities: October 2014~June 2015]</b>																																																																
(1) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy																																					x				x				x																			
(2) Develop and revise operational manuals/guidelines, training modules, curricula and materials for Paurashavas' governance enhancement																																					■				■				■																			
(3) Conduct Training of Trainers (TOT)																																					■				■				■																			
(4) Conduct pilot training																																					■				■				■																			
(5) Support pilot Paurashavas' administrative activities																																					■				■				■																			
(6) Identify good practices																																					■				■				■																			
(7) Share identified good practices with other Paurashavas																																					■				■				■																			
(8) Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement. (As the activity was not conducted by June, 2015, it will be conducted in and after September, 2015.)																																					■				■				■																			
<b>[The second-year contract period: July 2015~June 2016]</b>																																																																
<b>[Phase of strategy formulation and pilot activities: July 2015~December 2015]</b>																																																																
(1) Revise practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance																																					■				■				■																			
(2) Finalize the mid-long term strategy for Paurashava capacity development and its implementation plan																																					■				■				■																			
(3) Provide support to the final approval and budgeting process of the strategy																																					■				■				■																			
<b>[Phase of pilot training and activities: January 2016~June 2016]</b>																																																																
(4) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy																																					x				x				x																			
(5) Conduct TOT																																					■				■				■																			
(6) Conduct pilot training																																					■				■				■																			
(7) Support Paurashava's administrative activities																																					■				■				■																			
(8) Identify good practices																																					■				■				■																			
(9) Share identified good practices with other Paurashavas																																					■				■				■																			
(10) Support the mid-term review of the project																																					■				■				■																			
(11) C/P Training to Paurashava mayors in Japan																																					■				■				■																			
<b>[The third-year contract period: July 2016~December 2017]</b>																																																																
<b>[Strategy Implementation: July 2016~December 2017]</b>																																																																
(1) Revise or formulate practical manuals/guidelines, training modules, curricula, and materials for Paurashavas' governance enhancement																																					■				■				■																			
(2) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy																																					■				■				■																			
(3) Provide support for the monitoring of the mid-long term strategy for Paurashava capacity development																																					■				■				■																			
(4) Provide support for institutional improvement for Paurashavas' governance development and establishing the implementation structure of the strategy																																					■				■				■																			
(5) Conduct TOT																																					■				■				■																			
(6) Conduct pilot training																																					■				■				■																			
(7) Support Paurashava's administrative activities																																					■				■				■																			
(8) Identify good practices																																					■				■				■																			
(9) Share identified good practices with other Paurashavas																																					■				■				■																			
(10) Support the terminal evaluation of the project																																					■				■				■																			
(11) C/P Training to Paurashava mayors in Japan																																					■				■				■																			
(12) Formulate the project completion report																																					■				■				■																			

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## 1. PDM (Original Version and Revised Version)

### 1.1. PDM (Original Version)

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

## 1.2. PDM (Revised Version)

### 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
<b>Overall Goal</b>			
Measures for Paurashava capacity development are taken nation-wide based on the mid-long term strategy	Progress of the <u>action plan</u> Satisfaction level of Paurashava with capacity development support	Action Plan monitoring Report Action Plan monitoring results	
<b>Project Purpose</b>			
Paurashava capacity development framework is established	a. A mid-long term strategy for Paurashava <u>governance improvement</u> and its <u>action plan</u> are officially approved <u>and</u> circulated. 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
<b>Outputs</b>			
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 plan</u> 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. 2-b. More than 15 Training courses to enhance Paurashavas capacity to perform core functions are developed. 2-c. Results of training evaluation (understanding and satisfaction) by trainees of pilot Paurashavas get 3.6. 2-d. The degree of trainee's understanding on Operational Handbooks in pilot Paurashavas gets 3.5.	Project progress report Training evaluation reports Project progress report Training evaluation reports	
3 Administrative <u>and manageable</u> capacity of the pilot Paurashavas is improved	Paurashava staff's improvement of performance in pilot Paurashavas in the subjects in which pilot training was provided as follows.(*) •Budget formulation: Preparation of the budget document following rules and regulations, timely submission of the budget document and so on. •Accounting and monitoring: Timely entry of accounting data and daily / monthly checking, monthly monitoring •Tax collection: Improvement in tax collection efficiency, timely preparation of demand and collection register, monitoring of tax collection amount and so on. •Tax assessment: Implementation of timely re-assessment, increase in the total and average demand amount •Citizen participation: Appropriate frequency of and number of participants in WC and TLCC meetings •Development planning: Preparation of development plans in line with the operational handbook	Monitoring results of pilot Paurashavas	

Narrative Summary		Inputs	Important Assumptions
<b>Activities</b>		<b>Bangladesh</b>	
1-1	Analyze prescribed and actual roles/responsibilities of Paurashavas, an institutional/policy environment surrounding Paurashavas and challenges facing them.	<b>*Project personnel concerned</b> (1) Project Director (LGD) (2) Project Manager (LGD) (3) Counterpart (CP) personnel (LDG) (4) Personnel from organizations concerned (NILG, LGED, etc.)  <b>*Project Operational Cost</b> Office space and facilities, basic office supplies, administrative cost (utilities, telephone, etc.), counterpart personnel salary, other necessary recurrent cost)  <b>*Project Implementation Cost</b> (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 plan</u> 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 situation of rules and regulations related with Paurashava Act 2009.</u>		
1-11	<u>Set the list of required rules and regulations for revision and/or development for implementing the Strategy.</u>		
		<b>Japan</b>	
2-1	Review existing manuals and guidelines and the past training programs with regard to core functions of Paurashavas.	<b>* Experts</b> (1) Chief Advisor/Local Administration Development Strategy (2) Development Planning (3) Public Financial Management (4) Training Development (5) Other (if necessary)  <b>*Local Consultant</b> (if necessary)  <b>*Training in Japan/Third Country</b>  <b>*Equipment</b>  <b>*Project Implementation Cost</b> surveys, training curricula/material development, TOT, training in pilot sites, seminars/workshops, etc.	
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.		
			<b>Pre-conditions</b>
3-1	Select pilot Paurashavas for capacity development support.		- Personnel are assigned to Urban Wing of LGD - Partner institutions assign appropriate personnel for Paurashava capacity development activities
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 Bangladesh		
(*) Target numbers of indicators will be set by June 2016			

## 2. The Detailed Plan of Activities

### 2.1. July 2015 - September 2015

#### 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		Actual				Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term			
		Actual Plan	7	8	9			Mark*							
								7	8	9			Actual outputs		
1.1	Conduct various kinds of follow-up activities after training	A								n.a.	○	○		Post-training self-assessment summary sheet	
		P													
1.2	Revise practical manual/guidelines, training module, curriculum, and materials on "orientation course", when necessary (by December, 2015) August: Gathering feedback from Paurashavas September: Do.	A								n.a.	○	○	None		Revise manual based on feedback
		P													
1.1	Conduct various kinds of follow-up activities of activity item (7)	A								n.a.	○	○			
		P													
1.2	Revise practical manual/guidelines, training module, curriculum, and materials, when necessary (by December, 2015)	A								n.a.	○	○	Collected comments from pilot paurashavas.	Feed-backs from paurashavas were collected through the follow-up visits to paurashavas.	Reflect the comments from paurashavas to the operation manuals by December.
		P													
1.1	Conduct various kinds of follow-up activities of activity item (7)	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
		P													
1.2	Revise practical manual/guidelines, training module, curriculum, and materials when necessary (by December, 2015) August: none September: Collect feedback from Paurashava level people	A								n.a.	n.a.	○	Feedback from direct users: concerned people at the Upazila level is collected.		Points to be revised for more practical manuals are examined based on collected information in the follow-up activity (1.1)
		P													

Persons involved in activities: Fusamae, Azeta, and Matoba/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 (Fusamæ)	Conduct various kinds of follow-up activities of activity item (7)	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 (Azeta)	Conduct various kinds of follow-up activities of activity item (7)					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 (Matoba / Suginaga)	Conduct various kinds of follow-up activities of activity item (7)	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	9				
1	Continue discussion at the opportunity of WG meetings	A				Sasao, Sato	Minutes of WG meetings	n.a.	○	○	7th WG meeting was held as planned on Sept.15 and the M/M is under formulation.	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				Sasao, Sato, Fusamae, Azeta	Draft strategy	○	○	○	Draft strategy of Chapter 3 and 4 were revised and Chapter 5 was formulated. Various feedback for improvement was also provided in 7th WG meeting.		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**

**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.		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 Plan	7	8	9			Mark*					Actual outputs			
							7	8	9						
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	Draft strategy	n.a.	n.a.	n.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 consultant 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**

**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 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 consultant 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				
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*				
	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									
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									
1.2	Conduct pilot training (Development Plan) August: None September: None	A							n.a.	Conduct training in 4 pilot Paurashavas	
		P									
1.1	Prepare for the pilot training (other than TOT) August: None September: None	A							n.a.	n.a.	
		P									
1.2	Conduct pilot training August: None September: None	A							n.a.	n.a.	
		P									

Persons involved in activities: Fusamae, Ido

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

Activities	July				August			
	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 except for 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 (Ido) Prepare for the pilot training except for 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		Actual Plan	7	8	9	Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term
								Mark*				
Activities							7	8	9			
1.1	Prepare for the pilot training (Orientation) 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				Fusamae	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				Azeta	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				Suginaga	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		Actual			Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term					
		Plan	7	8			9	Mark*								
								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							Azeta	Field Visit report / Follow-up progress report	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							Azeta	Field Visit report / Follow-up progress report	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							Azeta	Field Visit report / Follow-up progress report	n.a.	n.a.	○	Follow-up plan for the tax assessment.		Visit two paurashavas (Athagaria and Sengarchar) to support tax assessment activities.
		P														
5	Implement support activities (Citizens' participation) August: Programming training at Paurashava level September: Conducting training at Paurashava level	A							Matoba/Suginaga	Completed training at Paurashava level	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			
1 Collect good practices from various pilot activities Septemeber: Discussion on the method of identification of good practices	A								Plan of comming activities		Continue monitoring the 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				
				Actual	7	8			9	Mark*	Actual outputs	
Activities	Plan	A	P	7	8	9	Mark*	Actual outputs				
									1	Share the accumulated good practices with many Paurashavas September: Discussion of sharing method	A	P
2		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	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.		

\* ○: 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 Plan	7	8	9			Mark*					Actual outputs
							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**

**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 Conduct supportive activities such as information provision and discussion	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**

(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 Plan	7	8	9			Mark*					Actual outputs	
							7	8	9				
1	Preparation of training (This will start in December, 2015)	A							n.a.	n.a.	n.a.		
		P											
2	Conduct training in Japan	A							n.a.	n.a.	n.a.		
		P											

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. October 2015 - December 2015

### 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*										
						10		11	12							
Fusamae	1.1	Conduct various kinds of follow-up activities after training	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 Paurashavas' 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												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 GLZ.	The final revision of training manuals on the citizen participation will be conducted based on the information collected in previous term activities.
			P								○	△	△	The direction and necessary points to be revised in the manuals are identified from the feedback of training participants and local staff members.		

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

Monthly monitoring

Person in Charge	October				November					
	Activities (Oct.-Dec.2016)		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	Conduct various kinds of follow-up activities of activity item (7)	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 / Sugnaga	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]**

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*					
							10	11			12	
1	Continue discussion at the opportunity of WG meetings	A	[Progress bar: 100% complete]			Sasao, Sato	Minutes of WG meetings	△	○ (complete)	Minutes of WG meetings		
		P	[Progress bar: 100% complete]									
2	Formulate draft of Strategy (Target date is October, 2015)	A	[Progress bar: 100% complete]			Sasao, Sato, Fusamae, Azeta	Draft strategy	△	○	○	First draft strategy was completed in November.	To continue review of the draft by important stakeholders and also a professional proof reader
		P	[Progress bar: 100% complete]									

\*○: 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 Strategy including all the chapters was submitted to JICA.	1st Draft Strategy	○		

December				
Activities	Progress Situation at the end of December		Mark*	Necessary Corrective Action for Next Month
	Activities	Outputs		
1	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	
2	Formulate draft of Strategy (Target date is October, 2015)	Review of 1st draft started among stakeholders in December.	○	

**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*								
	Plan						10	11			12	Actual outputs			
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.	
2	Conduct other necessary activities	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	Continue discussion at the opportunity of WG meetings	n.a.	n.a.	n.a.
2	Conduct other necessary activities	n.a.	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)】**

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*					
							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*	Necessary Corrective Action for Next Month	
	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)	△	To accelerate the process

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	10	11		12	Mark*											
								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										Decided schedule, method and instructors	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										Conducted TOT recorded in the report	n.a.	n.a.	n.a.			
			P																

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

Monthly monitoring

Person in Charge	Activities		October				November			
			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.	

Person in Charge	Activities		December			
			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 Plan	10	11		12	Mark*					Actual outputs			
								10	11	12						
Fusamae	1.1	Prepare for the pilot training (other than TOT) (Development Planning) Completed in previous quarter	A								n.a.	n.a.	n.a.			
			P													
	1.1	Prepare for the pilot training (other than TOT) (M&E of Paurashava activities) October-December: None	A									n.a.	n.a.	n.a.		Preparation of an outline of a handbook on M&E
			P													
	1.2	Conduct pilot training (Development Plan) October: Implementation of training November: Report preparation and revision of training handbook December: None	A	■	■	■	■	■	■	■	■	△	△	△	Training implementation report	Implementation of pilot training in one Paurashava
			P	■	■	■	■	■	■	■	■					
Ido	1.1	Prepare for the pilot training (other than TOT) (Infrastructure related subjects) October: Identification of subjects November: Identification of subjects and making TOR of consultants to prepare teaching materials December: Decision of responsible consultants and start of making teaching materials	A		■	■	■	■	■	■	○	○	△	Decided training subjects, TOR of consultants and selection of consultants	Making teaching materials was not started yet, as the contracts were not made yet.	To agree on the contracts and to start making teaching materials
			P		■	■	■	■	■	■						
	1.2	Conduct pilot training October: None November: None December: None	A									n.a.	n.a.	n.a.		To conduct pilot training (in April)
			P													

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

Monthly monitoring

Person in Charge	Activities		October			November			Necessary Corrective Action for Next Month	
			Progress Situation at the end of October		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of November			Mark*
			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.		
	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.	

Person in Charge	Activities		December			Necessary Corrective Action for Next Month
			Progress Situation at the end of December		Mark*	
			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*									
							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						
		P					n.a.	n.a.	n.a.							
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 assessment).
		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

Person in Charge	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		
Fusamæ	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	○	

Person in Charge	December					
	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 NILG to use 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】

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	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		■	■	Azeta	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	■	■	■	Azeta	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

Activities		October			November			Necessary Corrective Action for Next Month
		Progress Situation at the end of October		Mark*	Progress Situation at the end of November		Mark*	
		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 Athagara 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.	

Activities		December			Necessary Corrective Action for Next Month
		Progress Situation at the end of December		Mark*	
		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		Actual	Progress situation in general			Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term						
			10	11	12			Mark*		Actual outputs								
Activities	Plan																	
1	Collect good practices from various pilot activities	A P									Nakamura	Compiled good practices						
1-1	Discussion in the team on how to accumulate and use good practices	A P		■	■						All the experts	Discussion results	△	△	○ (Complete)	Format of good practice collection		
1-2	During the various follow-up activities each expert explain formulation of good practices	A P		■							Experts in charge of training	Briefing result	△	△	n.a.	Briefing result (Chief advisor's approach to the mayors who attended in a WG meeting.)	Direct briefing to Paurashava staff by Japanese experts was not done, as the experts are not allowed to visit local areas at mom.	To conduct briefing to Paurasahava staff, whenever possible
1-3	Conducting training follow-up and formulation of good practices	A P		■	■						Experts in charge of training	Good practices	n.a.	n.a.	n.a.			To conduct training follow-up

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

Monthly monitoring

Activities		October			November			Necessary Corrective Action for Next Month	
		Progress Situation at the end of October		Mark*	Progress Situation at the end of November		Mark*		
		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 Paurashavas.	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

Activities		December			Necessary Corrective Action for Next Month
		Progress Situation at the end of December		Mark*	
		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 Paurashava 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		Actual	Progress situation in general			Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
			10	11	12			Mark*					Actual outputs
								10	11	12			
Activities	Plan												
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		■	■	■	■	■					Continuance of the same activity
1-2	Presentation on good practices by pilot Paurashavas (expected to be start in Jan., next year)	A							n.a.	n.a.	n.a.		
		P											Presentation on good practices by pilot Paurashavas
1-3	Conducting training follow-up and formulation of good practices	A											
		P							n.a.	n.a.	n.a.	Not yet	Training follow-up has been conducted but it is too early to formulate good practices.

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

Monthly monitoring

Activities		October				November			
		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.	

Activities		December			
		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						10	11	12			
1 Conduct supportive activities such as information provision and discussion	A								n.a.	n.a.	n.a.	n.a.
	P											

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

**Monthly monitoring**

Activities	October			Mark*	Necessary Corrective Action for Next Month	November			Mark*	Necessary Corrective Action for Next Month
	Progress Situation at the end of October		Mark*			Progress Situation at the end of November		Mark*		
	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.			

Activities	December		Mark*	Necessary Corrective Action for Next Month
	Progress Situation at the end of December			
	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】

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 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**

Activities	October				November			
	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.	

Activities	December			Mark*	Necessary Corrective Action for Next Month
	Progress Situation at the end of December		Outputs		
	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. January 2016 – March 2016

### 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	1	2		3	Mark*				Actual outputs				
		Plan					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)	See (7)	See (7)
Fusamae	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 orientation training handbook		None
			P												
Azeta	1.1	Conduct various kinds of follow-up activities of activity item (7) (Support Pourashavas' administrative activities)	A							n.a.	n.a.	○	See (7)	See (7)	See (7)
			P												
Azeta	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							○	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)
			P												
Suginaga	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							○	○	△	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		
Fusamae	1.1	Conduct various kinds of follow-up activities of activity item (7)	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.	
	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					
	Activities	Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month	
		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]

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	1	2			3	Mark*					
								1	2			3	
1	Continue discussion at the opportunity of WG meetings February: Get consensus of LGD on Strategy March: Get consensus by JCC	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)
		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**

Activities		January			February				
		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

Activities		March			
		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	The outline of Strategy was approved by Secretary. JCC was not held because of difficulty to gather relevant attendants.	No minutes of WG meetings	△	To make the entire content of Strategy confirmed by stakeholders at TWG (Technical Working Group)
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]**

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*				
								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**

Activities		January			February			Necessary Corrective Action for Next Month
		Progress Situation at the end of January		Mark*	Progress Situation at the end of February		Mark*	
		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 Plan	1	2			Mark*				
						1	2	3		
1 Continue discussion at the opportunity of WG meetings (This activity will start after October) February: Confirm the Strategy implementation structure within important stakeholders March: Confirm the above structure in JCC	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	
	P									
2 Conduct review of rules and regulations related to Paurashavas January: Discuss the concrete approach February: Start review task March: Continue the review task	A						Reviewed and newly formulated rules and regulations	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)	
	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	1	2		3	Mark*								
								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.			
			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

Person in Charge	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		
Fusamæ	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.	

Person in Charge	March					
	Activities		Progress Situation at the end of March		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamæ	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.	n.a.	n.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.	○	△	×	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

Person in Charge	Activities		January			February			Necessary Corrective Action for Next Month	
			Progress Situation at the end of January		Mark*	Necessary Corrective Action for Next Month	Progress Situation at the end of February			Mark*
			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.	

Person in Charge	Activities		March			Necessary Corrective Action for Next Month
			Progress Situation at the end of March		Mark*	
			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*									
							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.				

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

Monthly monitoring

Person in Charge	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		
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.	

Person in Charge	March					
	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		Actual			Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term						
		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								Azeta	Field Visit report / Follow-up progress report	n.a.	○	○	Field Visit report / Follow-up progress report	Examined the progress of works at all pilot paurashavas through phone calls. Local consultant visited Bakerganj paurashava for the OJT of accounting and budget monitoring.	To continue the follow-up activities and monitor the progress
		P															
3	Implement support activities (Tax collection)	A								Azeta	Field Visit report / Follow-up progress report	n.a.	○	○	Field Visit report / Follow-up progress report	Examined the progress of works at all paurashavas through phone calls. Visited Khanaigat paurashavas for the OJT of tax collection.	To continue the follow-up activities and monitor the progress
		P															
4	Implement support activities (Tax assessment)	A								Azeta	Field Visit report / Follow-up progress report	n.a.	○	○	Field Visit report / Follow-up progress report	Examined the progress of works at Sengarchar and Athagaria through phone calls.	To continue the follow-up activities and monitor the progress
		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								Suginaga	Monitoring report on WC/TLCC activities	○	○	○	Updated monitoring report on WC/TLCC activities		To continue information collection and update the monitoring report continually
		P															

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

Monthly monitoring

Activities		January			February			Necessary Corrective Action for Next Month
		Progress Situation at the end of January		Mark*	Progress Situation at the end of February		Mark*	
		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	○	

Activities		March			Necessary Corrective Action for Next Month
		Progress Situation at the end of March		Mark*	
		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		Actual			Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term		
		Plan	1	2			3	Mark*				Actual outputs	
			1	2			3	1	2				3
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: Completed	A	○	○	○	All the experts	n.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	○	○	○	Experts in charge of training	Briefing result	n.a.	×	△	Briefing result (An expert visited some paurashavas in the subject of development planning and encouraged them to formulate a good practice in the subject.)	Because of security reason, many opportunities of experts' visit to Paurashavas were postponed .	To continue encouragement of formulation of good practices by each expert
		P	○	○	○								
1-3	Conducting training follow-up and formulation of good practices	A	○	○	○	Experts in charge of training	Good practices	n.a.	n.a.	n.a.	Various activities were conducted but they did not reach the stage of good practices yet.		To continue follow-up activities planned in each subject
		P	○	○	○								

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

Monthly monitoring

Activities		January			February			Necessary Corrective Action for Next Month
		Progress Situation at the end of January		Mark*	Progress Situation at the end of February		Mark*	
		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.	

Activities		March			Necessary Corrective Action for Next Month
		Progress Situation at the end of March		Mark*	
		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		Actual			Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term		
		Plan	1	2			3	Mark*				Actual outputs	
			1	2			3	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		■		■		■	○	○	○	News on follow-up activities released in facebook	To continue sharing information among Paurashavas
		P		■		■		■					
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	A							×	×	×	n.a.	We were not able to hold a WG meeting continuously with the vacancy of PD post. To resume the WG and share any good examples by presentation of Paurashavas in turn
		P											
1-3	Conducting training follow-up and formulation of good practices	A	■	■	■	■	■	■	n.a.	n.a.	n.a.	n.a.	It will take some time to formulate good practices after the series of initial training. To continue activities and encourage Paurashavas to formulate good practices
		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*	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) 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.	×	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	Mark*				Actual outputs				
		1	2				3			
1 Conduct supportive activities such as information provision and discussion	A				n.a.	n.a.	○	○	n.a.	
	P									

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

**Monthly monitoring**

Activities	January			Mark*	Necessary Corrective Action for Next Month	February			
	Progress Situation at the end of January		Mark*			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.	○			

Activities	March		Mark*	Necessary Corrective Action for Next Month
	Progress Situation at the end of March			
	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*					
	Plan						1	2			3	
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	█	█	█	Sasao, Togawa	Detailed preparation plan, Fixed training schedule and program	○	○	△	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				Sasao, Togawa	n.a.	n.a.	n.a.	n.a.			
	P											

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

**Monthly monitoring**

Activities	January			Mark*	Necessary Corrective Action for Next Month	February			Mark*	Necessary Corrective Action for Next Month
	Progress Situation at the end of January		Activities			Progress Situation at the end of February				
	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.							

Activities	March			Mark*	Necessary Corrective Action for Next Month
	Progress Situation at the end of March		Activities		
	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		△	To support trainees in filling out applications to JICA
2 Conduct training in Japan	n.a.	n.a.	n.a.		

## 2.4. April 2016

### 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	4	5		6	Mark*						
		Plan					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					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)	A	■	■	■	■	○			Completed in previous quarter		
			P										
Suginaga	1.1	Conduct various kinds of follow-up activities of activity item (7)	A					n.a.			See (7)	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

April

Person in Charge	Activities (Jan.-Mar.2016)		Progress Situation at the end of April		Mark*	Necessary Corrective Action for Next Month
			Activities	Outputs		
Fusamae	1.1	Conduct various kinds of follow-up activities of activity item (7)	Supported initial steps of development planning in three PSSs	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】**

Progress of activities				Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term	
Activities	Actual Plan	4	5			6	Mark*				
							4	5			6
1 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】**

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	4	5	6	Mark*								
		Plan				4	5			6	Actual outputs			
1	Continue discussion with LGD and hold JCC to authorize the Strategy in June	A							Sasao, Sato	Approved Strategy	△			
		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							Sasao, Sato, Fusamae	n.a.	△			
		P												

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

**Monthly monitoring**

		April		Mark*	Necessary Corrective Action for Next Month
Activities		Progress Situation at the end of April			
		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*								
						4	5			6				
1	Continue discussion at the opportunity of WG meetings (This activity will start after October)	A							Minutes of WG meetings and JCC	△				
	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							Reviewed and newly formulated rules and regulations	×				
	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		
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*				
								4	5	6		
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.				
			P									
	1.2	Conduct TOT (Rehearsal of training) Completed in the previous quarter	A				n.a.	n.a.				
			P									
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									
	1.2	Conduct TOT (Rehearsal of training) April: None May: Preparation and conducting TOT in Master Plan Implementation June: None	A				TOT 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 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*						
							4	5	6				
Fusamae	1.1	Prepare for the pilot training (other than TOT) (Development Planning) Completed in previous quarter	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	█									
			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	█									
			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	█	█	█	█						
			P	█	█	█	█	█	█	█	█	█	█
	1.2	Conduct pilot training April: None May: Preparation and conducting training in Master Plan Implementation June: None	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)	- 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.	- Some portion of the draft handbook for Master Plan Implementation - The draft table of contents for Streets	△	- 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 Plan	4	5	6		Mark*				
							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 April: Conduct training at one paurashava May: Conduct training at three paurashavas	A								
			P		■	■	■				
Suginaga	1.1	Prepare for the pilot training (Citizen participation) April: none May: none June: none	A								
			P								
	1.2	Conduct pilot training April: none May: none June: none	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	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*				
		Plan						4	5	6		
1	Implement support activities (Development planning)	A	■	■	■	Fusamae	Field visit reports	○				
	April-June: Follow-up visits to 4 Paurashavas (No. of visits depend on progress of each PS)	P	■	■	■							■
2	Implement support activities (Budget / Accounting)	A				Azeta	Field Visit report / Follow-up progress report	n.a.				
	May: Monitor the preparation of the budget documents for 2016-17 June: Support paurashavas to prepare Annual statement	P			■							■
3	Implement support activities (Tax collection)	A				Azeta	Field Visit report / Follow-up progress report	n.a.				
	May: Support paurashavas to prepare Quarterly and Annual Statement of tax collection June: Support paurashavas to prepare Annual statement	P			■							■
4	Implement support activities (Tax assessment)	A				Azeta	Field Visit report / Follow-up progress report	n.a.				
	May: Monitor the tax re-assessment progress June: Support paurashavas to revise Assessment List	P			■							■
5	Implement support activities (Citizens' participation)	A				Suginaga	Updated monitoring report on WC/TLCC	n.a.				
	April: none May: Preparation and implementation of the review workshop June: none	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】

Progress of activities		Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term
				Mark*				
Activities	Actual	4	5	6	Actual outputs			
	Plan							
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	A					n.a.		
	P					n.a.		
1-2 Encouragement of formulation of good practices by each expert during the various follow-up activities and in other occasions	A					n.a.		
	P							
1-3 Conducting training follow-up and formulation of good practices	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 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】

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	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	■						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	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.	×
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	4	5	6			Mark*					Actual outputs
	Plan						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】

Progress of activities					Person in Charge	Expected Outputs	Progress situation in general			Background analysis of progress	Targets and activities in next term
Activities	Actual Plan	4	5	6			Mark*				
							4	5	6		
1 Preparation of training (This will start in December, 2015) April: Various logistics preparation and preparation of training materials May: Various logistics preparation	A	■	■	■	Sasao, Togawa	Finalized training schedule and program, Prepared training materials	○				
	P	■	■	■							
2 Conduct training in Japan (expected for May, 2016) May: Conducting training June: Formulation of the report on the training	A				Sasao, Togawa	Training report	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 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. Personnel Assignment (Note: Personnel Assignment in June 2016 is the planned schedule)

1. Field

Name Position	Grade	Travel	2015					2016							Day Total	MM Total	
			7	8	9	10	11	12	1	2	3	4	5	6			7
Ryujiro Sasao	2	Plan		19	19	19	18		18	18	18		18	18		165	5.50
Chief Adviser		Result		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
Atuo Sato	2	Plan		13		20		21	18		18					90	3.00
Strengthening Paurashava Governance Strategy 1		Result		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)			(0)	(0)	90
Rie Fusamae	2,3	Plan		29	8	23	10	11	14		5	28	11	17		156	5.20
Development Planning		Result		8/3 8/31 (29)	9/1-4 9/27- (8)	10/1 10/19 (19)	11/28 11/30 (3)	12/1 12/19 (16)	1/11 1/27 (3)	3/5 3/31 (24)	4/1 4/19- (13)	5/6 5/27- (9)	6/1 6/10 (2)			Grade 2 141	Grade 2 4.70
Hirofumi Azeta	3	Plan			20	16		21		21	21	21				120	4.00
Financial Management 2		Result		8/8 8/26 (19)	(0)	10/3 10/16 (14)	(0)	(0)	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)	(0)	120	4.00
Masahiko Suginaga	3	Plan				1	13				14		14	22		64	2.13
Community Development 1		Result		(0)	(0)	10/27 10/31 (5)	11/4 11/14 (11)	(0)	1/15 1/30 (16)	(0)	3/18 3/31 (14)	4/1 4/1 (1)	5/17 5/31 (15)	6/1 6/2 (2)	(0)	64	2.13
Masaharu Ido	3	Plan							15	15	15					45	1.50
Community Development 2		Result		(0)	(0)	(0)	(0)	(0)	1/30 1/31 (2)	2/1 2/12 (12)	(0)	4/16 4/30 (15)	5/6, 5/13, 5/31- (6)	6/1 6/10 (10)	(0)	45	1.50
Yoshinaga Nakamura	5	Plan		15	15	5	25		20	10	30	15	15	30		180	6.00
Training Planning / Sensitization /		Result		8/17 8/31 (15)	9/1 9/15 (15)	10/24 10/31 (8)	11/1 11/22 (22)	(0)	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)	(0)	180	6.00
Sub-total (Field)												Plan	820	27.33			
												Result	820	27.33			

2. Home

Ryujiro Sasao	2	Plan																0	0.00	
Chief Adviser		Result																	0	0.00
Atuo Sato	2	Plan																	0	0.00
Strengthening Paurashava Governance Strategy 1		Result																	0	0.00
Rie Fusamae	2	Plan																	0	0.00
Development Planning		Result																	0	0.00
Hirofumi Azeta	3	Plan																	0	0.00
Financial Management 2		Result																	0	0.00
Megumi Matoba	3	Plan																	6	0.30
Community Development		Result			8/9, 10, 11 □ (3)		9/9, 14, 15 □ (3)													6
Ryujiro Sasao	3	Plan																	37	1.85
Local Governance Analysis / Japan Training Planning		Result																		37
Mayumi Togawa	5	Plan																	28	1.40
Japan Training Coordinator		Result																		28
Yoshinaga Nakamura	5	Plan																	0	0.00
Training Planning / Sensitization /		Result																	0	0.00
Sub-total (Home)															Plan	71	3.55			
															Result	71	3.55			
Total															Plan	30.88				
															Result	30.88				

Field Home

4. Minutes of Meeting of Working Group Meetings, 6th to 8th

**Government of the People's Republic of Bangladesh**  
**Ministry of Local Government Rural Development & Co-operatives**  
**Local Government Division**  
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**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)  
[1<sup>st</sup> 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 3<sup>rd</sup> and 4<sup>th</sup> 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

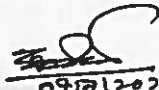
CC: (not according to seniority)

Appendix 1. List of attendance in the 6<sup>th</sup> 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



9. Md. Golam Yahia, Director (Training), NILG
10. Jehad 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 (Joude), 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 Motalleb, 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**  
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**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 6<sup>th</sup> 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:**

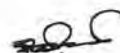
Sub-group discussion was conducted by 3 sub-groups with moderators of the project team.

**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 7<sup>th</sup> 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)**

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

**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 (7<sup>th</sup>) 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 (Jorz), 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 meetings 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, Shaikupa 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. Shafiuhasan, 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



0312.2015  
(Md. Khalilur Rahman)  
Project Director, SPGP &  
Deputy Secretary  
Phone: 9514142

## 5. TOT Report

### 5.1. Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors

#### SPGP ToT Report

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

### SPGP TOT Report

Title of the Training	Training of Trainers on Preparation and Implementation of Development Plan
Trainees	<ul style="list-style-type: none"> <li>• 3 Consultants of SPGP</li> <li>• 2 NILG faculty members</li> <li>• Executive Engineers/Assistant Engineers/Sub-assistant engineers of pilot Paurashavas</li> </ul>
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. Finance (Budget Formulation/Accounting, Tax Collection/Tax Assessment)

#### 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. Pilot Training Report

#### 6.1. Orientation Course on the Basics of Paurashava Administration for Mayors and Councilors

### SPGP Training Report

<b>Title of the Training</b>	<b>Orientation course on the basics of Paurashava administration</b>
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 year<sup>1</sup>. 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 basically the same as last year's but its duration and time allocations among sessions were changed

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<sup>1</sup> 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.

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
<b>DAY 1</b>				
9:00 - 10:20	Course registration and inaugural session	<ul style="list-style-type: none"> <li>• Mr. Mustafa Kamal Hider, Director General, NILG</li> <li>• Mr. Hiroki Watababe, Program Advisor (Governance), JICA Bangladesh Office</li> <li>• Dr. Md. Golam Yahia, Director (Training &amp; Consultancy), NILG</li> <li>• Mr. Ryujiro Sasao, Chief Advisor, SPGP</li> </ul>		
10:20 - 10:40	Tea break			
10:40 - 12:00	<b>Paurashava in the local government system of Bangladesh</b>	Mr. Mustafa Kamal Hider, Director General	Mr. A Jehad Sarkar, Research Officer	Lecture
12:00 - 13:00	<b>Local Government (Paurashava) Act 2009 and functions of Paurashava</b>	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	<b>Local Government (Paurashava) Act 2009 and functions of Paurashava (Continued)</b>	Do.	Do.	Do.
15:00 - 17:00	<b>Administrative structure of Paurashava and responsibilities of elected representatives and officers</b>	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			
<b>DAY 2</b>				
9:00 - 11:00	<b>Role of the Council in decision-making</b>	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	<b>Role of standing committees</b>	Mr. Shekh Mofizul Islam, Director (Program & Monitoring)	Ms, Monika Mitra, Research Officer	Lecture, individual exercise
12:30 - 13:15	<b>Citizen participation</b>	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	<b>Citizen participation (Continued)</b>	Do.	Do.	Do.
15:00 - 17:00	<b>Financial management, taxation and budget formulation</b>	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
<b>DAY 3</b>				
9:00 – 10:30	<b>Accounting and audit</b>	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	<b>Procurement</b>	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	<b>Property registration and management</b>	Mr. Md. Vuian Aaur Rahman. Director (Administration & Coordination)	Mr. Md. Imranur Rahman, Assistant Research Officer	Lecture & group exercise
15:30 - 17:00	<b>Office and information management</b>	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			
<b>DAY 4</b>				
9:00 – 11:30	<b>Concept of good governance and leadership</b>	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	<b>Gender mainstreaming in Paurashava's activities</b>	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
<b>DAY 1</b>				
9:00 - 10:20	Course registration and inaugural session	<ul style="list-style-type: none"> <li>• Dr. Md. Golam Yahia, Director (Training &amp; Consultancy), NILG</li> <li>• Ms. Rie Fusamae, SPGP team</li> </ul>		
10:20 - 10:40	Tea break			
10:40 - 12:00	<b>Paurashava in the local government system of Bangladesh</b>	Mr. Mustafa Kamal Hider, Director General		Lecture
12:00 - 13:00	<b>Local Government (Paurashava) Act 2009 and functions of Paurashava</b>	Dr. Md. Golam Yahia, Director (Training & Consultancy)	Mr. A Jihad Sarkar, Research Officer	Lecture & group exercise
13:00 - 14:00	Prayer and lunch break			
14:00 - 15:00	<b>Local Government (Paurashava) Act 2009 and functions of Paurashava (Continued)</b>	Do.	Do.	Do.
15:00 - 17:00	<b>Administrative structure of Paurashava and responsibilities of elected representatives and officers</b>	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			
<b>DAY 2</b>				
9:00 - 11:00	<b>Role of the Council in decision-making</b>	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	<b>Role of standing committees</b>	Mr. Shekh Mofizul Islam, Director (Program & Monitoring)	Ms, Manika Mitra, Research Officer	Lecture & plenary exercise
12:45 - 13:30	<b>Citizen participation</b>	Ms. Kamrun Nahar, Assistant Director		Lecture, group exercise & role-play
13:30 - 14:30	Prayer and lunch break			
14:30 - 15:15	<b>Citizen participation (Continued)</b>	Do.	Do.	Do.
15:15 - 17:15	<b>Concept of governance and leadership</b>	Mr. Md. Golam Yahia, Director (Training)	Mr. A Jihad Sarkar, Research Officer	Lecture & group exercise
17:15 - 17:35	Tea break & review of the day			

Time	Subject	Trainer	Assistant Trainer	Training method
<b>DAY 3</b>				
9:00 – 11:00	<b>Financial management, taxation and budget formulation</b>	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	<b>Accounting and audit</b>	Mr. Md. Abdul Quddus, Consultant, SPGP		Lecture
13:00 - 14:00	Prayer and lunch break			
14:00 - 16:00	<b>Procurement</b>	Ms. Kamrun Nahar, Assistant Director	Mr. A Jihad Sarkar, Research Officer	Lecture, video & group exercise
16:00 - 17:30	<b>Property registration and management</b>	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			
<b>DAY 4</b>				
9:00 - 10:30	<b>Office and information management</b>	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	<b>Gender mainstreaming in Paurashava’s activities</b>	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. Development Planning

### 6.2.1. Development Planning

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

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

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

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

## SPGP Training Report

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

## 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. Finance (Budget Formulation/Accounting, Tax Collection/Tax Assessment)

##### 6.4.1. Finance (Budget Formulation/Accounting)

### 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) <sup>2</sup>
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	<b>Paurashava Budget System</b> 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	<b>Formulation of Paurashava Budget</b> 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	<b>Review of Paurashava Budget Formulation</b> 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	
14:00 - 15:30	<b>Introduction on Paurashava Accounting and</b>	Lecture and exercise.

<sup>2</sup> 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.



	<b>Budget Execution</b> Outline of Accounting process (Daily entry) (Cashier's Cash Book, Accountant Cash book, Balancing, Bank reconciliation, Cheque book register, Voucher, Abstract registers, etc.).	
15:30 - 16:45	<b>Outline of Accounting Process</b> 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	<b>Outline of budget monitoring process and Review of Paurashava Accounting</b> (Budget monitoring, budget revision, etc.)	Lecture and exercise.
10:00 - 11:15	<b>Practices on Paurashava Budget formats</b> Fill up budget formats	Individual exercise
11:15 - 11:30	Tea break	
11:30 - 13:00	<b>Practices on Paurashava Accounting, Record Keeping and Statement preparation</b> Fill up cash book, abstract register and prepare accounts statement.	Individual exercise
13:00 - 14:00	Lunch and prayer break	
14:00 - 15:00	<b>Open discussion, preparation of the action plans for FY 2015-16</b> (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' perspective<sup>3</sup>, 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.

The facilitators also used many examples to attract more attentions of the participants and also to make the

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<sup>3</sup> Questionnaire survey on the trainees' satisfaction was conducted,

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. Finance (Tax Collection/Tax Assessment)

### 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) <sup>4</sup>
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	<b>Overview of tax collection</b> Objectives of training, Legal background	Lecture and exercise
12:00 - 13:00	<b>Securing holding tax revenue</b> Target on securing holding tax collection, Tax collection efficiency	Lecture and exercise
13:00 - 14:00	Lunch and Prayer break	
14:00 - 15:45	<b>Tax collection processes</b> Outline of the tax collection processes, Individual process	Lecture and exercise
15:45 - 16:00	Tea break	
16:00-16:45	<b>Tax collection processes (Cont'd)</b>	
16:45 - 17:00	Closing of the day	

##### Day 2 (Two)

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

<sup>4</sup> 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	<b>Method of Tax valuation</b> 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	<b>Method of Tax valuation (Cont'd)</b>	
12:00-13:00	<b>Open discussion, preparation of the action plans for FY 2015-16</b> (Prepare a list of activities for each Paurashava)	Open discussion
13:00 - 14:00	Lunch and Prayer break	
14:00-15:00	<b>Open discussion (cont'd)</b>	
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' perspective<sup>5</sup>. 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.

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<sup>5</sup> 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. Follow-up Activity Report

### 7.1. Development Planning

#### 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' smoothed 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. Citizen Participation

### 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"> <li>- All WCs and TLCCs are formulated at respective pilot Paurashavas</li> <li>- Planned meetings for TLCCs and WCs are implemented.</li> </ul>	
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	<ul style="list-style-type: none"> <li>-It will be confirmed when the new Paurashava building is completed at the next follow-up.</li> <li>-It will be confirmed whether the venue for a TLCC meeting is available in the new Paurashava office building at the next follow-up.</li> <li>-It will be confirmed whether TLCC holds a meeting until March 30, 2016 at the next follow-up.</li> </ul>
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	Although following information on the date of WC	



	meetings is collected, evidence (M/M) is not collected: only attendee lists are available. <ul style="list-style-type: none"> <li>• W1 3/15, 2016</li> <li>• W2 3/15, 2016</li> <li>• W3 3/29, 2016</li> <li>• W4 3/13, 2016</li> <li>• W5 3/15, 2016</li> <li>• W6 3/15, 2016</li> <li>• W7 3/15, 2016</li> <li>• W8 no information</li> <li>• W9 3/14, 2016</li> </ul>
Remark	<ul style="list-style-type: none"> <li>• It is confirmed that the members of WC and TLCC was officially approved on October 27, 2015.</li> <li>• 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.</li> <li>• Three officials were assigned as member secretaries for nine Wards.</li> </ul>
-Next follow-up	
	Action
TLCC	-More detail situation will be inquired at the next review workshop.
WC	-The number of attendees will be checked based on collected attendee lists. -Member secretaries will be requested to bring completed M/M at the next review workshop.
<p><u>Intermediate Situation in May 2016</u>  -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.  -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)	- 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 WC 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>Bakerganj</td> <td>Both TLCC and WCs are established but inactive</td> </tr> </tbody> </table>	Upazila	Status	Bakerganj	Both TLCC and WCs are established but inactive
	Upazila	Status			
	Bakerganj	Both TLCC and WCs are established but inactive			
	<p><u>Date:</u> September 20-23, 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>Bakerganj</td> <td>TLCC is organized but no meeting is held. All WCs are organized and respective WCs hold a meeting one time in 2015.</td> </tr> </tbody> </table>	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.
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.				

<u>Date:</u> February 02-03, 2016 -Following updated status of TLCC and WCs is confirmed during the field survey.	
	<b>Status</b>
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
<b>-Next follow-up</b>	
	<b>Action</b>
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.
<u>Date:</u> March 31- April 10, 2016 -Following updated status of TLCC and WCs is confirmed through the telephone interview.	
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.
<b>-Next follow-up</b>	
	<b>Action</b>
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 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	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>	Upazila	Status	Kanaighat	WCs are organized but no TLCC. Bazar Meetings are held from time to time.				
	Upazila	Status							
	Kanaighat	WCs are organized but no TLCC. Bazar Meetings are held from time to time.							
	<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>	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.				
	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.							
	<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 indicted 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>		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 indicted 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.
		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 indicted 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.							
	-Next follow-up								
		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.							
<p><u>Date:</u> April 3-10, 2016 -Following updated status of TLCC and WCs is confirmed through the telephone interview.</p> <table border="1"> <tbody> <tr> <td>TLCC/WC</td> <td>-One orientation meeting for TLCC and all WC members was held on 17 March.</td> </tr> <tr> <td>Remark</td> <td>- 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.</td> </tr> </tbody> </table>	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.					
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.								

	<p><u>Intermediate Situation in May 2016</u></p> <ul style="list-style-type: none"> <li>- Kanaighat Paurashava reorganized WCs and TLCC properly after the council election.</li> <li>- 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.</li> <li>-SPGP will collect up-dated information on their activities at the next review workshop on June 01, 2016.</li> </ul>
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Subject	Citizen Participation								
Name of Paurashava	Sengarchar								
Area	Ward Committee (WC) /Town Level Coordination Committee (TLCC)								
Target at the end of FY (June 2016)	<ul style="list-style-type: none"> <li>- All WCs and TLCCs are formulated at respective pilot Paurashavas</li> <li>- Planned meetings for TLCCs and WCs are implemented.</li> </ul>								
Activities (progress of work)	<p><u>Date:</u> June 06-08, 2015</p> <p>-Following status of TLCC and WCs is confirmed during the training of Citizen Participation.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 30%;">Upazila</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Sengarchar</td> <td>Both TLCC and WCs are established but inactive</td> </tr> </tbody> </table>	Upazila	Status	Sengarchar	Both TLCC and WCs are established but inactive				
	Upazila	Status							
	Sengarchar	Both TLCC and WCs are established but inactive							
	<p><u>Date:</u> October 05-08, 2015</p> <p>-Following updated status of TLCC and WCs is confirmed during the training of Citizen Participation.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 30%;">Upazila</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Sengarchar</td> <td>TLCC and WCs are organized but no meeting is held in 2015.</td> </tr> </tbody> </table>	Upazila	Status	Sengarchar	TLCC and WCs are organized but no meeting is held in 2015.				
	Upazila	Status							
	Sengarchar	TLCC and WCs are organized but no meeting is held in 2015.							
	<p><u>Date:</u> February 08-09, 2016</p> <p>-Following updated status of TLCC and WCs is confirmed during the field survey.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 30%;"></th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>TLCC</td> <td>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.</td> </tr> <tr> <td>WCs</td> <td>Formal meetings were not held after the SPGP training in October 2015 due to the busy of the Paurashava election.</td> </tr> <tr> <td>Remarks</td> <td>The TLCC was reorganized at the 1<sup>st</sup> Paurashava Parishad meeting on January 25, 2016 and nine (9) WCs were reorganized at the 2<sup>nd</sup> Paurashava Parishad meeting on February 07, 2016.</td> </tr> </tbody> </table>		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 <sup>st</sup> Paurashava Parishad meeting on January 25, 2016 and nine (9) WCs were reorganized at the 2 <sup>nd</sup> Paurashava Parishad meeting on February 07, 2016.
		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 <sup>st</sup> Paurashava Parishad meeting on January 25, 2016 and nine (9) WCs were reorganized at the 2 <sup>nd</sup> 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:</u> April 3-10, 2016 -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
<u>-Next Follow-up</u>	
	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.				
	<table border="1"> <thead> <tr> <th>Upazila</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Shailukupa</td> <td>Both TLCC and WCs are established but inactive</td> </tr> </tbody> </table>	Upazila	Status	Shailukupa	Both TLCC and WCs are established but inactive
	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.				
	<table border="1"> <thead> <tr> <th>Upazila</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Shailukupa</td> <td>TLCC and all WCs are organized but no meeting is held in 2015.</td> </tr> </tbody> </table>	Upazila	Status	Shailukupa	TLCC and all WCs are organized but no meeting is held in 2015.
	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.				
	<table border="1"> <thead> <tr> <th></th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>TLCC</td> <td>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.</td> </tr> </tbody> </table>		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.
	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 <sup>nd</sup> 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.
<b>-Follow-up</b>	
	Action
TLCC/WC	-It will be confirmed whether the reorganization of TLCC and WCs is completed at the next follow-up.
<u>Date: April 3-10, 2016</u> -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.
<b>-Next follow up</b>	
	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. Finance

#### 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"> <li>- The paurashava prepares budget document according to the format and processes depicted in the operation manual.</li> <li>- The paurashava prepares and maintain cashbook every month and prepare monthly statement.</li> <li>- The paurashava maintain tax demand and collection register and prepare progress report every month.</li> </ul>
Activities (progress of work)	<p><b>Date:</b> 19-22 September 2015</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The paurashava maintain a <b>cashier’s cashbook</b>, 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.</li> <li>- The format of <b>accountant’s cashbook</b> 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.</li> <li>- The paurashava maintain <b>abstract registers</b>, not on the hard copy but on an Excel file. The abstract registers were updated up to August 2015.</li> <li>- Similarly, the paushava maintain <b>Quarterly and Annual Account of Receipts and Payments</b>, not on the hard copy but on an Excel file.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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).</li> <li>- Similarly, the paurashava compiles ward-wise collection amount using the Excel file.</li> </ul> <p><u>Tax Assessment</u></p> <ul style="list-style-type: none"> <li>- 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).</li> <li>- The paurashava is collecting general information of holding with</li> </ul>

	<p>the assistance of master rolled employees.</p> <ul style="list-style-type: none"> <li>- As the paurashava has not printed Tax Assessment List, the local consultant suggested the paurashava to have a printed copy of the List.</li> <li>- 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.</li> </ul>
	<p><b>Date:</b> 18-20 October 2015</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus, Mr. Abdul Motalleb (Rassel)</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Following the presentations on re-assessment processes, participants performed exercises, which were used in the training (at NILG).</li> <li>- The secretary of the paurashava, and SPGP consultants supported the participants to perform such exercises.</li> </ul>
	<p><b>Date:</b> 2 March 2016</p> <p><b>Participants (SPGP):</b> Mr. Hirofumi Azeta, Mr. M. A. Quddus (through telephone)</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The paurashava mentioned the <b>accountant's cashbook (old format)</b> was updated up to the end of February, and also that the monthly closing balance was checked by the secretary.</li> <li>- <b>Abstract register and Quarterly and Annual Account of Receipts and payments (Excel sheet)</b> was updated up to the end of January 2016.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- The paurashava completed the data entry of tax demand (to Demand and Collection register, Excel Sheet).</li> <li>- The paurashava has not issued tax bills (they issue "notification of demand amount")</li> <li>- Tax collections were recorded up until the end of February (to Excel file).</li> </ul> <p><u>Tax assessment</u></p> <ul style="list-style-type: none"> <li>- The paurashava prepared printed copy of "tax assessment sheet" which was developed by SPGP.</li> <li>- The paurashava will start re-assessment after the election of a mayor and councilors in June.</li> </ul>



## 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"> <li>- The paurashava prepares budget document according to the format and processes depicted in the operation manual.</li> <li>- The paurashava prepares and maintain cashbook every month and prepare monthly statement.</li> <li>- The paurashava maintain tax demand and collection register and prepare progress report every month.</li> </ul>
Activities (progress of work)	<p><b>Date:</b> 15-18 August 2015</p> <p><b>Participants (SPGP):</b> Mr. Hirofumi Azeta, Mr. M. A. Quddus, Mr. Sohrab Hossain</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- 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 1<sup>st</sup>). SPGP team explained how to fill the accountant's cashbook, and the accountant recorded the financial transactions of the July.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- SPGP team also explained how to compile the monthly tax collection amount of each ward.</li> </ul>
	<p><b>Date:</b> 27-29 October 2015</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting:</u></p> <ul style="list-style-type: none"> <li>- SPGP team confirmed that the <b>accountant's cashbook</b> was recorded up to the end of September 2015.</li> <li>- SPGP gave guidance to the accountant on how to fill <b>abstract registers</b>. 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.</li> <li>- The SPGP local consultant supported the accountant to fill <b>Quarterly and Annual accounts of receipts</b> and payments, transferring the data from the abstract register. The accountant completed the data entry of July. The paurashava promised to</li> </ul>

	<p>complete the remaining period.</p> <ul style="list-style-type: none"> <li>- 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.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Tax collectors are going to complete the data entry of remaining 5 wards by November 2015.</li> </ul>
	<p><b>Date:</b> 2 March 2016</p> <p><b>Participants (SPGP):</b> Mr. Hirofumi Azeta, Mr. M. A. Quddus (telephone)</p> <p><u>Accounting:</u></p> <ul style="list-style-type: none"> <li>- The SPGP team made a phone-call to the paurashava and confirmed that the data entry of accountant's cashbook was delayed. As of 2<sup>nd</sup> March, the accountant completed the data entry of November 2015, and thus 3 month data have not been entered.</li> <li>- Similarly, abstract registers and Quarterly and Annual Account of Receipts and Payments have not been updated.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- The paurashava mentioned that the data entry of tax demand was completed in October 2016, and tax bills were issued on the same month.</li> <li>- The paurashava also mentioned that the tax collection data etnry was made on time and completed the data entry of February.</li> <li>- The paurashava also mentioned that they have printed out the ward – wise tax collection amount and submitted to the mayor.</li> </ul>
	<p><b>Date:</b> 27-31 March 2016</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The SPGP local consultant confirmed that the cashier input cash transaction data into the <b>cashier's cashbook</b> timely and properly.</li> <li>- The local consultant confirmed that the <b>accountant's cashbook</b> is not maintained on timely manner. On 27<sup>th</sup> 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.</li> </ul>

	<ul style="list-style-type: none"> <li>- The accountant posted receipts and payments data into following abstract registers, and filled the cells of July to January on Quarterly and Annual Statement.</li> <li>- 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.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- The paurashava monitors the ward-wise tax collection amount using software.</li> </ul>
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### 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"> <li>- The paurashava prepares budget document according to the format and processes depicted in the operation manual.</li> <li>- The paurashava prepares and maintain cashbook every month and prepare monthly statement.</li> <li>- The paurashava maintain tax demand and collection register and prepare progress report every month.</li> </ul>
Activities (progress of work)	<p><b>Date:</b> 16-20 November 2015</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> </ul>

	<p><b>Date:</b> 2 March 2016</p> <p><b>Participants (SPGP):</b> Mr. Hirfumi Azeta, Mr. M. A. Quddus (through telephone)</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- 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 1<sup>st</sup>).</li> <li>- The paurashavas prepared / printed accountant's cashbook (Revenue account Part 1), but not development account.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- Printing of "Demand and collection Register" is completed in November.</li> <li>- However, any tax collections have been recorded from the beginning of the fiscal year.</li> </ul>
	<p><b>Date:</b> 8-11 March 2016</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The SPGP local consultant asked the new mayor to appoint an accountant as early as possible.</li> <li>- (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).</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>
	<p><b>Date:</b> 3-5 April 2016</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The SPGP local consultant visited the Paurashava and gave a simple guidance on accounting to the newly recruited accountant.</li> <li>- The accountant successfully completed fill the financial transactions of the first few months, and continues updating the accountant's cashbook.</li> </ul>

## 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"> <li>- The paurashava prepares budget document according to the format and processes depicted in the operation manual.</li> <li>- The paurashava prepares and maintain cashbook every month and prepare monthly statement.</li> <li>- The paurashava maintain tax demand and collection register and prepare progress report every month.</li> </ul>
Activities (progress of work)	<p><b>Date:</b> 16-18 September 2015</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The SPGP local consultant confirmed that the cashier is properly maintaining the <b>cashier’s cashbook</b> and also that it was updated the previous day.</li> <li>- The consultant also confirmed that the <b>accountant’s cashbook</b> 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.</li> <li>- The paurashava had not prepared the printed copy of <b>abstract registers</b> and <b>Quarterly and Annual Account of Receipts and Payments</b>. Thus the consultant suggested the paurashava to prepare them immediately.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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).</li> <li>- The paurashava has not prepared ward-wise tax collection registers.</li> </ul> <p><u>Tax Assessment:</u></p> <ul style="list-style-type: none"> <li>- 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).</li> <li>- The paurashava is collecting general information of holding with the assistance of master rolled employees.</li> <li>- 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.</li> <li>- The paurashava requested the SPGP local consultant to provide training on tax reassessment for all related staff members.</li> </ul>

	<p><b>Date:</b> 11-13 October 2015</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus, Mr. Abdul Motalleb (Rassel)</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Following the presentations on re-assessment processes, participants performed exercises, which were used in the training (at NILG).</li> <li>- The secretary of the paurashava, and SPGP consultants supported the participants to perform such exercises.</li> </ul>
	<p><b>Date:</b> 2 March 2016</p> <p><b>Participants (SPGP):</b> Mr. Hirofumi Azeta, Mr. M. A. Quddus (through telephone)</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The paurashava mentioned the <b>accountant’s cashbook</b> was updated up to the end of February, and also that the monthly closing balance was checked by the secretary.</li> <li>- <b>Abstract register</b> was also updated up to the end of February 2016, but the <b>Quarterly and Annual Account of Receipts and payments</b> have not been prepared.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- The paurashava completed the data entry of tax demand (to Demand and Collection register) in December 2015.</li> <li>- The paurashava issued tax bills only to the tax payers of large holding.</li> <li>- 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.</li> </ul> <p><u>Tax assessment</u></p> <ul style="list-style-type: none"> <li>- The paurashava prepared printed copy of “tax assessment sheet” which was developed by SPGP.</li> <li>- The paurashava will collect necessary information for the re-assessment.</li> </ul>
	<p><b>Date:</b> 23-25 March 2016</p> <p><b>Participants (SPGP):</b> Mr. M. A. Quddus</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- The SPGP local consultant confirmed that the <b>cashier’s cashbook</b> and <b>accountant’s cashbook</b> is recorded in a timely manner.</li> <li>- <b>Abstract registers</b> were completed up to February 2016.</li> <li>- <b>However,</b> 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.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- The parashava recorded the tax collection data onto the tax demand and collection register on time.</li> <li>- However, the paaurashava has not prepared the formats of <b>Abstract registers of Tax collection</b> and <b>Quarterly and Annual Statement of Tax collection</b>. The paurashava is going to prepare a printed</li> </ul>

	<p>copy after this.</p> <p><u>Tax re-assessment</u></p> <ul style="list-style-type: none"> <li>- The paurashava has already collected necessary information of all holdings in the paurashava.</li> <li>- The paurashava will start calculating the new valuation of each holding and complete it by June 2016.</li> <li>- 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.</li> </ul>
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### 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"> <li>- The paurashava prepares budget document according to the format and processes depicted in the operation manual.</li> <li>- The paurashava prepares and maintain cashbook every month and prepare monthly statement.</li> <li>- The paurashava maintain tax demand and collection register and prepare progress report every month.</li> </ul>
Activities (progress of work)	<p><b>Date:</b> 22-24 August 2015</p> <p><b>Participants (SPGP):</b> Mr. Hirofumi Azeta, Mr. M. A. Quddus, Mr. Sohrab Hossain</p> <p><u>Accounting</u></p> <ul style="list-style-type: none"> <li>- <b>Accountant’s cashbook</b> (for 2015-16) was prepared / printed, and financial transactions were properly recorded on the daily basis.</li> <li>- <b>Abstract registers</b> and <b>Quarterly and Annual Account of Receipts and Payments</b> were not updated, and the local consultant gave guidance on how to fill them.</li> </ul> <p><u>Tax collection</u></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- SPGP team also explained how to compile the monthly tax collection amount of each ward.</li> </ul>

**Date:** 2 March 2016

**Participants (SPGP):** Mr. Hirofumi Azeta, Mr. M. A. Quddus (telephone)

- 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.

Tax collection

- 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. The Record of Acceptance of Trainees

### 8.1. List of Trainees

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 RAFIQUUL 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, Chauddagram Pourashava, Comilla District
28.	Mr. MOHAMMAD MOSHARROF HOSSAIN, Mayor, MADHABDI Pourashava, Narsingdi District

## 8.2. Training Schedule

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. Summary of Outputs of Pilot Training

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	Paurashavas	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